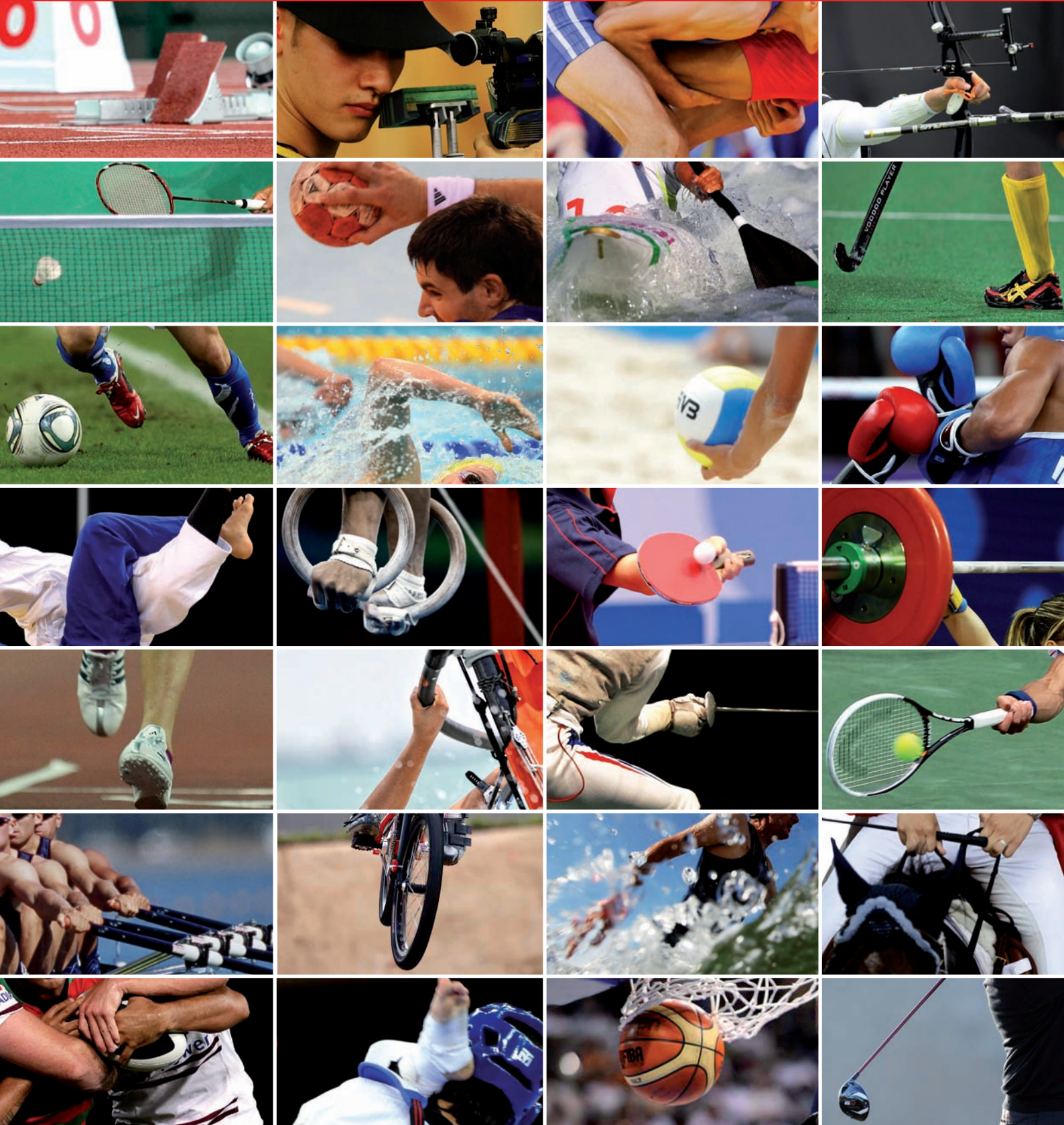




INTERNATIONAL  
OLYMPIC  
COMMITTEE

# GAMES OF THE XXXII OLYMPIAD 2020 WORKING GROUP REPORT

LAUSANNE, 5 APRIL 2012



# **This report is to be presented to the IOC Executive Board in May 2012**



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## Introduction

The Games of the XXXII Olympiad will be celebrated in 2020. Five cities (“Applicant Cities”) have applied to become Candidate Cities to host these Games. In the order of drawing of lots carried out by the International Olympic Committee (IOC) Executive Board on 8 December 2011, the 2020 Applicant Cities are:

Istanbul (TUR)  
Tokyo (JPN)  
Baku (AZE)  
Doha (QAT)  
Madrid (ESP)

### Acceptance of Candidate Cities

In accordance with Rule 33 of the Olympic Charter and its Bye-law:

*“All Applicant Cities shall comply with a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the contents of such procedure. The IOC Executive Board shall decide which cities will be accepted as Candidate Cities.”*

As stated in the 2020 Candidature Acceptance Procedure: *“The following criteria will be considered when assessing the applications:*

- *The potential of Applicant Cities – including their countries – to host, organise and stage successful Olympic Games in 2020.*
- *Compliance with the Olympic Charter, the IOC Code of Ethics, the Rules of conduct applicable to all cities wishing to organise the Olympic Games, the World Anti-doping Code, this Candidature Acceptance Procedure and all other rules, instructions and conditions which may be established by the IOC.*
- *Any other criteria, which the IOC Executive Board, at its sole discretion, may deem reasonable to consider.”*

### Executive Board decisions with regard to the 2020 bid process

In January 2011, the IOC Executive Board introduced a number of changes to the 2020 bid process. These changes reflected recommendations arising from the 2016 debrief process, as well as the findings of the 2009 Olympic Congress which debated the increasing scope, scale and complexity of organising the Olympic Games and how to address these issues in the future. The principal changes for 2020 involved:

- The introduction of pre-requisite criteria.
- A rebalancing of the Applicant and Candidate City questionnaires.

### Pre-requisite criteria

- **Dates of the Games of the Olympiad:** The Executive Board confirmed that the preferred period for the Games of the Olympiad would remain between 15 July and 31 August. Nevertheless, the Board agreed that, under certain circumstances, an exception could be made. National Olympic Committees (NOCs) considering submitting a bid for the 2020 Games outside of the preferred period were asked to submit their proposed dates and the reasons for such a request.
- **WADA compliance:** NOCs were asked to provide the IOC with written confirmation that they were WADA compliant.
- **Court of Arbitration for Sport:** NOCs were asked to provide the IOC with written confirmation that they accepted the jurisdiction of the Court of Arbitration for Sport to the exclusion of the ordinary courts.

In accepting the 2020 Applicant Cities, the Executive Board was satisfied that all cities had met the pre-requisite criteria, with one exception, as outlined below.

Doha requested to be granted permission to organise the 2020 Olympic Games between 20 September and 20 October 2020.

The IOC Executive Board informed Doha that it accepted this period in principle, but asked Doha to provide full assurance with regard to:

- Athlete health protection;
- Scheduling, which should not impact negatively on broadcast coverage or the spectator experience;
- Health protection measures for technical support staff and the public.

Doha was asked to present this information to the IOC in writing, in conjunction with its Application File, to be studied by the Working Group and the Executive Board.

The Working Group has commented on these factors in the Doha report.

### **Rebalancing of the two bid phases**

The two-phase bid process was introduced to mitigate risk by giving the Executive Board the possibility to reduce the number of cities in a given process. This also resulted in financial savings for the cities and the IOC. Feedback since the introduction of this system has consistently confirmed that the bid cities regard the two-phase process as the most appropriate and fair approach.

Over the years the IOC has also considerably developed the education and transfer of knowledge it makes available to cities. Bid cities generally have a greater understanding of Olympic requirements and are better prepared at an earlier stage of the process.

In view of the above, it was determined that changes were required for 2020 to ensure that the bid process continues to respond to the needs of the bid cities, that the IOC remains a leader in best practices and that analysis methods provide the IOC with the most effective risk assessment tool. This has led to the rebalancing of the two phases. The first phase questionnaire, contained in the 2020 Candidature Acceptance Procedure and on which the 2020 cities have based their Application File, reflects these changes.

### **IOC Executive Board instructions**

To respond to the evolution described above, the increasing complexity of organising the Olympic Games and the growing focus on sustainability, the Executive Board has asked the Working Group to conduct a detailed study of the 2020 Applicant City files and to provide the Board with a report that clearly assesses the risks associated with each city's Olympic project.

The aim of the Working Group's report is to assist the Executive Board in its determination of which cities shall be accepted as Candidate Cities, a decision which is at the sole discretion of the Board and which will be made at its meeting on 23 May 2012 in Quebec City, Canada.

### **Services provided to Applicant Cities**

In order to assist Applicant Cities in replying to the IOC Questionnaire, the following services were provided:

- An information seminar held in Lausanne on 3 and 4 November 2011. The aim of the seminar was to brief the cities on IOC requirements and to assist them in understanding the scope, complexity and cost of organising the Olympic Games;

- Access to the IOC's Olympic Games Knowledge Management database which contains detailed information and statistics on previous editions of the Olympic Games, including Olympic Games Technical Manuals and Guidelines.

### **Application Files**

The quality of the Application Files reflects the benefits of these services. All five Cities submitted their Application File by the deadline set by the IOC (15 February 2012) in compliance with the Candidature Acceptance Procedure.

### **Working Group**

In order to perform its task and prepare this report, the IOC has commissioned a number of studies, appointed a number of experts, including experts from the International Federations (IFs), National Olympic Committees (NOCs) and the IOC Athletes' Commission, and established an IOC Candidature Acceptance Working Group.

The IOC has verified that none of the Working Group members have been commissioned by any Applicant City and that their studies and reports have been carried out and submitted in full independence.

This report reflects the unanimous opinion of all of the Working Group members. The composition of the Working Group can be found in annex 1.

### **Working Group Assessment**

The Working Group met in Lausanne from 1–5 April 2012.

The Working Group's task was to assess current conditions in each Applicant City and country and to determine the potential of each city and its country to organise successful Olympic Games in 2020, on the basis of the concept proposed by each city, the feasibility of completing all projects within the time available and the risks associated with each project.

The Working Group has based its analysis on the information provided by the cities in their Application Files, the information provided in the video conference organised with each city during the Working Group meeting (see below), the reports provided by external experts and their own expertise.

The presentation of the report follows the structure of the 2020 Applicant City questionnaire and the 2020 Applicant City files and the report is presented by city, in the official order of drawing of lots.

### **Grading**

The Working Group determined that a simple grade comprising a minimum and maximum number, on a scale of 0 to 10, as indicated below) should be awarded to each city in each theme to reflect the comments made. No feasibility factors or weightings have been applied to these grades and no overall grading was made.

A wide span between the minimum and the maximum grade denotes a greater level of uncertainty.

0	1	2	3	4	5	6	7	8	9	10
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Unsatisfactory      ←-----→      Average      ←-----→      Satisfactory

### **Travel Times**

All travel times represent average 2012 travel times by bus, as taken from the 2020 Application Files.



## **Video Conferences**

To clarify any issues, a video conference was set up with each Applicant City on 4 and 5 April 2012. Each video conference was structured in two parts: a verbal presentation by the Applicant City (maximum of 15 minutes) including a 2 – 3 minute video, followed by questions and answers.

## **Language**

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.

## **Terminology**

The IOC Working Group has based its assessment of the Applicant City projects using the IOC terminology as defined below:

- **Stand-alone venue:** A site of primary importance, operated by the OCOG, located within a secure perimeter, officially used to deliver the Olympic Games.
- **Precinct:** A number (more than one) of venues or facilities in close geographical proximity within a secure perimeter.
- **Cluster:** A number (more than one) of venues and facilities in close geographical proximity, which do not require a secure perimeter.
- **Zone:** A larger geographic area, too large to be considered a cluster, but still with a logical link between venues

The venue plans for each city are described in the “Games concept and competition venues” theme of the report.

## **Elements considered under each theme**

Below is a brief outline of the main points which were taken into consideration in each theme of the Working Group’s Report.

### **1. Vision and Legacy**

This section of the report introduces each city’s aims, aspirations and legacy plans. No grades are assigned to this theme – an assessment of the Working Group’s opinion on the overall concept of each city’s project is provided at the end of each report.

### **2. Games Concept and Competition Venues**

The Working Group assessed the sports venues and sports concept taking into account the following criteria:

- a) **Existing venues**  
The use and adequacy of existing venues, including plans for venue upgrading.
- b) **Planned and additional venues**  
Planned – new venues currently under construction or planned to be constructed, irrespective of the Olympic Games.

Additional – new venues required to be built specifically for the Olympic Games and the use of temporary venues where no legacy is identified.

The feasibility of the planned and additional venues, based on the potential of completing the project in terms of time, cost and quality to meet Olympic Games requirements and post-Games legacy, was also taken into consideration.

**c) Olympic Games sports concept/legacy**

The overall sports concept, with a priority given to the quality of the Olympic experience for the athletes. The use of the fewest venues possible, the rational clustering of venues in close proximity to the Olympic Village(s), and the legacy value of new venues, including the use of temporary facilities where no legacy needs exist, were considered important.

**Note: Venue counting principles**

The following venue counting principles were applied by the Working Group:

- A venue hosting two or more sports, not simultaneously, should be counted as one venue (e.g. canoe sprint racing/rowing).
- A venue providing multiple halls for different indoor sports/disciplines should be counted separately by each hall/sport.
- Certain sports (modern pentathlon, tennis, equestrian and shooting) may have more than one field of play in the same perimeter, but should be counted as one venue.
- Venues for road events (road cycling, marathon, triathlon, etc.) should be considered as temporary venues, except where the finish area is in an existing venue.

**3. Olympic Village(s)**

The Olympic Village is one of the most important venues and is the heart of the Games for the athletes. The opportunity for athletes to live together with their peers from different countries, cultures and sports is what sets the Olympic Games apart from any other sports event. The location of the village vis-à-vis the competition venues is of the utmost importance. At this stage of the bid process, general information is required. In phase two, Candidate Cities will need to demonstrate their understanding of the very complex issues with regard to the scope and scale of such a project, from the perspective of both Games operations and legacy.

The Working Group assessed the cities on the basis of the following criteria:

**a) Location**

Travel distances to competition venues

**b) Concept**

- Number of villages
- Additional athlete accommodation
- Type of accommodation
- Area of land available
- Surrounding environment
- Temporary versus permanent

The feasibility of the village concept, based on the likelihood of the proposed projects being completed, was also taken into consideration.

**c) Legacy**

- Post-Games use
- Financing

#### **4. International Broadcast Centre (IBC) / Main Press Centre (MPC)**

The assessment takes into consideration the location and construction status of the IBC and MPC in relation to transport, media accommodation, the Olympic Village and competition venues; post Games use and legacy; feasibility; and financing plans.

#### **5. Sports Experience**

The Working Group assessed each Applicant City's experience of hosting sports events during the last ten years with consideration given to the organisational capacity of the country and the quality of the technical expertise available. In addition to the information submitted by the Applicant Cities, significant information provided by the Summer Olympic International Federations was taken into consideration with respect to overall event experience and support from national, regional and local government, as well as from the private sector (sponsorship). Spectator attendance at major International Federation (IF) events was also considered, together with the availability and quality of technical officials/workforce, and access to, and sports knowledge and experience of volunteers.

The assessment was therefore based on the following two criteria:

- a) Number of major international events organised (with an emphasis on World Championships in Olympic sports and major multi-sports events)
- b) Quality of the events (with an emphasis on the IF experience and spectator attendance)

#### **6. Environment and Meteorology**

The environmental assessment reflects each city's current general environmental conditions and the impact hosting the Olympic Games would have on each city. The Working Group assessed the cities on the basis of the following criteria:

##### **a) Meteorological conditions**

The 2020 Applicant Cities were informed that the IOC's preferred period for the Olympic Games is between 15 July and 31 August. Meteorological conditions during the period proposed by each Applicant City have been considered and comments made where the Working Group felt that measures would need to be taken to mitigate potential negative effects.

##### **b) Current environmental conditions**

##### **c) Environmental impact**

The impact of hosting the Olympic Games can be adverse (e.g. degrading natural areas) or positive (e.g. rehabilitation of degraded areas or improvements in standards and policies). As such, the overall assessment of environmental impact is based on weighing up any adverse impact against positive impact and policies to mitigate potentially adverse effects such as the use of existing or temporary venues.

#### **7. Accommodation**

The accommodation assessment is based on Olympic Games requirements contained in the IOC Technical Manual on Accommodation (provided to the Applicant Cities).

The benchmark for the Olympic Summer Games is **40,000 rooms** predominantly in 3-5 star hotels or other types of accommodation of an equivalent standard.

The Working Group assessed the cities on the basis of the following criteria:

**a) Number of rooms**

- existing 3–5 star hotel rooms within a radius of 50 km of the Games centre, as defined by the Applicant Cities
- planned and additional 3–5 star hotel rooms within a radius of 50 km of the Games centre, as defined by the Applicant Cities
- planned or existing media villages, if proposed
- Other types of accommodation, if proposed (e.g. apartments or cruise ships)

The remaining rooms, including all lower category hotel rooms, are expected to cover the needs of the OCOG and spectators.

**b) Accommodation concept**

The assessment took into consideration:

- the type of rooms (hotels, villages, cruise ships, etc.)
- the number of rooms within a 10 km radius of the Games centre, as defined by the Applicant Cities
- 3–5 star average convention rates as provided by each city

The feasibility of the accommodation concept, based on the likelihood of the proposed projects being completed, was also taken into consideration.

**8. Transport**

The assessment is based upon the potential performance of the proposed transport system at Games–time. This is evaluated from an operational point of view, taking into account previous Olympic Games experience.

The following criteria were used:

**a) Transport concept and infrastructure**

Existing transport infrastructure – magnitude and performance. Planned and additional general transport infrastructure. The feasibility of the transport concept, based on the likelihood of the proposed projects being completed, was also taken into consideration.

**b) Airport**

Current and projected capacities (passengers and cargo) of a city’s airport(s) to cope with specific Games–time demands, as well as road and rail links to the city.

**c) Distances, travel time and traffic management**

Transport requirements for the various constituent groups and Olympic logistics are highly dependent on distances and average bus travel times between key Olympic competition and non-competition venues.

This criterion reflects the quality of the cities’ answers to the questionnaire, map legibility and the reliability of urban travel times between major traffic generators.

Football venues outside of the host city and sailing, when the venue is not in the Host City, have not been included in this calculation.

Assuming that all planned and additional transport infrastructure will be built, this criterion evaluates the coherence of the proposed traffic and transport concept against Games-time mobility requirements of the main Olympic client groups.

**d) Feasibility and legacy**

**9. Medical Services and Doping Control**

The assessment is based on the Applicant Cities' ability to provide a health care system adapted to the needs of the Olympic Games whilst ensuring that the normal healthcare operations of the city are not affected.

Comments have also been made about the doping control measures proposed by the Applicant Cities, although no grade has been attributed to this aspect.

**10. Safety and Security**

The Olympic security operation assessment is based upon the potential performance of the security agencies proposed by the Applicant Cities, for both the planning and operations periods of the Olympic Games. It is based upon information provided in the Application Files, as well as background security reports.

The following criteria were taken into consideration:

- a) Recorded crime levels and other public safety issues. The incidence and likelihood of terrorism;
- b) The experience of the security forces in managing security operations for large scale sports and other events, as well as their overall technical and professional competencies;
- c) Investments in security and related technology;
- d) The complexity of the proposed Olympic Games "theatre of operations" (the entire Olympic Games geographic area of activities and all of the villages, venues, facilities, transportation systems and public places used to support the Olympic Games).

The amount of resources, logistic and technical support, adequately trained personnel and their deployment are all affected by the complexity of the overall proposals, including the geographical spread of venues and facilities, the terrain and the transport network. Thus the overall complexity of a security planning and operational response for the proposed Olympic Games theatre of operations is given due consideration in the assessment.

In carrying out an assessment of the risk of terrorism in the Applicant Cities, the Working Group concluded that any city in the world can be subject to a terrorist attack either by local or international terrorist groups. However, some Applicant Cities were considered to be more at risk due to the current uncertain security situation and the threat levels in neighbouring countries in the region which could impact the Olympic Games. The ability of cities to deal with and manage this risk was taken into account. Nevertheless, the Working Group was sensitive to the difficulty of trying to assess the security situation eight years before the 2020 Olympic Games. The risk to Candidate Cities will need to be continuously monitored to take into account changing world circumstances.

**11. Telecommunications**

In addition to the information provided by the Applicant Cities, the IOC commissioned the Audiovisual and Telecommunications Institute (IDATE) to provide a background report on the telecommunications situation at present and from a forward-looking perspective in each of the countries of the Applicant Cities. The report

deals with matters such as regulation, fixed and mobile telephony, data network and Internet, international telecom and TV network.

## **12. Energy**

In addition to the information provided by the Applicant Cities, the IOC has commissioned a group of independent experts to present a background report on the level of energy infrastructure development and services offered in each of the countries of the Applicant Cities. The report deals with matters such as industry profile, regulation, generation, transmission, distribution and service level. Energy efficiency and sustainability have been covered under Environment.

## **13. Legal aspects and customs and immigration formalities**

An assessment has been made of the quality and depth of the guarantees provided. Please refer to the annexes for a full list of the guarantees requested by the IOC.

It is noted that all cities are required to comply with the IOC Code of Ethics from the beginning of the bid process through to the organisation of the Olympic Games.

An assessment was also made of the legal framework in each Applicant City's country in relation to sport and to any legal obstacles that might give rise to difficulties in organising the 2020 Olympic Games.

The Applicant Cities were asked to identify the laws or other means in place in their respective countries to combat doping in sport, and whether the relevant authorities in their countries were in compliance with the World Anti-Doping Code.

An assessment was also made of the country's customs and immigration formalities and how they relate to the staging of the Olympic Games for:

- Accredited persons
- Non-accredited persons
- Work permits
- Goods and services
- Products and equipment
- Animals (horses and guide dogs for the blind)

## **14. Government and public support**

Cities were required to provide covenants and guarantees showing support from the appropriate levels of government for their respective bids and their governments' commitment to respect the Olympic Charter.

In addition, cities were required to provide information regarding the intended involvement of government and non-government agencies in the bid committee during the candidature phase.

The Working Group considered the results of the polls commissioned by the Applicant Cities, as well as an independent poll commissioned by the IOC and conducted in each city by IFM Sports Marketing Surveys.

## **15. Finance and Marketing**

The aim of this theme is to provide an overall assessment of whether an Applicant City's intention to provide government funding, together with private sector commercial revenues, will provide the financial support required to organise the 2020 Olympic Games.

The financing of the major infrastructure required for the Olympic Games as contemplated under the themes Games Concept and Competition Venues, IBC/MPC and Olympic Village(s) is considered in this evaluation

along with the government's contribution to the OCOG budget, the feasibility of commercial revenue projections and the ability of the government to deliver on financial commitments.

The capacity of these governments to fulfil their covenant and guarantees was also considered based on the size of investment compared to the country's annual GDP and Coface rating (as of April 2012).

### **Coface Country Risk Rating**

The Coface Country Risk Rating reflects the average level of short-term non-payment risk associated with companies in a particular country. It reflects the extent to which a country's economic, financial and political outlook influences companies' financial commitments. Coface ranks country ratings on seven risk levels (A1, A2, A3, A4, B, C and D) in the order of increasing risk.

Seven categories of risk are combined in order to determine an overall rating for each of the countries:

- Growth vulnerability
- Foreign currency liquidity crisis
- External over-indebtedness
- Sovereign financial vulnerability
- Banking sector's fragilities
- Geopolitical and governance vulnerabilities
- Companies' payment behaviour.

# iSTANBUL 2020

APPLICANT CITY



## 1. Vision and Legacy

Istanbul 2020's vision is to celebrate the Olympic Games and the Olympic values in an ancient, culturally and racially diverse city that bridges Europe and Asia and to showcase the Games in one city on two continents.

With a rapidly growing population, of which almost half is under the age of 25, Istanbul aspires to put sport at the centre of its young people's future and to reinforce the position of Turkey on the global stage.

Hosting the Games is stated to be a "national priority" and Istanbul is presenting its fifth bid to host the Olympic Games. Turkey's vision to host the Olympic Games began in 1992 with a bid for the 2000 Olympic Games and the creation of the "Olympic Law". This vision gave rise to continued development and bids for the 2004, 2008 and 2012 Olympic Games. The city is undergoing massive infrastructure development to meet the needs of its growing population and Games planning is fully aligned with the city's long-term development strategies.

Istanbul 2020 believes that hosting the Games will boost the confidence and pride of the population and provide new social and economic opportunities for its large youth population. Legacies will include improved transport mobility, housing in a city growth area, new accessibility standards and improved education.

The redevelopment of the port at the gateway to the Bosphorus is stated to be a symbolic legacy of the Games. Should Istanbul be accepted as a Candidate City, the implications of this proposal would need to be further evaluated.

## 2. Games Concept and Competition Venues

Four Games zones are proposed: the Olympic City Zone (to include the Olympic Park, the Olympic Village and 10 competition venues), the Coastal Zone, the Bosphorus Zone (with venues in Asia and Europe) and the Forest Zone. The concept is based on balancing the city's complex urban fabric and social, environmental and economic sustainability with Olympic Games requirements. Venue sites have been selected based on the city's transport master plan and existing venues. Balancing needs results in a rather spread-out plan, but one which is in keeping with the city's urban development.

Istanbul's plan comprises:

- **Olympic City Zone** – 14 competition venues including:
  - Olympic Park Precinct (10 competition venues and 3 major non-competition venues including the Olympic Village, Media Village and IBC/MPC)
  - Esenler Cluster (4 competition venues)
- **Coastal Zone** – 7 competition venues including:
  - Ataköy Precinct (3 competition venues)
  - Old City Cluster (3 competition venues)
  - 1 stand-alone venue for sailing
- **Bosphorus Zone** – 7 competition venues
  - Taksim Cluster (2 competition venues)
  - The Port Cluster (4 competition venues and the venue for Opening and Closing Ceremonies)
  - 1 stand-alone venue for football preliminaries
  - Main hotel area
- **Forest Zone** – 4 competition venues
  - Belgrade Forest Cluster (3 competition venues)
  - 1 stand-alone venue for football preliminaries
- The remaining venues are 1 indoor volleyball stand-alone venue east of the Bosphorus Zone and 3 football venues still to be chosen in regional cities.

26 out of 36 competition venues are located within 30 minutes of the Olympic Village. Achieving the calculated average travel speeds (approximately 45km/h) will be dependent on the efficiency of the proposed Olympic lane network.

Istanbul proposes 36 competition venues (6 existing with no permanent works required, 5 existing with permanent works required, 10 planned, 10 additional and 5 temporary). Istanbul's sports venue concept is weighted towards new facilities, with 11 existing venues (31%) and 25 new venues to be built (69%). Construction of permanent works is planned from 2011 to 2019.

With 25 of 36 competition venues (69%) to be built, the construction programme is significant and will need to be managed in terms of cost, time and resources.

Newly constructed facilities combined with existing competition venues are anticipated to provide a venue master plan in harmony with the region's long-term development strategies.

Competition venues	
Minimum	Maximum
6	8

### 3. Olympic Village(s)

Istanbul proposes a 17,500 bed village within the Olympic City Cluster (on the western edge of the Olympic plan).

While 27 of the 36 competition venues are located within 30 km of the Olympic Village, the venues located in Asia are 43 km away. If the proposed average travel speeds are not reached, travel times from the Olympic Village to the Asian side of the Bosphorus Zone may exceed one hour, necessitating the construction of a second Olympic Village in this zone.

For football competitions outside Istanbul, athletes are to be accommodated in hotels.

The Olympic Village site will be 75 hectares with the height of the buildings described as “medium –rise”. The status of land assembly has not yet been addressed. The Working Group considered that the plan for the Olympic Park would need to be further clarified. Following the Games the village will supply residential accommodation in what is characterized by Istanbul 2020 as a growth region.

Financing will be undertaken by the “TOKI Games Directorate”, an existing National Government infrastructure delivery organisation responsible for all venues and accommodation infrastructure for the Games. The actual delivery of the Olympic Village will be through a public/private partnership.

Olympic Village(s)	
Minimum	Maximum
6	8

### 4. International Broadcast Centre (IBC) / Main Press Centre (MPC)

Istanbul proposes a Main Media Centre (MMC) to house the IBC and MPC. The MMC will be located within the Olympic City zone, adjacent to the Istanbul Olympic Park and the Media Village (accommodating 15,000 accredited media). It will be constructed in one structure with an internal area of approximately 135,000 m<sup>2</sup>. Shared services between the IBC and MPC will be implemented where possible to create efficiencies. The proposed sizes meet IOC requirements.

Located within the Olympic City Zone, the MMC will have easy access to ten competition venues in the Istanbul Olympic Park, including the Olympic Stadium and other key competition venues. However, given the location of the MMC to the west of the Olympic project, there will be longer travel times to the venues in other zones.

Handover of the MMC structure to the OCOG for fit-out will occur no later than one year before the Games, meeting IOC requirements.

Post-Games the MMC structure will become a major commercial and retail centre. The underwriting and development of the MMC will be undertaken by the TOKI Games Directorate.

IBC/MPC	
Minimum	Maximum
6	8

## 5. Sports Experience

Turkey has good experience in organising international multi-sports events (two) although these did not take place in Istanbul. Istanbul has limited experience in organising World Championships events (two) but on a national scale Turkey has good experience in this regard.

The International Federations have evaluated the quality of technical expertise as good and spectator attendance at events as satisfactory. Additionally, Istanbul has good experience in organising other Continental Championships and international events.

Turkey and Istanbul are developing a base of technical expertise and capability through organising a variety of major sports events.

Sports Experience	
Minimum	Maximum
5.5	7

## 6. Environment and Meteorology

### Proposed dates and meteorological conditions

Istanbul proposes to hold the Games between 7 to 23 August. Based on 10 year averages compiled by the City of Istanbul, daily average temperatures during this period are between 24 and 29°C, with humidity levels ranging from 49 to 72%.

### Current environmental conditions

In 2009 Istanbul adopted a new multi-year Air Quality Strategy to reduce air pollution from homes, vehicles, industrial operations and commercial transport (ground-based and marine). During the video conference the bid stated that air quality meets WHO guidelines and EU standards.

A common set of guidelines for water quality is being adopted at municipal level in Turkey. In Istanbul and the regional football cities water quality exceeds WHO guidelines.

The City of Istanbul has recently adopted a new multi-year strategic plan that identifies environmental, social and economic sustainability as a key priority.

The city and country are working to bring waste, water, energy, air pollution, transportation, urban planning and construction systems up to European standards for health, safety and environmental management.

A green building programme is contemplated as a Games legacy.

The Application File states that Turkey is located in an active seismic region. In recognition of this, the Government is coordinating a nationwide programme to evaluate, retrofit and renew infrastructure to ensure resilience.

### Environmental impact of the Olympic Games

All of the environmental initiatives and actions in the Games concept are said to be fully integrated with the City of Istanbul's 2010–2014 Strategic Plan.

Mechanisms for regular stakeholder input and feedback on environmental performance issues would be established.

Environmental Impact Studies (EIS) on all Games facilities are required under Turkish law. Istanbul proposes to reduce environmental impact through the use of energy efficient green building practices together with the application of compensatory measures such as tree planting and land, creek and habitat restoration.

The Games provide an opportunity to accelerate progress on the introduction of alternative energy strategies and technologies, particularly in the important areas of urban transportation and construction.

Given the robust nature of the economy, the environmental objectives should be achievable by the Games. However, the complexity and challenges associated with introducing such changes in a city with a population of close to 13 million should not to be underestimated.

Environment	
Minimum	Maximum
5	7

## 7. Accommodation

The number of existing and planned 3–5 star hotel rooms in Istanbul (over 46,000) exceeds IOC requirements. In terms of the variety of rooms, there will be sufficient 4–5 star rooms, while the number of 3–star hotel rooms appears to be on the low side.

A total of approximately 34,000 existing and planned 3–5 star hotel rooms will be within 10 km of the Games centre (Congress Valley/Bosphorus Zone). However, the Games centre is 20–30 km from the Olympic Park.

The media will be accommodated in hotels and in a 15,000 room 3 star media village close to the IBC/MPC. The media village will be financed and developed by the TOKI Games Directorate on land controlled by the government. As a legacy the Media Village will provide a combination of private and social housing. The market demand for such accommodation would need to be verified.

There appears to be sufficient accommodation for spectators, mainly in unclassified hotels.

The 2011 average 3–5 star convention rates provided by the Istanbul Convention and Visitors Bureau appear to be reasonable (USD 98 – 232).

Istanbul’s plan to build approximately 16,500 3–5 star hotel rooms by 2020 could be a challenge.

Accommodation	
Minimum	Maximum
6	8

## 8. Transport

### Transport concept and infrastructure

With a population of 13 million, projected to increase to 16 million by 2020, Istanbul is the fastest growing and largest city in South–Eastern Europe.

In general, the four–zone Olympic Games concept is well aligned with a vastly expanded transport system of major arterials, motorway sections and metro and rail improvements serving most Olympic venues. Significant transport infrastructure upgrades are planned for the Olympic City cluster. Should these not be completed there is a risk of extended transport times for athletes travelling from the Olympic Village to the venues located around the city.

Transport developments during the last two decades have been considerable. However, it has been difficult for the current transport structure to cope with the fast growing metropolitan population, with increased car ownership and mobility resulting from favourable economic developments. Traffic congestion and transport overloads are increased by the city's long East West development pattern and by the geographical cut of the Bosphorus.

These elements underpin Istanbul's USD 9.4 billion transport infrastructure development programme proposed by 2020, of which USD 2.5 billion has already been completed. Key elements are two new Bosphorus crossings. The first, the Marmaray line, will have a tunnel under the Bosphorus connecting 65 km of upgraded suburban rail lines on each continent to provide metro services connecting the two airports and an expansion to the North West Olympic City cluster. The second, the new Eurasia Bosphorus road tunnel, will connect major urban arterials on both sides of the Bosphorus.

Construction of the rail tunnel is well advanced and is planned to be completed by the end 2013, with the road tunnel due to be completed by 2016. In addition, eight metro line extensions totalling approximately 60 km, as well as new arterial road and expressway links will substantially strengthen both transport networks.

### Airport

Istanbul has two international airports, Atatürk International Airport 23 km west of the city centre on the European side, and Sabiha Gökçen, 50 km east of the city centre on the Asian side.

In 2016, the Marmaray rail line will provide rail accessibility to both airports, which have ample capacity to host the Summer Olympic Games.

### Distances, travel time and traffic management

Due to the vast size of the Istanbul metropolitan area and the relatively spread–out venue concept, travel times will be substantial, particularly as the average estimated speeds seem too optimistic for current traffic conditions.

To respond to the heavy traffic demands and to reduce travel times, the Istanbul 2020 transport development and traffic strategies consist of:

- Greatly improved rail and bus (BRT–Bus Rapid Transit) high performance public transport to cover 50% of all travel by 2020 (currently 20%)
- Implementation of an ambitious Games Route Network with exclusive Olympic lanes on the two metropolitan East–West axes, two North South connectors and a diagonal connection from the Olympic Park to the centre.

- Substantial traffic reduction schemes already under study, and considered necessary for the Games, and consideration of a possible odd and even license plate scheme.

Future 2020 travel times and speeds will depend on the completion of the large planned transport investment programme.

For the general public and Olympic spectators, transport conditions will be much improved by significant rail and major metro developments.

For Olympic operational needs, travel conditions will be directly dependent on the proposed Olympic Games route network. The vital implementation of this network, particularly between the Olympic City and the most Eastern part of the Bosphorus zone and the Coastal zone will be essential to guarantee reasonable 2020 travel times and contribute to Games success.

### Feasibility and legacy

The comprehensive multi-modal 2020 transport development programme will be a major legacy contribution to improving mobility conditions in the city in general and, in particular, between the two Bosphorus shores.

Transport	
Minimum	Maximum
5	7

## 9. Medical Services and Doping Control

Substantial health care reforms were introduced in 2003 leading to major improvements in the level of services provided. Between 2002 and 2010 national investment in preventive and primary health care doubled to USD 2.7 billion.

Hospitals are well spread over the theatre of operations. In 2015, a new 2,682-bed hospital will open on the boundary of the Olympic City, providing direct support to the Olympic City venues and villages. The Olympic Games will not disrupt the normal running of the hospital network.

In the event of a major emergency, response services in Istanbul are integrated under the command of the Governor of Istanbul and coordinated by the Disaster and Emergency Management Presidency.

The Turkish Anti-Doping Commission (TADC) was established in 2011. While the TADC operates under the auspices of the NOC with the support of the Ministry of Youth and Sports, it independently controls its activities and budget.

The Anti-Doping Centre (ADC) is situated in Ankara, 470 km from the Olympic and Paralympic Village (one hour by air and under four hours by road). Although accredited by the IOC in 2001 and by the World Anti-Doping Agency (WADA) in 2003, it is no longer WADA accredited and re-accreditation will be sought in early 2012.

The ADC is not FEI (*Fédération Equestre Internationale*) accredited. Samples will be transported to FEI-accredited laboratories in the United Kingdom or France. If required by the IOC and the FEI, the laboratory will be upgraded to perform equine sample testing.

Medical Services	
Minimum	Maximum
7	8

## 10. Safety and Security

Istanbul is regarded as a relatively safe city.

Kurdish-related terrorist activity has threatened the safety in the city in the past and terrorist acts could remain a threat for the foreseeable future. Public demonstrations are not infrequent.

The number of Turkish security forces personnel is sufficient for the Olympic Games. They are well equipped technically, well trained, display a high level of competence and are experienced in providing security operations for major public events, though not of the size of the Olympic Games. The anti-terrorist agencies in Turkey are skilled and competent.

A single chain of command, through the Games Security Directorate, operating under the Governor is proposed.

The theatre of operations is spread across the city and divided by the Bosphorus. This will complicate security operations and increase the requirement for a robust transport security response as traffic congestion continues to be problematic despite new road building programmes.

Safety and Security	
Minimum	Maximum
6	7



## 11. Telecommunications

The regulatory framework is becoming increasingly reliable and pro-competition as Turkey aligns itself with European Union (EU) regulations in this domain.

Istanbul plans to implement full coverage of fibre solutions by 2015 and is in a trial phase for 4G services.

Switchover from analogue to digital terrestrial television is scheduled for 2014, which will free up the spectrum for wireless broadband services.

All the necessary guarantees related to frequencies have been provided.

Istanbul appears to offer a satisfactory level of development with modernization plans underway that will be able to support the 2020 Olympic Games

Telecommunications	
Minimum	Maximum
6	8

## 12. Energy

Current energy supply infrastructure and services are satisfactory.

Diversification of imported fuels increases security of supply and control of electricity prices.

To follow its high level of economic development and the resulting high energy demand increases, the country/city will need to continue large investment in production, transmission and distribution facilities to be able to meet the energy demands.

Energy	
Minimum	Maximum
6	8

### 13. Legal aspects and customs and immigration formalities

All of the requested guarantees have been provided and are, overall, clear and of a good quality.

The Olympic Law, enacted in 1992, mandates the hosting of the Olympic and Paralympic Games as a national priority and provides the legal foundation to establish the necessary structure, finance, duties and operational arrangements.

Istanbul 2020 has filed for registration of the word mark "Istanbul 2020". The domain names of www.instanbul2020.com/org/net have already been registered by a third party and measures would need to be taken by Istanbul 2020, in collaboration with the IOC, to recover them.

In its November 2011 Compliance Report, the World Anti-Doping Agency (WADA) confirmed that Turkey is in compliance with the WADA Code.

Nationals of 72 countries are allowed to enter the Turkish territory without a visa; nationals of 43 countries may apply for a visa upon their arrival; and nationals of other countries need to apply for a visa in advance.

As requested by the IOC, a guarantee was provided confirming that holders of an Olympic Identity and Accreditation Card and a valid passport will be allowed to enter and stay in Turkey and perform their Olympic function from one month before to one month after the Games. Special regulations will be implemented to facilitate visa procedures for test events and training camps.

The Ministry of Food, Agriculture and Livestock has provided an additional guarantee concerning the authorization of entry into Turkey of horses and guide dogs. Preventive quarantine and other requirements may be imposed in specific cases and the Olympic equestrian venue will be the authorized quarantine location. Quarantine periods are not specified.

The Government also pledges to establish special procedures aimed at reducing the duration of the visa and work permit application process for Games-related personnel from 20 days to 5 days.

The importation and exportation of goods will be exonerated from customs duties.

Legal aspects and customs and immigration formalities	
Minimum	Maximum
7	9

## 14. Government and Public Support

Turkey has a population of approximately 73 million and the City of Istanbul 13 million\*.

Turkey has the 17<sup>th</sup> largest economy in the world with a 2010 nominal Gross Domestic Product (GDP) of approximately USD 735 billion\*\*. With a fast growing economy, the nominal GDP has almost quadrupled over the last ten years with per capita GDP in 2010 amounting to USD 9,890.

Istanbul's bid has the full support of all levels of government and Istanbul 2020 has provided letters of support from the Prime Minister, the Turkish Grand National Assembly and the Governor and the Mayor of Istanbul.

The bid committee includes the IOC member in the country, NOC and NPC representatives, the National and regional government, the city government, athletes and members from the sports and business community.

An opinion poll commissioned by the bid committee shows 87% support in Istanbul and 83% support nationally. The IOC poll in Istanbul and the surrounding municipal areas shows 73% support for Turkey hosting the Games, with 25% having no opinion and 3% against hosting the Games.

\*Source: Application File

\*\*Source: International Monetary Fund

Government and Public Support	
Minimum	Maximum
8	9

## 15. Finance and Marketing

The OCOG budget will be funded by a combination of government funding, IOC contributions and private sector revenues.

The Application File demonstrates very strong government support. Whilst not required at this stage, the National Government of Turkey and the Mayor of Istanbul have provided a guarantee:

- to underwrite any shortfall in the OCOG budget;
- to provide all security, medical, customs, immigration and other government-related services at no cost to the OCOG;
- to make available all competition and non-competition venues owned by the public authorities to the OCOG at no cost;
- to ensure the development and funding of all infrastructure necessary to stage the Olympic and Paralympic Games including all competition and non-competition venues, transport, other essential services and any other facilities which will ensure the effective operations of the Games.

The National Government has also guaranteed to provide all required venues, facilities and land required for the Games.

Istanbul's commercial revenues are considered feasible and are comprised of (in million USD):

Sponsorship	500 – 700
Ticket sales	380 – 420
Licensing	<u>50</u>
Total	<u>930 – 1,170</u>

Istanbul 2020 has provided the required guarantees with respect to establishing a Joint Marketing Programme Agreement and participating in the TOP programme.

Capital investments for competition and non-competition venues amount to USD 3.202 billion. This includes USD 2.185 billion for 25 competition venues, of which 15 (USD 1.635 billion) are planned irrespective of the Games. USD 1.929 billion of this is for venues to be entirely publicly funded while the remaining estimate is for three venues to be constructed as public / private partnerships. A further USD 1.017 billion is expected to be required for the Olympic Village, IBC/MPC and Media Village. It is anticipated that each of these projects will be a public / private partnership and will be built irrespective of the Games.

Turkey's Coface Country Risk Rating is A4. Turkey's economy is of sufficient size and strength to support the investments required for the Olympic Games.

Finance and Marketing	
Minimum	Maximum
6	8

## Overall Concept

Istanbul's vision to host the Olympic Games dates back to 1992 when the city bid to host the 2000 Games, and resulted in the creation of Turkey's "Olympic Law". Istanbul aspires to put sport at the centre of its young people's future and presents a clear vision and concept for the 2020 Games with venues in Europe and Asia, separated by the Bosphorus. Games' planning is closely aligned with the city's long-term development strategy and venue locations have been selected on the basis of the transport master plan and existing venues. As a result the plan is rather spread-out, but in keeping with the long-term needs of the city.

To meet the needs of its growing population, significant investment is being made in housing and transport infrastructure, particularly public transport, with many projects underway or planned. The existence of an experienced public delivery partner – TOKI – also provides a level of comfort that key elements of the Games plan could be completed within the timeframes proposed.

Istanbul's Olympic Games plan contains the elements to enable athletes to compete at their best, but presents some operational challenges due to the distance from the Olympic Village to some of the venues. As transport operations would be critical to the delivery of a successful 2020 Games, the construction progress of key infrastructure would have to be very carefully monitored to ensure reasonable travel times. With the investments the city is making in this respect, the Working Group is confident there would be improvements by 2020.

There is evidence of strong government support at all levels and robust public support.

Turkey has expressed interest in hosting the UEFA Euro 2020. The Working Group feels that for a city to organise two major sports events in the same year, and within a period of three months, presents significant risks.

## Conclusion

If accepted as a Candidate City, some aspects of the plan would need to be refined to improve the athlete experience and the overall Olympic experience for all other Games' participants. However, the Working Group believes that the application offers good potential and recommends that the Executive Board selects Istanbul as a Candidate City.



**TOKYO ● 2020**

**APPLICANT CITY**

## 1. Vision and Legacy

Tokyo 2020's vision has been inspired by the impact the 1964 Games had on Tokyo and Japan in terms of economic development, social reconstruction and a positive attitude. A 2020 Tokyo Games aspires to inspire a new generation through the Olympic values and to bring sport, culture and celebration to the heart of the city.

The project also seeks to unite the country following the Great East Japan Earthquake in March 2011 and to demonstrate the power of sport to motivate and inspire people during difficult times.

Tokyo is presenting its second consecutive bid, building on and improving work achieved through its 2016 proposal. Games planning is fully aligned with Olympic long-term urban development strategies: a ten year plan launched by the Tokyo Metropolitan Government in 2006 entitled "Tokyo's Big Change - the 10 Year Plan" has been extended under the new label of "Tokyo 2020 Vision" which aims at further improving the city environment and developing and improving infrastructure in a sustainable manner.

Through hosting the Games, Tokyo seeks to improve the urban environment, particularly the connection between the city and the waterfront and the bid anticipates that a 2020 Tokyo Games will set an environmental benchmark in Japan. The city's sports infrastructure will be improved through the refurbishment of venues from the 1964 Olympic Games and the construction of new facilities.

Tokyo 2020 believes that hosting the Olympic Games and the Paralympic Games will foster a greater integration of people with a disability into Japanese society.

## 2. Games Concept and Competition Venues

Tokyo presents a very compact two-zone project with the Olympic Village situated between the two zones.

Tokyo's plan comprises:

- **Heritage Zone** – 7 competition venues:
  - Olympic Stadium Precinct (2 competition venues, with the Olympic Stadium used for Opening and Closing Ceremonies)
  - Imperial Palace Centre cluster (3 competition venues)
  - 2 stand-alone venues for handball and boxing
  
- **Tokyo Bay Zone** – 21 competition venues:
  - Waterfront Plazas (9 competition venues (3 precincts and a stand-alone venue for tennis) connected by green plazas on waterfront sites. The IBC/MPC will be located in one of the precincts with competition venues for three sports.)
  - Dream Island precinct (5 competition venues)
  - Sea Forest cluster (5 competition venues)
  - 2 stand-alone venues for canoe-kayak slalom and hockey.
  
- **3 stand-alone venues** in Tokyo, for modern pentathlon, shooting and football preliminaries.

35 competition venues are proposed (13 existing with no permanent works required, 2 existing with permanent works required, 2 planned, 9 additional and 9 temporary). Tokyo's sports venue concept is fairly evenly split between the use of 15 existing venues (43%) and 20 new venues to be built (57%). Construction of permanent works is planned from the fourth quarter of 2013 to the second quarter of 2019.

25 out of 35 competition venues are located within 30 minutes of the Olympic Village (average travel speed of approximately 30km/h). Travel times are conservative and are likely to improve with Olympic lanes.

With 20 out of 35 competition venues to be built, the construction programme will need to be carefully managed in terms of cost, time and resources.

Newly constructed facilities on the Tokyo Bay waterfront, combined with existing convention/exhibition facilities, would provide a very compact concept with operational efficiencies aligned with the region's long-term development strategies.

Competition venues	
Minimum	Maximum
7	9



### 3. Olympic Village(s)

Tokyo proposes a single 17,000 bed village at a central waterfront location at the intersection of the two Games zones, offering athletes relatively short travel times as both zones are located within an 8 km radius of the village.

Outside of Tokyo, hotel accommodation will be provided for athletes taking part in the football preliminaries.

The Olympic Village site will be 44 hectares, 40 hectares of which are owned by the Tokyo Municipal Government. The remaining 4 hectares will need to be secured.

Accommodation will be limited to 9 storeys and financing will be undertaken by a private developer.

Following the Games the village site will become the “Tokyo International Exchange Plaza”, a residential and mixed use development bordering public parkland. There are plans for the Plaza to become a major cultural and education centre housing facilities for international students and global institutions.

Olympic Village(s)	
Minimum	Maximum
8	9

### 4. International Broadcast Centre (IBC) / Main Press Centre (MPC)

Tokyo proposes a Main Media Centre (MMC) to house the IBC and MPC. The MMC will be located in an existing conference and exhibition facility (“Big Sight”), the largest conference/exhibition facility in Japan. It will be centrally located with regard to the Olympic zones, with all but 3 of the Tokyo competition venues within a 10 km radius. The majority of competition venues are located in the Tokyo Bay Zone and within a 5 km radius of the MMC.

The main media accommodation in existing hotels will be within walking distance of the MMC, and the combined MMC total space of 145,000 m<sup>2</sup> exceeds IOC requirements.

The OCOG will take full possession 12 months before the Games which meets IOC requirements.

The permanent upgrade of the facilities will be financed by the Tokyo Metropolitan Government.

IBC/MPC	
Minimum	Maximum
8	9

## 5. Sports Experience

Japan has organised one international multi-sports event but this event was for winter sports and did not take place in Tokyo. Tokyo has good experience in organising World Championship events (in four sports) and on a national scale Japan has very good experience in this regard (eight events).

The International Federations have evaluated the quality of technical expertise as good and spectator attendance at events as good. Additionally, Tokyo has experience in organising other Continental Championships and international events and two World Championships will be hosted in Tokyo in the next seven years.

Japan and Tokyo have developed a strong base of technical expertise and capability through the organization of a variety of major sports events.

Sports Experience	
Minimum	Maximum
7	8

## 6. Environment and Meteorology

### Proposed dates and meteorological conditions

Based on 10 year averages compiled by the Japan Meteorological Agency and the Tokyo Metropolitan Government (TMG), daily average temperatures in Tokyo are between 26 and 29°C during the proposed Games dates of 25 July to 9 August. Humidity, on average, ranges from 60% to 73%.

### Current environmental conditions

Air and water quality in Tokyo meet WHO guidelines.

The core environmental systems are in place in Tokyo for managing the environmental impact of major development projects. They are consistent with widely recognized standards and will be at a level both required and expected for the Olympic Games.

Japan has developed its own green building assessment system (CASBEE) which will be implemented for Games-related facilities.

Tokyo has a well developed climate action plan as well as a comprehensive system for tracking progress.

Japan is still recovering socially, economically and environmentally from the earthquake and tsunami that devastated the country's northeast coast in 2011. While radiation levels in parts of Northern Japan have not been within limits set by relevant national and international agencies, Tokyo 2020 advises that radiation levels in Tokyo are consistently within limits. Radiation testing of air, water and the food chain in Japan and Tokyo will continue for the foreseeable future.

Tokyo lies in an area that is subject to seismic activity. However, buildings are constructed to high earthquake resistance standards.

## Environmental impact of the Olympic Games

Tokyo aspires to be a global model for a 'Sustainable Metropolis'. It has adopted a series of multi-year plans that include targets for environmental improvement and innovation in urban development and transportation.

The very compact Games concept, combined with using facilities from the 1964 Games, will minimize the Games' footprint and enable significant efficiencies in resource use, transportation and logistics.

No areas of natural environment (i.e. standing forests) will be removed for Games construction.

Tokyo proposes a formal Environmental Impact Assessment (EIA) process for all projects to be conducted during the Candidature Phase.

Initiatives or strategies for consultation and engagement of environmental stakeholders and opinion leaders, such as NGOs, will need to be addressed as will the financing strategies for key environmental attributes.

Environment	
Minimum	Maximum
5.5	8

## 7. Accommodation

The number of existing 3–5 star hotel rooms in Tokyo (over 120,000 rooms) largely exceeds IOC requirements and there is a good variety of 3, 4 and 5 star hotels.

A total of over 80,000 existing 3–5 star hotel rooms are located within 10 km of the Tokyo Games centre (Olympic Village), reflecting a very compact accommodation plan. There will be ample accommodation for spectators and the concentration of accommodation would also be conducive to creating a festive Games atmosphere.

All media are to be accommodated in hotel clusters in close proximity to the IBC/MPC. The exclusive use of existing hotel rooms eliminates construction and operational risks but may increase media transport operation needs.

The 2011 average 3–5 star convention rates are between USD 106 and 459, according to a Tokyo 2020 survey.

Accommodation	
Minimum	Maximum
9	10

## 8. Transport

### Transport concept and infrastructure

The Tokyo inner-city population of 9 million and the Tokyo Metropolitan area of 13 million are part of Greater Tokyo, which has 36 million inhabitants. The population is expected to remain stable.

The two-zone Games concept is well aligned with Tokyo's strong existing rail transport system. Proposed arterial and motorway improvements by 2020 will further enhance the transport system.

The road system with 1300 km of major urban arterial routes and 270 km of motorways operates efficiently with the latest intelligent traffic systems technologies available to deliver maximum traffic outputs with high safety levels.

Tokyo's 1050 km rail system, composed of suburban rail, subways and light rail systems, handles the world's largest quantity of travel per day with 26 million journeys. There are another 2 million journeys by bus.

Given the current high performance of the rail transport system, Tokyo's USD 8.4 billion transport development programme by 2020 is focused on arterial and motorway upgrades and extensions. These are planned mostly around the west of the city to move general traffic and trucks away from the city centre and to improve connections to and within the Tokyo Bay zone, where many Olympic venues are planned.

### Airports

Tokyo is served by two high-capacity international airports, Narita International Airport and Tokyo International Airport (Haneda), which have sufficient capacity to accommodate Summer Olympic Games traffic. There are good links from the airports to Tokyo's central transportation services, particularly by rail.

### Distances, travel time and traffic management

Tokyo's very compact Games concept and its centralised intelligent traffic management system will result in reasonable travel times at Games time. Accredited vehicle travel speeds will improve substantially with the introduction of the proposed Olympic lane network, which is essential to guarantee successful Games-time transport operations.

### Feasibility and legacy

Given Tokyo's long-term transport and urban development patterns, Tokyo 2020's transport system proposals are considered to be feasible and will contribute to a sustainable mobility legacy in the centre of the city.

Transport	
Minimum	Maximum
8	9

## 9. Medical Services and Doping Control

Tokyo provides a very high standard of medical care and has an excellent healthcare system. Hospitals are well spread over the theatre of operations and the Olympic Games will not disrupt the normal running of the hospital network.

In the event of a disaster, the Tokyo Disaster Management Headquarters, comprising the Governor of Tokyo and disaster response units, will work with the relevant organisations to carry out response measures.

Foreign visitors will be provided with emergency care by public authorities free of charge while in Japan for the Tokyo 2020 Games.

The Japan Anti-Doping Agency (JADA) is independent of the NOC. There is a WADA-accredited laboratory in Tokyo which was greatly expanded in 2011. Some 27 competition venues are within a one hour travel time.

Equine testing will be carried out at the FEI (*Fédération Equestre Internationale*) accredited laboratory in Hong Kong – the only FEI-accredited laboratory in Asia.

Medical Services	
Minimum	Maximum
8	9

## 10. Safety and Security

Tokyo is regarded as a city with a low crime rate and very safe for residents and visitors. Japan is considered to have a very low risk of terrorism.

The Japanese National Police and the Tokyo Metropolitan Police are highly trained, sophisticated in technology and operations and experienced in dealing with major public events. Their personnel numbers are sufficient to provide the necessary security response for the Olympic Games.

A single chain of command is proposed under a national cabinet-level “Tokyo Olympic Games Council”.

The theatre of operations is compact and presents no significant challenges to the development of security plans and operations.

The recent earthquake and tsunami stretched the resources of the civil emergency apparatus but reports indicate that they responded to the unprecedented emergency and will have gained considerable experience in their operational capabilities.

Safety and Security	
Minimum	Maximum
7	9

## 11. Telecommunications

Despite the country having no independent regulatory authority, regulation can be considered as pro-competitive and unbiased.

Tokyo enjoys state-of-the-art telecoms infrastructure and services and is constantly innovating to maintain its leadership. 4G technology will be fully operational in most parts of Japan in 2020.

All the necessary guarantees related to frequencies have been provided.

With its regular upgrade plans, Tokyo will be able to support the 2020 Olympic Games

Telecommunications	
Minimum	Maximum
9	9

## 12. Energy

For many years, Tokyo has had a very good level of energy infrastructure (transmission and distribution) and services development.

However, the impact of the Great East Japan Earthquake in March 2011 has generated a reappraisal of nuclear generation, which constitutes a reasonable risk, as does the financial situation of the utility company supplying electricity to Tokyo. The city has experienced power shortages at peak times and the current investigation/review of all nuclear plants may further increase this risk.

A better understanding of Japan's long-term energy strategy (report to be released in summer 2012) is needed to fully understand the potential impact of hosting the Games in 2020. If there are no unexpected findings from these investigations and the lost generating capacity is replenished, the situation can be remedied and service levels could return to pre-tsunami levels. This would be sufficient to host the 2020 Olympic Games.

Energy	
Minimum	Maximum
5	8

### 13. Legal aspects and customs and immigration formalities

All of the requested guarantees have been provided and are, overall, clear and of a good quality.

Measures have been taken by Tokyo 2020 to register its bid emblem. However, the word mark “Tokyo 2020” alone has not been registered and measures will need to be taken by Tokyo 2020 to protect this in all classes of products and services. The domain names [www.tokyo2020.com/org/net](http://www.tokyo2020.com/org/net) have already been registered by a third party and measures will have to be taken by Tokyo 2020, in collaboration with the IOC, to recover them.

In its November 2011 Compliance Report, the World Anti-Doping Agency (WADA) confirmed that Japan is in compliance with the WADA Code.

Visitors normally require a visa to enter Japan, but nationals of 61 countries benefit from a visa waiver programme for temporary visits.

As requested by the IOC, a guarantee was provided confirming that holders of an Olympic Identity and Accreditation Card and a valid passport will be exempt from visa formalities and granted residency status for entry into and their stay in Japan from one month before to one month after the Games.

The OCOG will work with all of the relevant authorities to ensure swift and efficient procedures for test events.

All animals, including horses and guide dogs, are subject to a 10-day quarantine period at the point of their entry into Japan.

Games-related personnel will receive residency status upon entry without having to apply for a work permit beforehand and without incurring any duties or tax. Japanese authorities have indicated that a simplified procedure will be established.

Specific formalities may apply for the import of certain goods (firearms, medical equipment and products, food etc.) and the same conditions will apply for test events.

Confirmation has been obtained that all goods to be imported and exported for the Olympic Games and Paralympic Games will be exonerated from all customs duties.

Legal aspects and customs and immigration formalities	
Minimum	Maximum
7	9

## 14. Government and Public Support

Japan has a population of approximately 128 million and the City of Tokyo 13 million\*.

Japan has the third largest economy in the world with a 2010 Gross Domestic Product (GDP) of approximately USD 5.5 trillion\*\*. The nominal GDP has been relatively stagnant over the last ten years. Per capita GDP in 2009 was USD 29,302 and has decreased by approximately 10% over the past decade.

Tokyo's bid has the full support of all levels of government. In December 2011, at a national level, the Cabinet granted approval of the Tokyo bid, and the House of Representatives and the House of Councillors passed a resolution in support of it.

At local level, in October 2011, the Tokyo Metropolitan Assembly passed a resolution in favour of the Tokyo bid. In addition, the Tokyo Metropolitan Government (TMG) maintains a "Tokyo Olympic and Paralympic Games Hosting Reserve fund" of over JPY 400 billion (approximately USD 4.5 billion).

The Tokyo 2020 Executive Board is chaired by the NOC President and includes representatives of the NOC and the NPC, the Tokyo Metropolitan Government (TMG), athletes and representatives of the sports community. The advisory council is chaired by the TMG Governor and includes, as supreme advisors, the Prime Minister, the Speaker of the House of Representatives, the President of the House of Councillors and, as special advisors, the Ministers of State.

An opinion poll commissioned by the bid committee shows 65% support in Tokyo and 66% support nationally. The IOC poll in Tokyo and the surrounding municipal areas shows 47% support Japan hosting the Games, 30% with no opinion and 23% against hosting the Games.

\*Source: Application File

\*\*Source: International Monetary Fund

Government and Public Support	
Minimum	Maximum
6	9



## 15. Finance and Marketing

Tokyo's OCOG budget will be financed entirely from the private sector except for a government contribution of 50% of the operating cost of the Paralympic Games. The Application File states that:

- the Tokyo Metropolitan Government (TMG) has guaranteed to cover any deficit that may occur in the OCOG budget;
- the national government and the TMG have agreed to provide all security, medical, customs and immigration and other government-related services at no cost to the OCOG.

All expenditure regarding permanent competition and non-competition venues, training venues and infrastructure necessary for staging the Games will be funded by the public and private sectors, independent of the OCOG budget.

The TMG has established a "Hosting Reserve Fund" of USD 4.5 billion for the construction and upgrade of infrastructure and city-owned venues related to the Games. Tokyo's commercial revenues are considered feasible and are comprised of (in million USD):

Sponsorship	811
Ticket sales	755
Licensing	48
Other	<u>414</u>
Total	<u>2,028</u>

Tokyo has provided the required guarantees with respect to establishing a Joint Marketing Programme Agreement and participating in the TOP programme.

Capital investments for competition and non-competition venues amount to USD 3.953 billion. This includes USD 2.763 billion for 13 competition venues, of which 4 (USD 1.492 billion) are planned irrespective of the Games. With the exception of the USD 1.111 billion Olympic Stadium which is to be funded jointly by public and private sources and the permanent works to an existing venue for judo (USD 43 million), which will be privately funded, the competition venues are publicly funded. USD 1.190 billion is planned for the Olympic Village and IBC/MPC. The Olympic Village is expected to be privately financed while the IBC/MPC is publicly funded. The financing of competition and non-competition venues could be covered by the "Hosting Reserve Fund".

Japan's Coface Country Risk Rating is A1. Despite the national government's need to invest in areas damaged by the 2011 earthquake and tsunami, Japan's economy is of sufficient size and strength to support the investments required for the 2020 Olympic Games.

Finance and Marketing	
Minimum	Maximum
7	8

## Overall Concept

Tokyo presents a very strong technical bid and has used the experience of the city's 2016 bid to further refine the project and continue to make improvements.

The bid has a clear vision to unite the country through the power of sport and to inspire a new generation through the Olympic values, and presents a good concept to deliver this. Games' planning is aligned with the city's long-term development and sustainability strategies through 2020.

The overall Olympic Games plan (including competition venues, Olympic Village, IBC/MPC and accommodation) is very compact and travel times would be reasonable. The Olympic Village is well-located at the centre of the two Games zones and would be able to accommodate all athletes competing in Tokyo.

The Working Group considered the effect of the 2011 Great East Japan Earthquake and whether there would be any potential impact on the 2020 Olympic Games. In particular, the results of an on-going national study and review of Japanese energy production would need to be closely monitored.

The IOC's public opinion poll showed mixed results with a large percentage of people expressing no opinion towards Tokyo's efforts to host the 2020 Games. Should Tokyo advance to the second phase of the bid process, a strong national communications plan would be required.

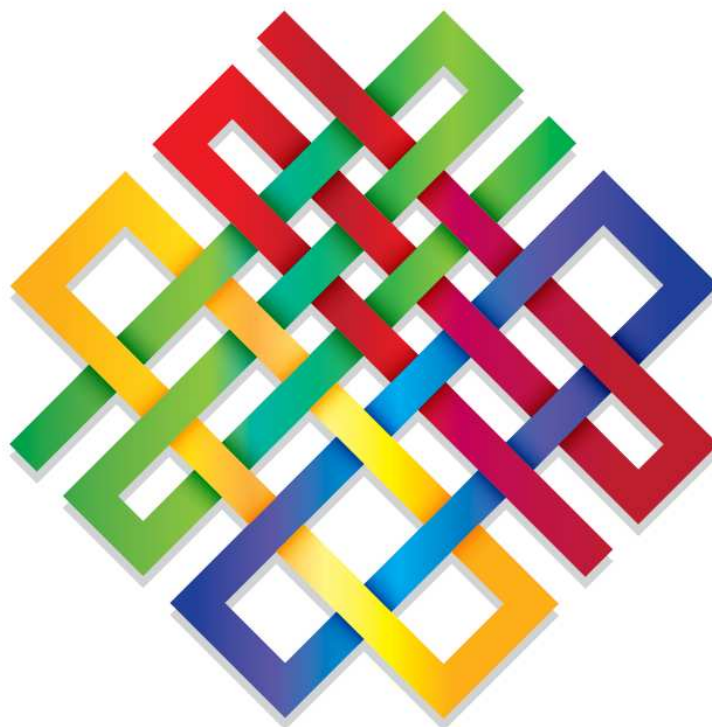
There is evidence of strong government support at all levels. In addition, the Tokyo Metropolitan Government has established a "Hosting Reserve Fund" of USD 4.5 billion for the construction and upgrade of infrastructure related to the Games, which provides a level of financial comfort.

Tokyo's general infrastructure is very good and the bid aims to further improve the life of its residents, particularly with regard to environmental sustainability. Little new transport infrastructure is required and competition and non-competition venue construction could be covered by the "Hosting Reserve Fund".

## Conclusion

The Working Group believes that the Tokyo 2020 presents a very strong application and offers athletes the conditions to be able to compete at their best. The Working Group recommends that the Executive Board selects Tokyo as a Candidate City.





**baku**2020  
APPLICANT CITY

## 1. Vision and Legacy

Baku 2020's vision is for the Olympic Games to act as a catalyst for both social and physical transformation in a country where approximately half of the population is under the age of 30.

Baku aspires to harness the power of sport and the Olympic values to inspire its population and to accelerate the development of a culturally and racially diverse city with an ancient history into a modern, world-class destination through sustainable economic, social and environmental legacies and to open up a new region for the Olympic Movement.

Baku is presenting its second consecutive bid to host the Olympic Games, building on the work achieved for 2016, with planning fully aligned with the "President's Vision for 2020", a government strategy encompassing sport, environmental, economic and social development.

Through hosting the Games, Baku aims to create a sustainable urban environment, including the transformation of the city's waterfront. With a national focus on environmental protection since the country's independence in 1991, Baku aims to be a leading city and benchmark for sustainability for the Caucasus Region and wider Central Asia and sees the Olympic Games as a catalyst in this respect. The development of the White City Zone on Baku Bay on land to be decontaminated will create a new residential area.

It is anticipated that hosting the Olympic and Paralympic Games would do much to accelerate awareness, inclusivity, accessibility and sports opportunities for persons with a disability.

## 2. Games Concept and Competition Venues

Four zones are proposed: the Waterfront Zone, the White City Zone, which includes the Olympic Village, the Olympic Stadium Zone and the Airport Zone.

The compact Games concept is based on balancing the long-term needs of the city with Games requirements and Games planning integrates existing and planned venues with transport infrastructure, environmental enhancement/remediation and urban regeneration.

Baku's Plan comprises:

- **White City Zone** – 3 competition venues, as well as 3 major non-competition venues (the Olympic Village, IBC/MPC and the Media Village)
- **Waterfront Zone** – 4 competition venues
- **Olympic Stadium Zone** – 6 competition venues
- **Airport Zone** – 8 competition venues
  - Bina Centre Precinct (3 competition venues)
  - Baku Expo Centre Precinct (5 competition venues)
- **Lake Khojahasan Precinct** – 2 competition venues (rowing and canoe-kayak)
- The remaining venues comprise 6 stand-alone venues in Baku and 3 regional football venues.

Baku proposes 32 competition venues (5 existing with no permanent works required, 7 existing with permanent works required, 4 planned, 4 additional and 12 temporary). Baku's sports venue concept is weighted towards new facilities, with 12 existing venues (38%) and 20 new venues to be built (62%). Construction is planned from 2011 to 2020. 21 of the 32 venues will be located in the four zones.

The centre of the Games will be the White City Zone and all competition venues in Baku are within 25 minutes of the Olympic Village, also located in this zone. Achieving the calculated travel speeds (average speed of approximately 50 km/h) will be dependent on the efficiency of the proposed Olympic lane network.

With 20 competition venues to be built, the construction programme is significant and will need to be managed in terms of cost, time and resources and legacy.

The Baku sports and venues strategy aims to balance Games-time requirements with the longer term needs of the City and the region. Post-Games the inventory of Games-related permanent competition venues will expand from 12 to 20. The remaining 12 temporary venues would either be dismantled or, where a legacy need is identified, relocated to other parts of the country. This plan would need further clarification.

Competition venues	
Minimum	Maximum
4	7

### 3. Olympic Village(s)

Baku proposes a single 18,000 bed village concept centrally located in the White City Zone. All competition venues in Baku are located within 26 km of the Olympic Village.

Outside of Baku there will be 3 stadia for football preliminaries and Baku plans to provide additional hotel accommodation for these venues.

The Olympic Village site will be 68 hectares, which includes a 12 hectare park.

The height of the accommodation will vary from five to seven storeys, consisting primarily of one and two bedroom apartments.

The land is owned by the Government, which will finance the Olympic Village, with a minority investment from the private sector. The site was heavily polluted and significant efforts for land remediation are underway.

Post-Games use includes market housing and commercial development for local, national and international businesses.

Olympic Village(s)	
Minimum	Maximum
5	8

### 4. International Broadcast Centre (IBC) / Main Press Centre (MPC)

Baku proposes to construct a purpose-built, temporary Main Media Centre (MMC) to house the IBC and MPC. The MMC will be located within the White City Zone, close to the Olympic Village and the Media Village within 25 minutes travel time of all competition venues located in the city.

The overall size of the MMC complex will be 75,000 m<sup>2</sup>, with a proposed size of 50,000 m<sup>2</sup> for the IBC and 25,000 m<sup>2</sup> for the MPC, with 15,000 m<sup>2</sup> of shared services.

The IBC does not meet the current IOC requirements of 75,000 m<sup>2</sup>. The MPC proposed space (including shared services) meets IOC requirements

The base structure of the MMC will be completed no later than June 2019 giving a full year for fit-out of both the IBC and MPC, which meets IOC requirements.

Post-Games the buildings will be dismantled and moved to another site not yet specified. The construction, dismantling and reassembling will be financed by the OCOG and the government. This plan would require further study.

IBC/MPC	
Minimum	Maximum
4	6

## 5. Sports Experience

Azerbaijan has no experience in organising international multi-sports events. World Championships in three sports have been organised in Baku. The city has some experience in organising Continental Championships and international events.

The quality of technical expertise is satisfactory and spectator attendance at events has been evaluated by the International Federations as good for the relatively small number of sports and events organised. Additionally, one World Championship will take place in Baku in the next seven years.

Baku is developing a base of technical expertise and capability through the organisation of major sports events although currently focused on a limited number of sports. Should Baku be awarded the Games, substantial expertise and support from outside Azerbaijan would be required.

Sports Experience	
Minimum	Maximum
3.5	5.5

## 6. Environment and Meteorology

### Proposed dates and meteorological conditions

Based on 10 year averages compiled by the Azerbaijan Ministry of Ecology and Natural Resources the average temperature in Baku ranges from 26 to 31°C during the proposed dates of 17 July to 2 August. Humidity, on average, ranges from 51 to 72%.

Although the data provided indicates acceptable climate conditions for the smooth running of the Olympic Games and the health of the athletes, technical officials and spectators, it should be noted that on certain days the temperature/humidity may exceed generally acceptable conditions. Measures to minimise the effects of the temperature/humidity will need to be adopted.

### Current environmental conditions

Baku's history as a centre for the petroleum industry created a legacy of pollution. During the last 20 years, improved access to international aid funding as well as to revenue from oil and gas extraction has enabled the country to engage in major environmental initiatives and extensive rehabilitation projects. Baku's environmental transformation is therefore well underway.

Improvement in air quality has been a major focus. However, air quality in Baku does not yet appear to meet WHO Guidelines. Water quality is on a similar fast track for improvement, although compliance with WHO Guidelines is not expected before 2015.

Environmental Impact Assessment (EIA) procedures are not yet required by law in Azerbaijan but are being used for major projects. Baku 2020 will apply EIA and SEA (Strategic Environmental Assessment) protocols and procedures to the development of the Games concept.

There does not appear to be a specific green building programme in Baku. However, Baku commits to developing the Olympic Village to LEED platinum certification levels.



Baku lies in an area that is subject to seismic activity. The Application File states that “new construction is only permitted on full compliance with severe earthquake-proof criteria”.

### **Environmental impact of the Olympic Games**

The environmental plan demonstrates a clear understanding of Games-related environmental requirements and responsibilities with the Games concept designed to fit within the city’s master plan and seeking to maximize opportunities for co-location and relocation of Games’ venues and facilities.

Remediation and transformation of a 500 hectare area of former industrial land is a major centrepiece in the proposed Games environmental strategy with Baku’s environmental vision for the Games to accelerate the transition from the ‘Black City’ to the ‘White City’.

Other major environmental initiatives are now underway at city, regional and national level for soil remediation, marine environment protection and the introduction of new municipal waste and water management and systems which will be continued during Games preparations. Planned improvements to transportation infrastructure are aimed towards easing congestion and improving air quality by reducing vehicle emissions.

Though making good progress, the Working Group considers that Baku faces significant challenges as it does not currently have the core infrastructure required to manage the environmental demands and impact of the Olympic Games.

Environment	
Minimum	Maximum
4	7

## 7. Accommodation

Taking into consideration existing and planned 3–5 star hotel rooms (approximately 10,000), there is still a significant shortage of rooms compared to IOC requirements. To overcome this, Baku proposes to build 12,800 additional 4–5 star hotel rooms, an 18,000 room media village and 10,000 rooms in university housing.

The media village, located within walking distance of the IBC/MPC, will be completed by 2019 and is guaranteed by the government. Post-Games, this accommodation will be released to the private market for sale.

A total of approximately 10,000 existing, planned and additional 3–5 star hotel rooms and the 18,000 room media village will be within 10 km of the Games centre (Olympic Village).

The bid committee considers there to be sufficient accommodation for spectators, mostly in unclassified hotels and guest houses.

The 2011 average 3–5 star convention rates provided by the Azerbaijan Minister of Culture and Tourism appear to be reasonable (USD 65 – 205).

The fact that Baku proposes to build 12,800 4 to 5–star hotel rooms in addition to the 10,000 existing and planned 3–5 star hotel rooms, as well as an 18,000 room media village and an 18,000 bed Olympic Village seems very ambitious and raises questions about legacy use and the ability of the market to absorb this amount of new accommodation.

Accommodation	
Minimum	Maximum
3	5

## 8. Transport

### Transport Concept and Infrastructure

Baku, the capital of Azerbaijan, has a fast growing and developing population of 2.3 million.

A significant 2020 multi-modal transport development programme will provide better accessibility and travel connections between the four Olympic zones and most stand-alone venues.

Baku's current road system has been substantially developed during the last ten years. In addition to bus transport, 35 km of metro lines and 63 km of suburban rail complete the public transport system. However, recent transport system developments in Baku have not been sufficient to cope with large traffic increases resulting from the growth of the city's population, mobility and car ownership. Congestion has increased, particularly in the city centre, along the seafront and on principal radial arterials. These elements are the reasons behind the ambitious 2020 transport development plan.

The Games transport proposal is based on major arterial and motorway upgrades and an extensive rail public transport development tripling Baku's existing metro system.

Transport system upgrades and planned investment amount to USD 7.7 billion: 2.6 billion for arterial roads and motorways; 0.5 billion for the airport; and 4.6 billion for suburban rail and metro developments. The additional USD 4.5 billion for Baku's metro development is planned work for the future and would be accelerated if Baku is awarded the Games.

### Airport

Baku International Airport has two runways and two terminals. An airport extension is underway to increase capacity from 2 million to approximately 5 million passengers per year. Even with this increase however, the airport would not have sufficient capacity to cope with the Summer Olympic Games. A temporary doubling to tripling of the peak airport capacity would be required to meet Games requirements.

### Distances, travel time and traffic management

The Baku Games concept is compact, but average speeds provided by the bid are considered to be too optimistic for current traffic conditions. 2020 travel times and speeds will depend on the completion of the ambitious road and rail investment programmes.

Travel conditions will be greatly facilitated by the implementation of an extensive Olympic lane network planned on arterial roads connecting most proposed Olympic venues.

### Feasibility and legacy

The general transport investments will improve mobility patterns, particularly through the development of a strong multi-modal transport system serving the Greater Baku Metropolitan Area.

The Working Group questioned the technical and financial feasibility of delivering such an ambitious transport development programme, in particular the metro, within the given timeframe.

Transport	
Minimum	Maximum
4	7

## 9. Medical Services and Doping Control

Over the last five years, significant investments have been made in healthcare, including the construction and refurbishment of 400 hospitals across the country. Hospitals are well spread over the theatre of operations and the Olympic Games will not disrupt the normal running of the hospital network.

In the case of a major disaster, the emergency services will be coordinated through the Crisis Management Centre (Ministry of Emergency Situations) and managed by an integrated commission (single command structure) involving senior members from all key ministries (Health, Internal Affairs, National Security and Emergency Situations).

Foreign nationals are entitled to receive the same free treatment for injuries and emergencies as national citizens.

The Azerbaijan Anti-Doping Organisation (AZADA) was established in 2008 and forms part of the National Olympic Committee.

There is currently no World Anti-Doping Agency accredited laboratory in Azerbaijan. Provisional plans exist to set up a testing laboratory in Baku, to remain as a Games legacy.

The laboratory for equine sample testing would need to be clarified as the proposed laboratory in Riga, Latvia, is currently not FEI (*Fédération Equestre Internationale*) accredited.

Medical Services	
Minimum	Maximum
5	7

## 10. Safety and Security

Baku is regarded as a reasonably safe and secure environment for both residents and tourists. However, there are reports of a high incidence of low level street crime (robbery, theft and pick-pocketing) in popular places, such as markets and transport hubs.

The unresolved conflict with Armenia with regard to the Nagorno-Karabakh region continues to require a strong military presence in that area.

Some sports events have been held in Azerbaijan, but none the size of the Olympic Games. The Application File states that the police force is being modernised and equipped with advanced technology and this would be further reinforced if Baku was awarded the Games. There are concerns about the level of professional training of the police and the lack of focus on community-style policing. The police and security services will have to move to a more collaborative style of public service, willing to act as a partner and integrate with the OCOG.

The command and control structure is not clear at this stage of the application, although it is stated that a single authority will be appointed to oversee and coordinate the security and safety response.

The theatre of operations for security as proposed is manageable and practical and does not appear to pose any significant operational difficulties. The existing proposals appear appropriate from a security planning perspective.

Safety and Security	
Minimum	Maximum
4	6

## 11. Telecommunications

The government plans to create an independent regulator and privatize incumbent operators.

Azerbaijan and particularly Baku continue to improve network infrastructure with fibre deployment, as well as access to services. While broadband is very much still a nascent market on the national scale, Baku benefits from several competing fixed and wireless networks that should contribute to a rapidly progressing uptake of services. A communications satellite is to be launched in 2012 which will further enhance the country's international connectivity.

All the necessary guarantees related to frequencies have been provided.

With substantial modernization plans underway (fibre and broadband), it is considered that Baku would be able to support the 2020 Olympic Games

Telecommunications	
Minimum	Maximum
5	7

## 12. Energy

The current situation with regard to electricity production development, high voltage interconnection capability and customer supply services is below the level of service usually associated with hosting the Olympic Games. However, the promotion of regulatory reforms and a continuous large investment in electricity infrastructure projects (generation, transmission and distribution) could potentially compensate for shortcomings in the electricity industry by 2020.

Energy	
Minimum	Maximum
4	5.5

### 13. Legal aspects and customs and immigration formalities

All of the requested guarantees have been provided and are, overall, clear and of a good quality.

Many aspects of Olympic Games preparations (visas, imports/exports, work and residence permits etc.) will be addressed in an Olympic Law, which the Government undertakes to enact if Baku is awarded the Games.

As requested by the IOC, Baku 2020 has filed for registration of the word mark “Baku 2020” in all classes of products and services. In addition, Baku 2020 has been able to register [www.baku2020.com/org/net/az](http://www.baku2020.com/org/net/az).

In its November 2011 Compliance Report, the World Anti-Doping Agency (WADA) confirmed that Azerbaijan is in compliance with the WADA Code.

A visa is currently required to enter Azerbaijan and must be applied for in advance through Azerbaijani embassies or consulates (except for Turkish and Israeli nationals who may apply for a free visa at the border).

As requested by the IOC, a guarantee was provided confirming that holders of an Olympic Identity and Accreditation Card and a valid passport (or equivalent document) will be allowed to enter and stay in Azerbaijan and perform their Olympic function from one month before to one month after the Games. This guarantee extends to test events.

The bid documentation indicates that animals, including horses and guide dogs, will be able to enter the territory with the relevant documentation. The Olympic equestrian venue will act as the quarantine space for all competition horses. (Quarantine periods were not specified.)

To receive authorisation to stay and work in Azerbaijan, foreigners must obtain a visa, a work permit and a residence permit. The bid indicates that the Government will undertake to simplify and shorten these procedures through the Olympic Law mentioned above, should Baku be awarded the Games.

Some restrictions may currently impact the importation of certain goods such as firearms and photographic and audio-visual equipment and the export of media material. Further clarification would be required.

The bid indicates that the Government aims to ensure that goods imported and exported for the Olympic Games and Paralympic Games will be exonerated from all customs duties by introducing the appropriate legislation (Olympic Law). The same conditions will apply to test events.

Legal aspects and customs and immigration formalities	
Minimum	Maximum
6	7

## 14. Government and Public Support

Azerbaijan has a population of approximately 9.2 million and the City of Baku 2.3 million\*.

Azerbaijan has the 71<sup>st</sup> largest economy in the world with a 2010 nominal Gross Domestic Product (GDP) of approximately USD 54 billion\*\*. The economy is fast growing, with nominal GDP increasing almost tenfold over the last ten years, mainly due to the development of the energy sector. Per capita GDP in 2010 was USD 5,438.

Baku's bid has the full support of all levels of government and Baku 2020 has provided letters of support from the First Deputy Prime Minister, the Chairman of the Parliament, a number of Ministers and the Head of the Baku City Executive.

The bid is driven by the President who is also the NOC President.

The Baku 2020 bid committee is chaired by the First Deputy Prime Minister and includes representatives of the NOC and NPC, the Head of the Baku City Executive, Ministers of the national government, athletes and members of the business community.

An opinion poll commissioned by the bid committee shows 90% support in Baku and 95% support nationally. The IOC poll in Baku and the surrounding municipal areas shows 90% support Azerbaijan hosting the Games, 7% with no opinion and 3% against hosting the Games.

\*Source: Application File

\*\*Source: International Monetary Fund

Government and Public Support	
Minimum	Maximum
7	9

## 15. Finance and Marketing

The Application File states that the majority of the OCOG budget will be publicly funded.

The non-OCOG budget will be primarily financed by the public sector with some private contributions for selected projects.

Whilst not required at this stage, the Government of Azerbaijan and the Executive of Baku City have provided guarantees:

- to cover any shortfall in the OCOG budget;
- to undertake and finance the necessary infrastructure developments;
- to provide all security, medical, customs and immigration and other government-related services at no cost to the OCOG;
- to make available all competition and non-competition venues owned by the public authorities to the OCOG, at either no cost or at a rental cost to be approved by the IOC.

Baku's commercial revenues are considered feasible and are comprised of (in million USD):

Sponsorship	386
Ticket sales	266
Licensing	63
Other	<u>77</u>
Total	<u>792</u>

Baku has provided the required guarantees with respect to establishing a Joint Marketing Programme Agreement and participating in the TOP programme.

Capital investments for competition and non-competition venues amount to USD 3.382 billion. This includes USD 1.719 billion for 27 competition venues, of which 11 (USD 1.225 billion) are planned irrespective of the Games. All competition venues are to be publicly funded with the exception of public/private partnerships for 2 football stadia and golf (total cost of USD 142 million), as well as a fully privately financed football stadium (USD 73 million). A further USD 1.479 billion is expected to be required for the Olympic Village and Media Village projects which are anticipated to be public/private partnerships and will be built irrespective of the Games. The IBC/MPC is planned to be a temporary venue and will be publicly funded (USD 184 million).

Azerbaijan's Coface Country Risk Rating is C and its economy is relatively small on the world scale. However, it has been growing rapidly over the past decade. The combination of the required OCOG budget contribution from the national government and the scale of the capital investments could be a challenge.

Finance and Marketing	
Minimum	Maximum
4	6



## Overall Concept

Baku's vision is for the 2020 Olympic Games to act as a catalyst for the social and physical transformation of the city. The bid enjoys a strong level of government support, particularly at national level, and a very good level of public support.

A number of positive features have been incorporated into the Games plan. These include:

- a clear vision to transform Baku into a world-class destination and a Games plan which is closely aligned with the city's long-term development strategy;
- a significant environmental remediation plan to improve the urban environment;
- a compact Games concept with short travel times for all client groups.

Nonetheless, the Working Group has highlighted a number of weaknesses. Central to these is the vast amount of infrastructure that would be required to host the 2020 Olympic Games, particularly in regard to new accommodation and transport infrastructure, as well as the sustainability of the large number of competition and non-competition venues that would need to be built.

Whilst the Games could certainly act as a catalyst for environmental remediation, the Working Group feels that the amount of work to be carried out before construction could begin, particularly with regard to the White City Zone, as well as the timelines involved, amount to a significant level of risk.

Azerbaijan has not yet staged an international multi-sports event. The lack of experience in the majority of sports on the Olympic programme and the fact that there is no tradition for many of these sports in the country, were also factors taken into account in the Group's deliberations.

## Conclusion

Baku's aspirations, vision and commitment are evident. The Working Group nevertheless feels that the city's infrastructure and Games' planning and experience are not sufficiently developed at this stage to deliver successful Olympic Games in 2020. Concern was also expressed whether the significant amount of construction required to host the Games was consistent with the size and legacy needs of the city. For these reasons, the Working Group recommends to the Executive Board that Baku should not advance to the second phase of the 2020 bid process.



## 1. Vision and Legacy

Doha 2020's vision is for the Olympic Games and the Olympic values to inspire the nation's youth to live a healthy lifestyle and for the Games to provide a catalyst for social change. With sport as a vehicle to promote social unity, participation and development, Doha seeks to create new opportunities for women in and through sport.

Doha is presenting its second consecutive bid to host the Olympic Games, building on the work achieved for its 2016 bid. Games' planning is fully aligned with Qatar's long-term strategy "The Qatar National Vision 2030", with investment in sport and culture at the heart of the country's strategic vision.

Doha seeks to bring the Olympic Games to the Middle East region for the first time.

The bid aspires that hosting the Olympic and Paralympic Games will leave a legacy of empowerment for women, as well as a legacy of social inclusion, accessibility and awareness of persons with a disability that will create a model for the entire region.

Through the provision of new venues, Doha 2020 seeks to encourage more people to participate in sport and to create a regional centre for high performance training and international competition.

## 2. Games Concept and Competition Venues

A compact concept is proposed with five zones: the Games Centre Zone, which also includes the Olympic Village; the Education City Zone; the Doha Olympic Park Zone; the Aspire Zone; and the Water Park Zone. The location of key non-competition venues in the Games Centre Zone is based on Qatar University's expansion plans. It is planned that by 2019 a new 73 km metro system will link the five zones, as well as the airport. A key consideration in the venue plan is providing facilities across the city which could have a multi-purpose use post-Games.

Doha's plan comprises:

- **Games Centre Zone** – 1 competition venue and 3 major non-competition venues (the Olympic Village, the IBC/MPC and the Media Village)
- **Doha Olympic Park Zone** – 8 competition venues
  - Lusail Shooting Complex precinct (2 competition venues)
  - Olympic Park precinct (6 competition venues) with the Olympic Stadium used for Opening and Closing Ceremonies
- **Education City Zone** – 8 competition venues
  - Education City Precinct (3 competition venues)
  - Al Gharaffa Cluster (2 competition venues)
  - Qatar National Convention Centre Precinct (3 competition venues)
- **Aspire Zone** – one precinct containing 3 competition venues
- **Water Park Zone** (5 competition venues):
  - Athlete Training Precinct (2 competition venues)
  - Water Park Precinct (2 competition venues)
  - 1 stand-alone venue for sailing
- The remaining 12 competition venues will be located in the **Al Sadd Cluster** (2 competition venues), **Katara Cultural Village Precinct** (3 competition venues), **Doha Convention Center Precinct** (3 competition venues), **Khalifa International Tennis and Squash Complex** (1 stand-alone venue for tennis) and 3 competition venues for nearby regional football venues.

Doha proposes 37 competition venues (8 existing with no permanent works required, 6 existing with permanent works required, 20 planned, no additional and 3 temporary). Doha's sports venue concept is weighted towards new facilities, with 14 existing venues (38%) and 23 new venues (62%). Construction of permanent works is planned from the third quarter of 2012 through to the fourth quarter of 2019.

Assuming average speeds of approximately 45 km/h, all competition venues in Doha are located within 35 minutes of the Olympic Village.

With 23 (62%) out of 37 competition venues to be built, the construction programme is significant and will need to be managed in terms of cost, time and resources. A mitigating factor for the extensive building programme will be the planned construction of 20 venues (90% of the building programme cost) irrespective of the Games. Many of these venues have planned early start dates with much of the construction anticipated to be completed by the end of 2017.

During the video-conference the bid committee explained its strategy to achieve full stadia. Plans are based on the following ticket projection sales:

- 75% of tickets to be sold to the national population, based on:
  - 4 tickets to each Qatari national
  - 1 ticket to each member of the “worker population”
- 25% of tickets to visitors (calculated at 300,000) based on 5 tickets per person

The Working Group considers these assumptions to be ambitious, particularly taking into consideration that the capacity of a number of competition venues exceeds IOC requirements.

Newly constructed facilities combined with existing competition venues will provide a Games venue master plan that is in line with Qatar’s development plans. The concept of locating venues along the planned metro system is good.

Competition venues	
Minimum	Maximum
5	8.5

### 3. Olympic Village(s)

Doha proposes a single 16,800 bed village concept located in the Games Centre Zone along with the IBC/MPC and the Media Village.

All of the competition venues are located within 22 km of the Olympic Village, with the exception of two football venues that are 34 km and 40 km from the Olympic Village. All athletes, including footballers, will have the opportunity to share a single Olympic Village, which is a positive feature.

The Olympic Village site will be located on the Qatar University campus on a 100 hectare site. Building heights are described as “mid-rise”.

Qatar University owns the land and will underwrite funding from a public/private partnership to develop the Village.

Post-Games, a portion of the residential zone will be used as student and university staff housing and a portion as market housing.

Olympic Village(s)	
Minimum	Maximum
7	9.5

## 4. International Broadcast Centre (IBC) / Main Press Centre (MPC)

Doha proposes a Main Media Centre (MMC) to house the IBC and MPC. The MMC will be positioned in the Games Centre Zone at the centre of the Olympic region, which also includes the Media Village. It will be located in the grounds of Qatar University in a new purpose-built facility. The proposed overall size of 150,000 m<sup>2</sup> more than meets IOC requirements.

The MMC will be within 35 minutes travel time of all competition venues in Doha. The entire media complex will be completed by June 2019, more than 12 months before the Games.

Post-Games use will be as Qatar University's Education and Research Complex, in line with the long-term vision. Qatar University and the State of Qatar will fund construction. Portions of the Media Centre will also be used for the 2022 FIFA World Cup.

IBC/MPC	
Minimum	Maximum
7	9

## 5. Sports Experience

Qatar has good experience in organising three international multi-sports events in Doha. Doha has good experience in organising World Championships events (in four sports) and organises regular annual international sports events.

The International Federations consider the quality of technical expertise to be satisfactory, though spectator attendance was not considered to be at the level expected for such events. One World Championship will take place in Doha in the next seven years and Doha has been awarded the 2022 FIFA World Cup, for which a number of operational matters are still to be defined.

Doha is developing a base of technical expertise and capability through organising a variety of major sports events. Should Doha be awarded the Games substantial expertise and support from outside Qatar would be required.

Sports Experience	
Minimum	Maximum
5	7.5

## 6. Environment and Meteorology

### Proposed dates and meteorological conditions

Doha proposes to hold the 2020 Olympic Games between 2 and 18 October. As climatic conditions during the IOC's preferred Games period of July/August would not allow the Games to be held at this time, Doha proposes October dates to mitigate climate impact on athlete performance and all Games constituents.

The IOC Executive Board accepted this period in principle, but asked Doha to provide full assurance on the following:

- Athlete health protection;
- Scheduling, which should not impact negatively on broadcast coverage or the spectator experience;
- Health protection measures for technical support staff and the general public.

Doha addressed the IOC's questions in an additional document submitted with the Application File. In assessing the health aspects of the dates proposed, the Working Group has also relied on information provided by the IOC Medical Commission.

Based on 10 year averages compiled by the Qatar Civil Aviation Agency, daily average temperatures in Doha range from 30 to 36°C during the proposed dates of 2 to 18 October. Humidity will, on average, range from 43 to 65%.

In outdoor venues and gathering places where traditional air conditioning is not an option, Doha proposes to further manage climate impact on athletes and spectators through event timing and the strategic application of 'passive and active' cooling systems, with a goal of 27°C regardless of the ambient temperature. Active cooling systems will be solar powered.

The outside temperature, combined with the humidity level and strength of the sun, have a major influence on behaviour.

#### 1. Athletes

Various studies, including the recent IOC consensus on sport in extreme conditions, show that athletes can adapt to the conditions in Doha, but only if particular measures are adopted. These include:

- Acclimatisation: one week, ideally two weeks in training camps or in regions with similar climate conditions. This would be possible for NOCs with the necessary medical and financial resources, but would be challenging for smaller NOCs.
- Schedule adaptation: (training and competition schedules) to ensure the best possible competition conditions.
- Venue infrastructure: measures to ensure adequate protection (hydration, shade, etc.).

It is nevertheless recognised that high temperatures, humidity and sun exposure have an impact on athlete performance.

#### 2. Technical Officials and Workforce

This is the category of persons considered to be most affected by climate conditions, given their presence at outdoor venues for long periods of time and the least adapted to these conditions in regard to their age and health. The following measures would need to be adopted:

- Appropriate workload
- Sufficient hydration
- Frequent rotation of staff
- Acclimatisation
- Workplaces with protection from the sun
- Air-conditioned rest areas

### 3. Spectators

This is also an at-risk category due to lack of preparation for such conditions, ignorance of the risks and possible pre-existing pathologies.

The following measures and provisions would need to be taken into consideration:

- Time needed to walk between transport drop-off points and venue entrances
- Waiting time to enter venues
- Areas protected from the sun
- Drinks distribution centres
- Information and advice at venue access points and within venues.

#### **Current environmental conditions**

Water is a scarce resource in Qatar and is produced from desalination, waste water treatment and sub-surface aquifers. Water quality is therefore highly controlled and is monitored to ensure full conformance with WHO guidelines. Virtually all drinking water is produced via desalination.

Doha states that data from the last 5 years indicates air quality in Doha during the month of October complies with 2011 WHO guidelines.

Qatar has established a green building rating system unique to its country.

#### **Environmental impact of the Olympic Games**

Many of the permanent facilities are proposed as multi-purpose facilities, capable of serving a broad range of sports and non-sports functions. Doha also proposes 'Hybrid' venues which will be designed to reduce seating post-Games by 40% overall for re-sizing or re-configuration to legacy requirements.

Doha states that Games facilities will be designed to showcase sustainable infrastructure and innovative environmental technologies aligned with long-term development plans.

Environmental impact assessments and management plans will be required for all venues, facilities and infrastructure during planning, construction and operation. Environmental impact should be further reduced through the use of the Qatar Construction Specification (QCS) 2010 Standard and the Qatar Sustainability Assessment System (QSAS), which mandate green building practices and consideration of factors such as urban context, energy efficiency, water and waste.

Other environmental initiatives and legacies include: a 'natural venues' programme for new conservation areas and green reserves; and education and outreach programmes on natural heritage issues, as well as on waste management and recycling in everyday life.

Qatar is currently developing a policy to manage air pollution and greenhouse gas emissions. This will be key in managing perceptions regarding environmental responsibility.



Further information will be required on how Qatari standards and systems for environmental management and performance compare with globally recognized standards.

Qatar currently is among the countries with the highest per capita greenhouse gas emissions in the world. Whilst much of Doha's infrastructure is planned irrespective of the 2020 Olympic Games, the incremental impact of Doha's proposed Games concept will significantly add to this footprint. With the global focus on reducing carbon footprints and the Olympic objectives around sustainability, there is a risk of a negative impact.

Environment	
Minimum	Maximum
4	6

## 7. Accommodation

Taking into consideration existing and planned 3–5 star hotel rooms (approximately 23,500), there is still a shortage compared to IOC requirements. To overcome this, Doha proposes to use 4,200 planned rooms in serviced deluxe apartments and a planned 2,400 room media village, as well as approximately 9,000 additional 3–5 star hotel rooms and 4,800 additional deluxe apartment rooms.

The media village is in close proximity to the IBC/MPC and is currently under construction, to be finalised in 2019. Qatar University owns the land and has guaranteed the development of the media village.

In terms of the variety of rooms, there will be sufficient 4–5 star rooms. The number of 3 star hotel rooms appears on the low side.

A total of approximately 32,000 existing, planned and additional 3–5 star hotel rooms, 9,000 rooms in planned and additional deluxe apartments and a further 2,400 rooms in the media village will be within 10 km of the Games centre (Olympic Village), reflecting a potentially compact accommodation plan.

The 2011 average 3–5 star convention rates provided by the Qatar Tourism Authority are between USD 150 and USD 359.

As a large number of spectators and the operational workforce will be coming from abroad, the need for accommodation in Doha will be higher than usual. This could be mitigated by the use of existing and planned apartments.

The fact that Doha proposes to increase the total inventory from approximately 40,000 to 160,000 rooms in 7 years may represent several challenges.

Accommodation	
Minimum	Maximum
5	8

## 8. Transport

### Transport Concept and Infrastructure

Doha has a growing population of 800,000.

Since the early 1990s, the Qatar road system (mainly in Doha) has undergone rapid development. Recently, a state-owned public bus transport system with 40 lines and approximately 3,000 buses has been introduced.

Qatar and Doha's fast economic development has led to exceptionally high car ownership, general traffic growth and severe road congestion. Long-term transport development studies have identified current shortcomings and propose a more balanced rail and expressway scheme, the development of which will be accelerated for 2020.

Planned multi-modal transport infrastructure investments amount to USD 50.2 billion, as follows:

- USD 25.3 billion for motorways and major arterials
- USD 24.9 billion for Doha's metro system and Lusail light rail

### Airport

Doha will be served by the New Doha International Airport (NDIA) to be completed by 2017, which will be connected to Doha and most of Qatar by a six-lane expressway and a new metro system.

With its up-to-date design and operation systems, the new airport will have more than ample capacity to meet Olympic Games requirements, as well as Qatar's general traffic.

### Distances, travel time and traffic management

The compact five-zone Games concept makes maximum use of existing venues and the very strong multi-modal transport system to be developed by 2020.

Travel conditions will greatly improve with the 2020 transport investment programme. The Olympic lane system planned on the much improved Doha arterial road network will provide fast and convenient venue-to-venue travel services.

Intelligent transport and traffic systems will be widely used in the integrated operation of all transport facilities.

### Feasibility and legacy

The general transport investments will improve mobility patterns particularly through the development of a strong multi-modal transport system serving Doha.

The delivery of the substantial transport development programme in such a tight timeframe appears to be ambitious.

Transport	
Minimum	Maximum
6	8

## 9. Medical Services and Doping Control

Healthcare services are already of a high level and there will be significant further investment by 2020.

Hospitals are well spread over the theatre of operations and the Olympic Games will not disrupt the normal running of the hospital network.

The Hamad Medical Corporation, through its “Major Emergency Disaster Plan”, is responsible for the provision of emergency and hospital response during major incidents.

At Games’ time all spectators will receive free healthcare for accidents and emergencies.

The Qatar Anti-Doping Commission (QADC) was established in 2005 and operates independently from the NOC.

The region’s first anti-doping laboratory will open in April 2012 in the Aspire Zone. Pre-approval has already been granted by the World Anti-Doping Agency and it is planned that it will be fully accredited within two years.

The laboratory will aim to be FEI (*Fédération Equestre Internationale*) accredited before the 2020 Games. If this is not the case then the OCOG will commence a tendering process to select the most appropriate accredited laboratory, used for previous international events in the country.

Medical Services	
Minimum	Maximum
8	9

## 10. Safety and Security

Doha has a very low incidence of crime and is considered to be a very safe and secure city.

Terrorism is not considered to be a problem for Qatar but tensions in the Gulf region may spill over into the wider region should these tensions increase.

The Qatar police and security forces have experience of large sports events, but not the size of the Olympic Games. The police and security forces are fewer in number than in previous host cities. However, they have shown themselves in the past to be efficient and adaptable and are considered to be sufficiently trained and competent to conduct the required security operation, especially as the demand for everyday policing/law enforcement response is far smaller in Doha than in other previous host cities. Doha may still need some additional external support for security planning, operations and workforce.

A single chain of command through the “Olympic Security Task Force” under the Minister of State for Internal Affairs is proposed.

Qatar is a technologically advanced country and the proposed investment in technology for Olympic Games security is extensive.

The theatre of operations in Doha is spread throughout the city, but should not pose a difficulty for security planning and operations.

Safety and Security	
Minimum	Maximum
6	7

## 11. Telecommunications

A competition-oriented and efficient regulatory framework is in place.

Doha, as well as Qatar in general, has a modern and well-developed telecoms infrastructure, enabling Doha to meet the requirements of events such as the Olympic Games. Qatar is rolling out a comprehensive fibre network and will further upgrade international connectivity.

All the necessary guarantees related to frequencies have been provided.

Doha appears to offer a satisfactory level of development with modernization plans underway that will support the 2020 Olympic Games

Telecommunications	
Minimum	Maximum
7	8

## 12. Energy

Current energy supply infrastructure and services are satisfactory. However, due to high rates of economic development, the long-term strategies and the resulting high energy demand increases, especially the active strategies planned for climate engineering, the country/city will have to continue its large investment in production, transmission and distribution facilities to be able to meet energy demands associated specifically with hosting the Games in 2020.

Energy	
Minimum	Maximum
7	9

### 13. Legal aspects and customs and immigration formalities

All of the requested guarantees have been provided and are, overall, clear and of a good quality.

Doha 2020 has filed for the registration of the word mark “Doha 2020”, but not in all classes of products and services, as requested by the IOC. Further measures need to be taken in this respect.

Doha has not been able to secure the registration of the domain names [www.doha2020.com/org/net](http://www.doha2020.com/org/net) as they have already been registered by a third party. Measures will need to be taken by Doha 2020, in collaboration with the IOC, to recover them.

In its November 2011 Compliance Report, the World Anti-Doping Agency (WADA) confirmed that Qatar is in compliance with the WADA Code.

Visitors require a visa for entry into Qatar and to stay in the country for a period of up to 90 days. Doha 2020 stated that the authorities are committed to making the necessary adjustments to facilitate obtaining a visa for the Olympic Family.

As requested by the IOC, a guarantee was provided confirming that holders of an Olympic Identity and Accreditation Card and a valid passport will be allowed to enter and stay in Qatar and perform their Olympic function from one month before to one month after the Games.

Doha 2020 indicated that visa procedures for attending test events will be facilitated.

The entry of animals such as horses and guide dogs is guaranteed but horses from certain countries will be subject to preventive quarantine. The location and duration of the quarantine were not specified.

Games-related personnel require a residence permit, a work permit and a work visa to stay and work in Qatar. Work visas are applied for before entering the country and residence permits and work permits are applied for upon arrival. It currently takes two days to obtain work permits and five working days to obtain residence permits.

The bid has stated that, in coordination with the Ministry of Labour, work and residence permit applications for Games-related personnel would be streamlined.

Several regulations may impact the ability to import certain goods such as telecommunications equipment, firearms, medicine and medical products. Doha 2020 will have to work to assure the import of such goods and recommend the necessary legislative adjustments as required.

Confirmation was obtained that all goods to be imported and exported for the Olympic Games and Paralympic Games will be exonerated from all customs duties and the same conditions will apply for the test events.

Legal aspects and customs and immigration formalities	
Minimum	Maximum
6	7

## 14. Government and Public Support

Qatar has a population of approximately 1.7 million and the City of Doha 0.8 million\*. Over 80% of the population of Qatar is made up of expatriate workers.

Qatar has the 56<sup>th</sup> largest economy in the world with a 2010 nominal Gross Domestic Product (GDP) of approximately USD 127 billion\*\*. The economy is fast growing, with an average annual compound growth rate of 22% over the last ten years, mainly due to the development of the energy sector. Per capita GDP in 2010 was USD 74,901 and has increased very significantly in the past decade.

Doha's bid has the full support of the government and Doha 2020 has provided letters of support from the Prime Minister, the Ministry of Business and Trade, the Ministry of the Interior and the Ministry of Municipality and Urban Planning.

The Doha 2020 bid committee is chaired by the NOC President and Heir Apparent who is also the IOC member in the country, and includes representatives of the NOC and NPC, the government, athletes and other prominent members of the Doha community.

An opinion poll commissioned by the bid committee shows 82% support in Doha. The IOC poll in Doha and the surrounding municipal areas shows 72% support Qatar hosting the Games, 24% with no opinion and 4% against hosting the Games.

\*Source: Application File

\*\*Source: International Monetary Fund

Government and Public Support	
Minimum	Maximum
8	9

## 15. Finance and Marketing

Doha's OCOG budget will be financed 60% from the public sector and 40% from the private sector.

The Application File states that the State of Qatar also guarantees the non-OCOG budget, including the provision of all government-related services and the development of all public infrastructure and competition and non-competition venues.

Whilst not required at this stage, the Government of Qatar has provided a guarantee:

- to cover any shortfall in the OCOG budget;
- to provide all security, medical, customs, immigration and other government-related services at no cost to the OCOG;
- to make available all competition and non-competition venues owned by the public authorities to the OCOG at no cost;
- to undertake and finance the necessary infrastructure developments.

The Application File states that privately owned venues will be rented at rates to be pre-approved by the IOC and to be no greater than what is needed to reimburse the owner for incremental operating costs or lost revenues.

Qatar University has provided a guarantee to fully underwrite the development and delivery of the Olympic Village, the Media Village and the IBC/MPC.

Doha's commercial revenues are considered feasible and are comprised of (in million USD):

Sponsorship	500
Ticket sales	325
Licensing	15
Other	<u>10</u>
Total	<u>850</u>

It is noted that this level of projected commercial revenue, combined with IOC contributions and the level of Qatar government contributions, suggests an OCOG budget considerably higher than recent Games.

Doha has provided the required guarantees with respect to establishing a Joint Marketing Programme Agreement and participating in the TOP programme.

Capital investments for competition and non-competition venues amount to USD 8.514 billion. This includes USD 5.864 billion for 26 competition venues, all of which are planned irrespective of the Games. Of this total, 4 venues costing USD 1.273 billion are expected to be privately financed while the remaining USD 4.591 billion will be financed by the public authorities. A further USD 2.650 billion is expected to be required for the Olympic Village, IBC/MPC and Media Village. The Olympic Village, estimated at USD 1.5 billion is expected to be a public/private partnership and will be built irrespective of the Games. The Media Village and IBC/MPC will also be built irrespective of the Games and will be financed by the public authorities.

Qatar's Coface Country Risk Rating is A2. The suggested investment from the government of Qatar is very large. However, Qatar's economy is sufficiently strong to support the investments required for the Olympic Games.

Finance and Marketing	
Minimum	Maximum
8	9



## **Additional information provided by Doha in relation to the proposed dates of the Olympic Games**

As mentioned earlier in the report, the IOC Executive Board asked Doha to present full assurances that the October dates proposed by the Applicant City would not “impact negatively on broadcast coverage or the spectator experience”. The Working Group sought the advice of Olympic Broadcasting Services (OBS) and the IOC’s International Television and Marketing Services (ITMS) who have reviewed the additional information provided by Doha. Their feedback is reflected below.

Olympic Games held in the IOC’s preferred period of July / August provide broadcasters with a “guarantee” that they will be prime-time market leaders with Olympic broadcast. In October, broadcasters would face lower viewership/ratings levels on a global level when having to compete with other major sports events or general entertainment / TV programming priorities for the autumn season. Significantly less Olympic broadcast would also result in lower exposure and impact commercial opportunities. A reduced level of Games exposure would particularly affect some sports and disciplines.

In July/August, people have more leisure/vacation time. There is therefore a risk that an October Games would become a “weekend Olympic Games” and, with a reduced demographic reach, broadcasters would have difficulties in attracting the same audience levels in terms of working people and youth.

The proposed scheduling of events presents some challenges with respect to sports to be held in outdoor venues (16 out of 28 sports). Early morning events would result in:

- A less balanced schedule of events with less events available to prime time broadcast;
- Less spectators and therefore a less TV friendly product;
- Rights Holding Broadcaster personnel having to work longer days with the potential of having to send more staff on site and thus higher production costs;
- Additional programming issues for the top broadcasting markets due to the time difference.

## Overall Concept

Doha presents a clear vision and concept for the 2020 Olympic Games with planning closely aligned with long-term development plans. The 2020 bid forms part of a national strategy to transform Qatar into an international sports destination and to create a regional centre for high performance training. Venue locations have been selected based on existing venues and a new public transport network which the bid states will be constructed irrespective of the 2020 Olympic Games.

Doha's vision is for the Olympic Games to act as a catalyst for social change and to increase participation in sport, particularly for women.

The bid enjoys the full support of the government and a high level of public support.

A number of positive features have been incorporated into the Games concept, including a compact Olympic Games plan and a single Olympic Village for all athletes, including all football competitors.

The Working Group's task to assess the Doha application has however been a difficult one. For a country the size of Qatar to aspire to host the two most prestigious sports events in the world within a period of two years – the 2020 Olympic Games and the 2022 FIFA World Cup – presents significant challenges and risks, particularly when hoping to hold the more organisationally complex event first.

The plans put forward by Doha suggest that the OCOG budget envelope would be significantly higher than any recent host city.

Whilst the financial aspects would not appear to pose a difficulty to the government of Qatar, the ability to coordinate, construct and test the substantial amount of new infrastructure needed to host the 2020 Olympic Games in terms of transport, accommodation, competition and non-competition venues, as well as identifying, training and accommodating an experienced Olympic Games workforce to deliver this infrastructure within the required timeframe, presents a major challenge and risk.

Doha's application describes the considerable efforts being made by Qatar in respect to its climatic conditions, but the Working Group understands that the cooling systems proposed for outdoor venues have not been tried and tested on a large scale.

The ability of Doha and Qatar to ensure full stadia in order to create the necessary Games atmosphere for a positive athlete and spectator experience, are also factors to be considered.

The 2020 Games project, as presented by Doha, would significantly increase the carbon footprint and environmental impact of the Olympic Games.

The Working Group carefully studied the impact of the dates proposed by Doha, as requested by the Executive Board. Whilst a series of measures could be taken to ensure the well-being of the athletes and other Games' constituent groups, the impact on broadcast and the overall spectator/viewer Olympic experience, as outlined above, would be considerable and could potentially have long-term effects.

## Conclusion

Doha's aspirations, vision and commitment are evident. The Working Group has endeavoured to highlight in this report the risks presented by the Doha application which it trusts will assist the Executive Board. As some of these touch upon areas which go beyond the Working Group's technical remit, the Group leaves it to the Executive Board to deliberate these when taking its decision.





**madríd2020**

Ciudad Aspirante

## 1. Vision and Legacy

Madrid 2020's vision is for the Olympic Games to contribute to the long-term social and economic development of the city, region and country.

Sport is part of a national strategy for social and cultural development and the Spanish Government views hosting the Games as an essential project to create opportunities for future generations. Madrid is presenting its third consecutive Olympic bid, building on work achieved during bids to host the 2012 and 2016 Olympic Games.

Games' planning is fully aligned with the city's long-term development strategy. Madrid's vision is to deliver successful Games on minimal investment and, building on the country's passion for sport, to create an unforgettable experience for the athletes.

A Madrid Games aims to leave a sustainable environmental, social and economic legacy. A Legacy Commission has been created to set up a long-term development and implementation strategy in the five following areas: social impact, sport, environment, economy and culture-education. The primary objective is to create a legacy focusing on values and talent.

Through hosting the Olympic and Paralympic Games, Madrid 2020 seeks to offer a legacy of opportunity to a new generation of young people, to generate employment and to achieve further social integration for all through sport.

## 2. Games Concept and Competition Venues

A very compact concept is proposed with two zones: the Campo de las Naciones Zone, east of the City, including the Olympic Village and the Manzanares Zone to the west, an area of environmental regeneration set aside by the City for sport and leisure activities.

Madrid's concept is based on maximising the use of existing venues with easy access via public transport, and only constructing new, permanent venues when a long-term sports legacy is guaranteed.

Madrid's plan comprises:

- **Campo de las Naciones Zone** – 16 competition venues
  - Olympic Park Cluster including the Olympic Park Precinct (5 competition venues, Opening and Closing Ceremonies and the Olympic Village) and 1 stand-alone venue for indoor volleyball
  - IFEMA Cluster (9 competition venues) including the IFEMA Precinct 1 (6 competition venues), IFEMA Precinct 2 (3 competition venues) and IFEMA Precinct 3 (the IBC/MPC and the Media Village)
  - 1 stand-alone venue for BMX
  
- **Manzanares Zone** – 9 competition venues
  - Club de Campo Cluster (3 competition venues)
  - Casa de Campo Precinct (4 competition venues)
  - 2 stand-alone venues for tennis and rowing
  
- 5 competition venues outside of the two zones, but within Madrid
- 6 competition venues outside of Madrid (football preliminaries in 5 regional cities throughout Spain and sailing in Valencia, 2 hours from Madrid by high-speed rail).

Madrid proposes 36 competition venues (22 existing with no permanent works required, 4 existing with permanent works required, 1 planned, 6 additional and 3 temporary). Madrid's sports venue concept is heavily weighted towards the use of 26 existing venues (72%), with only 10 new venues to be built (28%). Construction of permanent works is planned from the first quarter of 2013 to the fourth quarter of 2019.

The two zones are located within a 15 km radius around the Olympic Village at the east end of the Campo de las Naciones zone. All competition venues in Madrid are within 20 minutes of the Olympic Village (assuming an average speed of approximately 50 km/h). Achieving the calculated travel speeds will depend on the efficiency of the proposed Olympic lane network.

With only 10 venues to be built, the construction programme should not be too demanding. The use of 26 existing venues and the studied location of the 10 venues to be built provide a very compact plan for the Games, consistent with Madrid's long-term development strategy.

Competition venues	
Minimum	Maximum
8	9

### 3. Olympic Village(s)

Madrid proposes a 17,800 bed village within the Olympic Park Cluster in the Campo de las Naciones Zone, on the eastern boundary of the Olympic region. All competition venues in Madrid are located within 20 km of the Olympic Village.

A second Olympic Village will be provided for sailing in Valencia (2 hours away) and hotel accommodation will be made available in the five regional football cities.

The Olympic Village site will be 46 hectares, with an additional 16 hectares of parkland. The height of the buildings will be between 3 and 15 storeys, with an average of 8 storeys. Apartments will include 2, 3 and 4 bedroom units. The land is owned by Madrid City Council, which has agreed to its use for the Village development and will guarantee delivery.

There is a detailed plan for post-Games use which includes converting most of the residential units into public housing. Two of the residential buildings will be converted into hotels and the village sports facilities will become permanent training facilities for the Physical Activity and Sports Science University. The operations zone will be turned into a commercial and office centre for local business and the Health Centre will become a medical centre for the local community. The park will provide leisure areas for the local community.

Olympic Village(s)	
Minimum	Maximum
7	9

### 4. International Broadcast Centre (IBC) / Main Press Centre (MPC)

Madrid proposes a Main Media Centre (MMC) to house the IBC and MPC. The MMC will be located in two new pavilions planned to be built as extensions to the established Madrid Exhibition Centre complex (IFEMA).

The MMC will be strategically positioned within the Campo de las Naciones Zone, in close proximity (1 km) of 10 competition venues and within 20 minutes travel time of all competition venues in Madrid. It will be adjacent to a planned Media Village (5,100 rooms) and close to a large number of media hotels. With a planned size of 170,000 m<sup>2</sup> it exceeds IOC space requirements.

The OCOG will take full possession of the facilities 12 months before the Games, fully meeting IOC requirements.

Legacy use for these venues will be as exhibition space as both pavilions will belong to the IFEMA complex. The construction of the new IFEMA pavilions will be financed by an official body which is made up of its founding institutions: Madrid City Council, the Region of Madrid, the Chamber of Commerce and Industry and a banking group.

IBC/MPC	
Minimum	Maximum
6	9

## 5. Sports Experience

Spain has organised one international multi-sports event although this was not held in Madrid. Madrid has very good experience in organising World Championships events (in six sports) and, on a national scale, Spain has very good experience.

The quality of technical expertise and spectator attendance at events has been evaluated by the International Federations as good. Additionally, Spain and Madrid have very good experience in organising other Continental Championships and international events and, in the next seven years, six World Championships and one multi-sport event will be hosted in Spain.

Spain and Madrid have developed a strong base of technical expertise and capability through the organisation of a variety of major sports events.

Sports Experience	
Minimum	Maximum
7.5	8.5

## 6. Environment and Meteorology

### Proposed dates and meteorological conditions

Based on 10 year averages compiled by the Spanish National Institute of Meteorology the daily average temperatures in Madrid range from 24 to 32°C during the proposed Games dates of 7 to 23 August. Humidity, on average, ranges from 18 to 37%.

Although the data provided indicates acceptable climate conditions for the smooth running of the Olympic Games and the health of the athletes, technical officials and spectators, it should be noted that on certain days the temperature may exceed generally acceptable conditions. Although these high temperatures are counterbalanced by relatively low humidity, they do mean that measures to minimise the effects of the temperature will need to be adopted.

### Current environmental conditions

Madrid is working on improving ambient air quality through a new 2011–2015 Air Quality Programme mainly aimed at reducing vehicle emissions. Madrid 2020 states that air quality complies with Spanish and European regulations, as well as with WHO guidelines.

Drinking water quality in Madrid is consistently good, complies with all relevant Spanish, EU and WHO standards.

Spain has a Green Building Council that advocates the use of the LEED green building certification system and Spanish climate strategies were the first in Europe to require the use of renewable energy in buildings.

Over the course of the last 10 years Madrid has been one of the European cities at the forefront of integrating environmental sustainability objectives into all aspects of urban planning and services.

The core environmental infrastructure required for responsible management of the environmental impact of the Olympic Games is already in place in Madrid.



## Environmental impact of the Olympic Games

Madrid's concept is driven by an integrated decision-making framework on social, economic and environmental factors and environmental plans illustrate a good understanding of the role of partner, stakeholder and public involvement in environmental performance and innovation.

Madrid proposes to establish specific performance goals and initiatives for waste reduction and diversion, water conservation and management, green buildings, green spaces, green fleet management, use of public transit, carbon reduction and offsetting, noise reduction and air quality.

All Olympic venues and facilities are to be subject to an Environmental Impact Assessment (EIA).

The environmental impact is limited due to the commitment to minimise new construction.

Environment	
Minimum	Maximum
7.5	9

## 7. Accommodation

The number of existing 3–5 star hotel rooms in Madrid (approximately 45,000) exceeds IOC requirements and there is a good variety of 3, 4 and 5 star hotel rooms.

A total of approximately 36,000 existing, planned and additional 3 to 5–star hotel rooms and a further 5,100 rooms in the media village will be within 10 km of the Games centre (Olympic Stadium), reflecting a compact accommodation plan.

Media are to be accommodated in 3–5 star hotels and in a 5,100 room 4 star media village close to the MMC. The media village will be a temporary construction, financed by the City of Madrid. Post-Games, 1,020 transportable modular building units will be made available for a variety of needs, including providing accommodation for the homeless.

The significant use of existing 3–5 star hotel rooms greatly reduces construction and operational risks.

There appears to be ample accommodation for spectators.

The 2011 average 3–5 star convention rates provided by Madrid 2020 are between USD 136 and 276.

Accommodation	
Minimum	Maximum
8	9

## 8. Transport

### Transport Concept and Infrastructure

Madrid and the Madrid Region have stable populations of 3.3 million and 6.4 million respectively and are not expected to witness any significant population growth by 2020.

Madrid's transport system is well aligned with the two-zone Games concept. The overall geographical distribution of the venues is very compact with almost all of them within a 10 km radius of Madrid's centre, where dense arterial-urban motorway and efficient rail public transport systems provide excellent multi-modal urban mobility.

Madrid has one of the most mature and efficient transport systems of European capital cities. Given the transport system's good overall performance, only minimal improvements are planned for 2020. Regular transport infrastructure upgrades and new developments are planned with a USD 2.2 billion budget. The programme includes 25 km of 10-lane motorway improvements, 55 km of 4 lane motorway connections and a 8 km high-speed train tunnel.

Transport infrastructure required for the Games mainly comprises seven new suburban and subway stations to improve public transport accessibility to Olympic venues which will serve as a legacy post-Games for the surrounding areas.

### Airport

Madrid's Barajas International Airport has witnessed a bold modernization and extension programme during the last ten years and, carrying 49 million passengers in 2010, is the fourth busiest airport in Europe. Its handling capacity is sufficient to accommodate Olympic Summer Games traffic. The airport is well connected to the city by expressway, metro and suburban rail.

### Distances, travel time and traffic management

The very compact nature of the project is particularly evident in the Campo de las Naciones Zone which concentrates numerous competition venues and all major non-competition venues such as the Olympic Village, Media Village and IBC/MPC, as well as the main airport.

Current travel conditions will improve with the planned transport system improvements, particularly with new metro and suburban rail stations directly serving Olympic venues and clusters.

An extensive system of Olympic lanes will be implemented to facilitate the movement of accredited vehicles on radial and urban ring roads and this system will be essential to guarantee the success of Games-time transport operations.

### Feasibility and legacy

Madrid's 2020 transport concept is based on an existing high performance transport system with low incremental investment. This will increase transport efficiency and the general mobility legacy in the Madrid Region.

Transport	
Minimum	Maximum
8	9

## 9. Medical Services and Doping Control

Madrid has an extensive and modern hospital network. Hospitals are well spread over the theatre of operations and the Olympic Games will not disrupt the normal running of the hospital network.

In 2007, the Integrated Safety and Emergency Coordination Centre was created, functioning as a centre for the coordination and follow-up of all safety and emergency services in order to provide an efficient response to major disasters.

All European citizens have free access to medical assistance as do countries with bilateral agreements with Spain. For visitors from outside the European Union, Spain has signed international conventions and agreements with some 20 countries to provide healthcare assistance.

Spain has a National Anti-Doping Agency (AEA) which is independent from the Spanish Olympic Committee.

There is a World Anti-Doping Agency-accredited laboratory in Madrid, less than 20 minutes from all competition venues in Madrid.

The laboratory for the testing of equine samples will need to be clarified in the candidature phase as the proposed laboratory in Barcelona is currently not FEI (*Fédération Equestre Internationale*) accredited.

Medical Services	
Minimum	Maximum
8	9

## 10. Safety and Security

Madrid is considered to be a relatively safe and secure city.

Recent successes against the Basque separatist organisation (ETA) and the declaration of a permanent ceasefire have significantly reduced the risks from local terrorism. However, international terrorism remains a threat.

The Spanish security agencies are well trained and experienced in dealing with major sports and public events, including a previous Olympic Games, and have a high level of professional and technical competence.

A single chain of command through an "Olympic Security High Commission", under the Secretary of State for Security, is proposed.

Spain is a technologically advanced country and the bid proposes high levels of security technology to be utilised for the Olympic Games.

The theatre of operations appears to present no significant challenges for security planning and operations.

Safety and Security	
Minimum	Maximum
7	8

## 11. Telecommunications

The regulatory and institutional framework creates a sufficiently level playing field for lively competition.

With several fixed and mobile operators providing reliable connectivity, Madrid's existing telecoms infrastructure is sufficient to cater for the needs of a global event such as the Olympic Games. International connectivity, as well as TV distribution platforms are also sufficient to service major sporting events.

All the necessary guarantees related to frequencies have been provided.

With its regular upgrade plans, Madrid will be able to support the 2020 Olympic Games

Telecommunications	
Minimum	Maximum
9	9

## 12. Energy

Madrid has a good level of energy infrastructure and services availability. Local and peripheral power production can be transmitted to the city through the extensive high voltage network and the distribution network density can extend power coverage to final supply points. It is anticipated that very little major energy infrastructure work beyond regular maintenance/upgrades will be needed to host the 2020 Games.

Energy	
Minimum	Maximum
8	9

### 13. Legal aspects and customs and immigration formalities

All of the requested guarantees have been provided and are, overall, clear and of a good quality.

Madrid 2020 has filed for registration of the word-mark “Madrid 2020”, but not in all classes of products and services, as requested by the IOC. Further measures will need to be taken in this respect. As requested, Madrid 2020 has been able to register the domain names [www.madrid2020.com/org/net/es](http://www.madrid2020.com/org/net/es).

In its November 2011 Compliance Report, the World Anti-Doping Agency (WADA) confirmed that Spain is in compliance with the WADA Code.

Spain is a signatory of the Schengen Treaty, which ensures freedom of movement of citizens within 24 European territories without being controlled at borders. Nationals of all European Union (EU) Members States have the right to enter and stay in the Spanish territory. A list of “third countries” exists which exempts citizens from the visa requirement to enter member countries.

The guarantee confirming that holders of an Olympic Identity and Accreditation Card and a valid passport will be allowed to enter and stay in Spain and perform their Olympic function from one month before to one month after the Games was provided, subject to EU regulations. The Spanish Government agrees to take the necessary action to allow rapid and easy entry for members of the Olympic Family for test events.

The entry of animals such as horses and guide dogs is governed by EU regulations allowing free entry of animals provided they have the relevant documentation. Preventive quarantine and other requirements may apply in specific cases.

The bid indicates that EU citizens and nationals of countries in the European Economic Area and Switzerland can stay and work in Spain without a work permit. Games-related personnel from other countries will need to apply for a work permit. The statutory deadline for the granting of work permits is between one and three months, depending on the position being applied for.

Confirmation was obtained that all goods to be imported and exported for the Games will be exonerated from all customs duties. A complete list of all material imported for the Games is to be submitted to the customs administration. The same conditions will apply to test events.

Legal aspects and customs and immigration formalities	
Minimum	Maximum
7	9

## 14. Government and Public Support

Spain has a population of approximately 46 million and the City of Madrid 3.3 million\*.

Spain has the 12<sup>th</sup> largest economy in the world with a 2010 Gross Domestic Product (GDP) of approximately USD 1.4 trillion\*\*. The nominal GDP more than doubled from 2000–2007, but declined from 2007–2010. Per capita GDP in 2010 was USD 30,633. Madrid's per capita GDP is considerably higher than that of the entire country.

Spain's bid has the full support of all levels of government. At a national level, the Council of Ministers approved a resolution in January 2012 to support the bid and, at a regional level, the Autonomous Government's Executive Board approved and expressed its full support in January 2012. In its plenary session in July 2011, the Madrid City Council also expressed its support of the bid.

The Madrid 2020 Executive Committee is chaired by the Mayor of Madrid and includes IOC members in the country, representatives of the NOC and the NPC, the national government, the regional government, representatives of all political parties, athletes and members of the sports and business community. The Bid Office was created by the Executive Committee and is chaired by the NOC President.

An opinion poll commissioned by the bid committee shows 75% support in Madrid and 84% support nationally. The IOC poll in Madrid and the surrounding municipal areas shows 78% support for Spain hosting the Games, 5% with no opinion and 16% against hosting the Games.

\*Source: Application File

\*\*Source: International Monetary Fund

Government and Public Support	
Minimum	Maximum
7	9

## 15. Finance and Marketing

Madrid's OCOG budget will be financed primarily from the private sector.

The non-OCOG budget will be financed mainly by public administrations. The non-OCOG budget will be lower than many recent Games due to a large amount of the required infrastructure already being in place.

The Application File states that:

- The Government of Spain, the Regional Government of Madrid and Madrid City Council have committed to providing all essential services, including security, medical services, customs, immigration, transportation and other public services at no cost to the OCOG.
- These governments have also committed to make available all competition and non-competition venues they own and in which the Games are to be staged, at no cost to the OCOG.
- The Madrid City Council has committed to financing the construction of the Olympic and Paralympic Village and the Media Village.
- The national, regional and municipal governments have jointly committed to financing the construction of new sports venues and all general infrastructure needed for the successful staging of the Games.
- The governments have also committed to cover a potential shortfall of the OCOG budget.

Madrid's commercial revenues are considered feasible and are comprised of (in million USD):

Sponsorship	769
Ticket sales	555
Licensing	134
Other	<u>350</u>
Total	<u>1,808</u>

Madrid has provided the required guarantees with respect to establishing a Joint Marketing Programme Agreement and participating in the TOP programme.

Capital investments for competition and non-competition venues amount to USD 2.403 billion. This includes USD 905 million for 11 competition venues, of which 5 (USD 547 million) are planned irrespective of the Games. Nine of the venues (USD 548 million) are to be publicly funded while the remaining two venues (USD 357 million) are to be financed privately. A further USD 1.498 billion is expected to be required for the Olympic Village and IBC/MPC. The exhibition centre to be used for the IBC/MPC (USD 318 million) is to be built irrespective of the Games.

Spain's Coface Country Risk Rating is A4. As a result of Spain's previous investments in sport and infrastructure, the incremental investment is relatively low. However, while Spain's economy is of a sufficient size to support the planned investments, it currently faces important economic challenges. Careful monitoring of Spain's progress on economic issues is needed to further assess future risks of delivery.

Finance and Marketing	
Minimum	Maximum
5	8

## Overall Concept

Madrid presents a very strong technical project and has used the experience of bids for the 2012 and 2016 Olympic Games to further refine the project and continue to make improvements.

There is a clear vision for the 2020 Olympic Games as a celebration of sport and the Games are viewed as an opportunity and catalyst to boost economic development and create sustainable social legacies to further improve the life of Madrid's residents.

There is evidence of strong government support at all levels and the bid enjoys a high level of public support.

Madrid's 2020 Olympic Games plan is very compact and travel times would be reasonable.

The city's general infrastructure is well developed. A high percentage of venues and infrastructure required for the Games exists which helps to mitigate risk. The Working Group is nevertheless conscious that there are a number of competition and non-competition venues to be built and that given the current financial climate in Spain, the delivery of these may prove challenging, as may finding partners to support the OCOG budget.

## Conclusion

The Working Group believes that Madrid 2020 puts forward a strong application, offers athletes the conditions to be able to compete at their best and presents no major operational concerns. Although careful attention would need to be paid to Spain's economic outlook, the Working Group recommends that the Executive Board selects Madrid as a Candidate City.





## ANNEX 1 – Members of the 2020 Working Group

<b>Ms Barbara KENDALL</b>	IOC Member Member of the IOC Athletes' Commission
<b>Mr Eduardo PALOMO</b>	President – El Salvador National Olympic Committee
<b>Mr Andrew RYAN</b>	Director, ASOIF
<b>Professor Philippe BOVY</b>	IOC Transport advisor
<b>Mr John McLAUGHLIN</b>	IOC Finance advisor
<b>Mr Grant THOMAS</b>	IOC Transport and General Infrastructure Advisor
<b>Mr Gilbert FELLI</b>	IOC Olympic Games Executive Director
<b>Dr Patrick SCHAMASCH</b>	IOC Medical and Scientific Director
<b>Mr Jean-Benoît GAUTHIER</b>	IOC Technology Director
<b>Mr Christophe DUBI</b>	IOC Sports Director
<b>Ms Jacqueline BARRETT</b>	IOC Head of Bid City Relations
<b>Mr Toshio TSURUNAGA</b>	IOC Programme Manager, NOC Relations

## ANNEX 2 – Guarantees requested by the IOC

In the 2020 Candidature Acceptance Procedure and Questionnaire, the Applicant Cities were asked to submit the following covenant and guarantees with their Application File:

- A statement from the national tourist board regarding the accommodation rating system used in the country (Q 4.2)
- A guarantee from the relevant national authorities regarding the World Anti-Doping Code and the IOC Anti-Doping Rules (Q 6.11)
- A guarantee from the competent body that it is prepared to allocate, manage and control the necessary radio frequencies for the organisation of the Olympic Games (Q 8.13)
- A guarantee from the relevant authorities that there will be no fee charged to the members of the Olympic Family for the reservation and services of allocated radio frequencies (Q 8.14)
- Documentation indicating that appropriate measures have been taken to protect the word mark within the host territory and to register the relevant domain names (Q 9.4)
- A guarantee confirming that accredited persons in possession of a valid passport and an Olympic identity and accreditation card will be able to enter into the country and carry out their Olympic function (Q 9.8)
- A covenant from the government of the country guaranteeing respect of the Olympic Charter and that all measures will be taken to ensure that the city fulfils its obligations completely (Q 10.7)
- A guarantee from the NOC and Applicant City authorities that each will respect and comply with all obligations set out in the Olympic Charter (Q 10.9)
- A guarantee from the NOC and Applicant City to enter into a Joint Marketing Programme Agreement to the entire satisfaction of the IOC (Q11.4)
- A guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes (Q 11.5)