



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# REPORT OF THE 2020 EVALUATION COMMISSION

GAMES OF THE XXXII OLYMPIAD



# **Report of the IOC 2020 Evaluation Commission**

## **Games of the XXXII Olympiad**

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## Introduction

In presenting this technical report, the 2020 Evaluation Commission wishes to record that the projects of the three Candidate Cities (Istanbul, Tokyo and Madrid<sup>1</sup>) are of a high quality and that each city offers a unique approach to organising the Games of the XXXII Olympiad in 2020 as set out in its vision, concept and legacy. Each city has been able to present its case by explaining why it wishes to be selected to organise the Olympic Games and, with its own vision, each offers a unique opportunity for the Olympic Movement.

The practical organisation of the Olympic Games is extremely complex. The detailed plans of how each city proposes to deliver the Games are set out in the Candidature File. During a visit to each city, the Commission verified the information presented in the Candidature File and studied the feasibility of implementing each city's plans as proposed. The Commission's findings are discussed in the subsequent sections of this report: Vision, Concept and Legacy, Sport and Competition Venues, Olympic Village, Paralympic Games, Accommodation, Transport, Media Operations, Environment, Safety and Security, Medical Services and Doping Control, Legal Aspects, Games Governance and Delivery, Political and Public Support, Marketing and Finance.

The mandate of the Evaluation Commission is to carry out a technical risk assessment to assist IOC members in the difficult task of electing the host city of the 2020 Olympic Games. The Commission confirms that each of three Candidate Cities could host the 2020 Olympic Games though, by the very nature of their vision and concept, the risks associated with each project are different. These are identified throughout the report.

The IOC continually strives to improve the services it provides to bid cities and Istanbul, Tokyo and Madrid have benefitted from IOC initiatives which include a seminar dedicated to the 2020 Applicant Cities, participation in the London Olympic Games Observer Programme and the Official Debrief of the London Games, as well as access to the IOC's ever-growing Olympic Games Knowledge Management resources.

The knowledge and expertise the IOC makes available is reflected in the 2020 Candidate City projects which are all of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters, as well as many other areas including sustainability, the environment, legacy (both for the 2020 Games and for the bid itself), accessibility and integrated city development. It is clear that investments in Olympic bids will generate positive legacies irrespective of whether a city is awarded the 2020 Olympic Games. The quality of the Candidature Files and the presentations made during the visits greatly assisted the Commission in assessing each city's proposal and preparing this report and the Commission takes this opportunity to thank the three cities for their tremendous efforts in this respect.

This report reflects the unanimous opinion of the Commission and takes into consideration all information received up until the end of the visit to each city. Any information received after this time was not taken into account in this report but has been added to the respective city's file. The content of the report was finalised on 19 April 2013 during the Commission's final meeting in Lausanne.

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<sup>1</sup> Cities listed in order of drawing of lots

## Introduction

The importance of hosting the Olympic Games for a country is such that the highest levels of government are ready to lend their support to a bid and present the project to the Evaluation Commission. The presence and commitment of government, the private sector and sports authorities in the three Candidate Cities demonstrates the importance of the Games on a local, regional and national level and underlines that, even in the context of the current global economic climate, organising the Games represents a catalyst for change and an opportunity for social, economic and environmental development. It is also a testimony to the fact that bidding for the Games presents an opportunity to create new partnerships that last beyond the bid, irrespective of the outcome of the election.

### **PHASE 1 APPLICATION PROCESS:**

As a result of recommendations made during debrief meetings with the 2018 bid cities, the IOC implemented a number of changes to the process for 2020. Whilst remaining a two-phase process, phase II (Candidate City phase) became a continuation of phase I (Applicant City phase) and certain matters addressed to the IOC's satisfaction in phase I were not dealt with again in phase II.

Outstanding issues from phase I were either addressed to the IOC's satisfaction through correspondence with the cities concerned or are discussed in this report. A link to the IOC's report from phase I of the process (2020 Working Group report) can be found [HERE](#).

Air quality was one matter addressed in phase I. All three Candidate Cities are conscious of the importance of air quality for the Games and the Commission believes that the measures being taken or proposed by each city would be compatible with elite sport competition. However, the management of air quality is a constant challenge for cities throughout the world and it will be important for the Host City to monitor the situation very closely throughout the lifecycle of the Games project and to keep the IOC Coordination Commission regularly informed of progress and any additional measures required.

### **GENERAL MATTERS**

The following section contains general information about the report, as well as a number of points which are common to all Candidate Cities and are therefore not covered in the individual city reports.

#### **1. Working procedures**

Visits to the cities took place on the following dates:

- Tokyo, Japan: 4 – 7 March 2013
- Madrid, Spain: 18 – 21 March 2013
- Istanbul, Turkey: 24 – 27 March 2013

## Introduction

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

### **2. Terminology / Language**

Unless specifically stated, “Games”, refers to the Olympic and the Paralympic Games.

“Athletes” refers to both Olympic and Paralympic athletes.

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

A glossary of terms and abbreviations can be found in Annex B.

### **3. NOC/NPC Travel Grant**

As required by the IOC, the three Candidate Cities have each guaranteed to cover the economy class return airfare costs for all athletes and team officials entitled to stay in the Olympic Village.

### **4. Paralympic Games**

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

### **5. Population Figures**

The population figures throughout the report are those submitted by the cities in their Application File.

### **6. Public opinion**

As additional background information, the IOC commissioned an opinion poll in each Candidate City (and respective region and country) which was carried out in January 2013. The results of this poll can be found in Annex C.

### **7. Communications**

A point common to each of the three projects is that careful early attention would need to be paid by the OCOG to embed the Games vision throughout its planning for the entire period of Games preparations in order to encourage and promote nation-wide engagement.

## Introduction

### 8. Finance

The Candidate Cities were requested to present budgets both in US dollars and local currency in both 2012 and 2020 values. Where not specified otherwise, all figures mentioned in the report are in USD 2012 values.

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 790 million for the IOC contribution and USD 335 million for the IOC TOP programme contribution (2020 values) and to discount values to appropriate 2012 equivalents. The cities have approached discounting in different manners taking into account various inflation assumptions which results in different figures in 2012 USD in each city's budget.

In addition, the IOC confirmed to the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organisation (OBO) through its fully-owned subsidiary, OBS SA.

### 9. Accommodation

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories
- A maximum USD 2020 room rate for IOC hotels (1,800 rooms)
- A maximum USD 2020 room rate (including the calculation method) for other accredited client groups

### 10. Travel Times

All travel times represent average 2020 travel times by bus, as provided by the Candidate Cities in their Candidature File.

### 11. Rounding of figures

As a general rule figures in the report have been rounded. Where percentages do not add up to 100%, this may be due to rounding.

### 12. Maps

A map, taken from each city's Candidature File, can be found in Annex D.

## Introduction

### GOING BEYOND IOC REQUIREMENTS

Throughout recent bid processes, the IOC has witnessed a growing tendency by cities to try to go above and beyond IOC requirements. Whilst such offers may appeal to a certain client group or represent “nice to haves”, the future OCOG inevitably finds itself facing additional costs to deliver services that have not been requested by the IOC.

Throughout the 2020 bid process, the IOC has underlined the efforts it is making to manage the cost, size and complexity of organising the Olympic Games. The Candidate Cities were reminded that IOC requirements are actual requirements and should not be interpreted as minimum requirements. Cities were instructed that should proposals be made which go beyond requirements a clear case would have to be made demonstrating the rationale for this - operational reasons, legacy considerations, etc.

It must be noted that some of these instances have arisen as a result of IOC stakeholders asking bid cities to offer more than is strictly required and this is an issue which the Olympic Movement must address, both in the interests of the bid process and in the interest of managing the complexity and cost of organising the Games.

The Istanbul 2020 Candidature File makes several references to an innovation fund (“a dedicated budget of USD 250 million will be held by the Prime Minister of Turkey for allocation exclusively to projects determined by and with the IOC and IPC Presidents”). In addition, references are also made to the provision of NOC pre-Games training facilities and cash grants, as well as an extended freight grant programme for all NOCs/NPCs.

With regard to the “innovation fund”, Istanbul 2020 was instructed to revise all references to this in the electronic version of its Candidature File to reflect explanations accepted by the IOC during a meeting with the bid committee that the aim of this fund is in fact to create legacies for and from the Games related to Turkey’s overall youth agenda.

The Tokyo 2020 Candidature File includes a commitment to cover the NOCs’ cargo costs.

Following discussions with the IOC Istanbul and Tokyo were instructed to refrain from making any reference to the proposals originally made in the Candidature File in any presentation or written document which might be distributed prior to the election of the host city.

The IOC received written confirmations from both Istanbul and Tokyo and these matters are now closed.

### Annexes

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





iSTANBUL 2020

CANDIDATE CITY



## Vision, Concept and Legacy

### VISION

Istanbul's vision is to bring the Games to a vibrant, modern and culturally diverse city, with an 8,000 year history that spans Europe and Asia under the bid motto of "Bridge Together". Istanbul 2020 aspires to reposition Turkey and to foster global understanding and inclusiveness by being the first secular Muslim country to host the Games.

The 2020 Games form part of the national government's "2023 Master Plan for Turkey", in which sport features as a priority. Established in 2008, the plan culminates in the celebration of the centenary of the Turkish Republic in 2023.

Istanbul 2020 seeks to harness the transformational modernization of Istanbul currently being undertaken by the government by embedding Olympic planning into these developments and views hosting the Games as an opportunity to increase sport, cultural opportunities and business in Eastern Europe, the Middle East and Africa.

### CONCEPT

Istanbul proposes to hold the 2020 Olympic Games from Friday 7 to Sunday 23 August, with dates selected for climatic reasons (as the driest time of the year) and to coincide with the holiday period, thus maximizing spectator attendance and traffic reduction.

The Games concept has been designed to incorporate and highlight the geographic and cultural features of the city. With the Bosphorus as a key element, Games planning seeks to highlight a city on two continents with competitions to take place in Europe and Asia.

All events (with the exception of some football preliminaries) would be held in Istanbul. Four zones across the city are proposed with venues selected on the basis of existing and future urban development policies, legacy needs, long-term sport development and the use of the largest possible number of existing venues.

The Olympic City Zone, in the north-west of the city, would include the Olympic Village, the IBC/MPC and a media village and post-Games would become a major new urban development for 600,000 people.

The Forest Zone to the north of the city would involve the reclamation of industrial sites in the Belgrad Forest.

To the east of the city, the Bosphorus Zone spans Europe and Asia and would include the decommissioning of an industrial port and the construction of the venue for the Opening and Closing Ceremonies.

The Coastal Zone in the south of the city focuses on the use of historic sites on the shore of the Sea of Marmara.

## **Vision, Concept and Legacy**

Istanbul 2020's vision to locate venues in alignment with the city's infrastructure development plan and to integrate both the European and Asian sides of the city results in a Games plan that is spread across the city. As a consequence, Olympic client groups would experience longer travel times and potential operational challenges.

### **LEGACY**

Legacy planning is well thought out and fully aligned with long-term government strategies, including the "National Sports Plan", a government objective to construct new sports facilities to improve health and social cohesion by increasing participation in sport at both elite and community level.

Istanbul views hosting the Games as an opportunity to improve mobility by accelerating investment in the city's transport infrastructure and reinforcing the country's commitment to improved accessibility in general.

The redevelopment of the industrial port on the Asian side of the city is considered by Istanbul 2020 as one of the most important legacies of its plan. By relocating the industrial port and creating a new recreational area, the population on the Asian side of the city would have access to the Bosphorus waterfront, as well as much needed green space.

The Olympic City Zone would also include a substantial Olympic Training Centre which would be a major sports legacy of the Games.

### **COMMUNICATION**

As a major user of social media, an emphasis would be placed on the use of social media, particularly with regard to engaging young people. A seven year national and international communications strategy is envisaged, which would need to be further developed.

Plans include the creation of a "Strategic Communications Taskforce" under the patronage of the Prime Minister. Istanbul 2020 confirmed that the taskforce would be led by the OCOG. The Commission considers that it would be important for the OCOG to manage its own communications and messaging which should concentrate on building national enthusiasm for hosting the Games throughout Turkey.

### **CULTURE, EDUCATION, CEREMONIES AND CITY ACTIVITIES**

Istanbul 2020 commits to a four year cultural programme culminating in a three-week Games-time "festival of enlightenment" featuring the city's historic and geographic attractions.

## Vision, Concept and Legacy

With 42% of the population under the age of 25, much focus is placed on Turkey's youth. As sport and physical education are already compulsory across all school grades, and with an excellent existing NOC Olympic education programme, the "National Sports Plan" would complement the existing curriculum with new classroom and online programmes across Turkey.

To extend the Games educational impact globally, one representative from every NOC/NPC would be invited to participate in a formal vocational education programme in Istanbul.

Plans for the Opening and Closing Ceremonies are both innovative and ambitious. Ceremonies would be held in a new 20,000 seat entertainment venue (with temporary expansion to 70,000 at Games-time), to be constructed on the shores of the Bosphorus on the Asian side of the city. A commitment was provided that the athletes would be seated and able to view the whole of the Opening Ceremony.

Taking advantage of the waterfront location of the stadium, the Candidature File refers to another 500,000 spectators being able to enjoy elements of the ceremonies along the shores of the Bosphorus. Plans for this are currently at a conceptual stage and are largely based on the city's annual National Day celebrations involving approximately 200,000 spectators.

The ceremonies' proposal would require detailed planning to mitigate operational complexities and careful attention would need to be given to athlete transport.

Istanbul's rich history, diverse culture, love of sport and celebration, and popularity as a tourist destination, would certainly be very positive factors in promoting the Games. Close attention would need to be paid to the delivery of a Games experience across the city to ensure a city-wide Olympic celebration.

## Sport and Competition Venues

### SPORTS CONCEPT

The Istanbul 2020 Olympic Games concept spans the city on both continents. It combines good use of existing competition venues with the need for new sports facilities to meet the long-term needs of Istanbul's growing population, providing a lasting legacy. At the same time it incorporates areas of historical and strategic importance throughout the city, supporting planned urban revitalization initiatives.

Istanbul 2020 proposes 38 venues\* divided into 4 zones and 7 clusters:

(\*Mountain bike and BMX are counted by the Commission as two venues, not one, as stated in the Candidature File, bringing the total to 38 venues)

Olympic City Zone in the west of the City, north of Atatürk Airport.

- Olympic City Cluster, with 11 venues, as well as the Olympic and Paralympic Village, the Media Village, the IBC/MPC and the Technical Officials Village
- Esenler Cluster with 3 venues

Coastal Zone, along the Sea of Marmara shoreline.

- Ataköy Cluster with 4 venues, including the marina for sailing
- Old City Cluster with 3 venues

Bosphorus Zone, located in the heart of the old city, with events hosted on the European and Asian sides of the city.

- Taksim Cluster, on the European side, with 2 venues
- Port Cluster, on the Asian side, with 6 venues, including the venue for the Opening and Closing Ceremonies

Forest Zone, situated in the north of the city.

- Belgrad Forest Cluster with 5 venues

In addition to the venues situated in these zones, there would be 4 stand-alone venues:

- Atasehir Arena for Volleyball, on the Asian side of the city
- Football venues in the 3 co-host cities of Ankara, Antalya and Bursa

## Sport and Competition Venues

### DISTANCES TO VENUES

In line with the City's long-term development plans and legacy needs, Istanbul presents a concept that places competition venues across the city.

All sports are hosted in Istanbul, including some of the preliminary football games, and all venues are within a 30 km radius of the Olympic Village. With an extensive network of Olympic lanes and measures to reduce traffic at Games time, Istanbul 2020 states that athlete travel time from the Olympic Village to competition venues would not exceed 35 minutes, though the Commission believes that this may be optimistic for the most distant venues (see Transport section of the report for further details).

The Port Cluster on the Asian side of the City, where 6 sports and the Opening and Closing Ceremonies would be held, is the most distant competition site.

### VENUE CONSTRUCTION STATUS

Of the proposed 38 competition venues

- 11 are existing, 5 of which would require permanent works;
- 6 venues would be temporary and dismantled after the Games;
- 21 venues would be new, permanent constructions, to support the objectives of the National Sports Plan, of which 10 would be Games' dependent.

Approximately 70% of competition venues would need to be built and several sites would require site preparation prior to construction.

As the land required for the Games is owned by the City of Istanbul or the national government, all land required for venues and overlay has already been secured.

TOKI, a State Agency for construction, directly supervised by the office of the Prime Minister, would be responsible for all construction projects. The Commission is confident that given the government's full support and the proven track-record of TOKI to date (570,000 housing units in the last 10 years, as well as sports venues), construction works could be funded and completed on time, in line with construction best-practices and standards and would meet Games requirements. Istanbul 2020 assured the Commission that international experts would be included in the various phases of construction from the earliest design and planning stages, through to the monitoring of work in progress.

All new venues would be delivered to the OCOG by August 2019, allowing test events in most sports to take place one year prior to the Games. Given the significant scope of construction required, the monitoring process would be extremely important to ensure the delivery of all venues to the OCOG.

## Sport and Competition Venues

### VENUE FEATURES / ISSUES

All venues have been approved by the respective International Federations and Istanbul 2020 has confirmed that it would:

- Review preliminary plans to integrate Olympic Games operational requirements at the earliest stages of planning;
- Exercise flexibility to accommodate adjustments to the Olympic programme and / or the sport and competition schedule;
- Discuss the most efficient use of the venues and any possible changes with the IOC.

With the exception of the Taksim Precinct, there is generous space around all venues to accommodate the required Olympic facilities.

The Forest Cluster to the north of the City and the Port Cluster on the Asian side of the Bosphorus would require major infrastructure works to prepare the sites for hosting competition venues.

### ENERGY

The primary supplier to the Olympic venues would be The Turkish Electricity Distribution Company (TEDAS) and its regional distribution companies. Taking into account National Government commitments of USD 3 billion annually to expand generating capacities and a five-year plan (2016-2020) to increase and prioritize the distribution and supply of power to all Games venues, both long-term demand and identified Games requirements are expected to be met.

### SPORT EXPERIENCE

Over the past ten years, Istanbul and Turkey have hosted an increased number of international events in Olympic sports, including world championships.

Istanbul 2020 has committed to a strategy to host further international events in Olympic and Paralympic sports in the future to further improve its organisational experience and to promote sports less popular in Turkey.

## **Sport and Competition Venues**

### **SPORT LEGACY**

The National Sports Plan constitutes a comprehensive, ten-year (2013-2023) schedule to promote and develop all sports in Turkey in order to achieve greater international success. To attain this, an increase in performance is required and a significant annual budget for high performance sport has been set aside by the Ministry of Youth and Sport to meet these objectives.

The construction of most venues responds to the requirement for additional sports infrastructure to meet the needs of Istanbul's fast growing youth population and is also linked to the decision to establish an Olympic Training Centre in Istanbul.



## Olympic Village

### LOCATION / CONCEPT

Istanbul proposes a single Olympic Village on a 72 hectare site (including a 28 hectare residential area) in the Olympic City Zone in close proximity to the venue cluster around the Olympic Stadium. The Village would include an 18 hectare athlete training precinct close to the residential zone. For the Olympic Games 17,500 beds (16,500 for NOC requirements and 1,000 for additional officials, if needed) would be provided.

During the Paralympic Games the ratio would be 45% double rooms and 55% single rooms.

The Village would comprise 32 buildings, up to ten floors, with high performance elevators. For the Paralympic Games, only the lower floors would be used.

The distance from any residential building to the Main Dining Hall and Transport Mall would be less than 500m.

Other than for sports where training would occur at the competition venue, all training would take place in the extensive athlete training precinct (including athletics tracks, hockey, rugby and football pitches and swimming pools) or at the nearby CNR Convention Centre, 15 minutes from the Village. An Athlete Recovery Centre for all athletes taking part in the Games would be located in a hospital precinct adjacent to the Village.

All athletes would live in the Olympic Village and, according to Istanbul 2020, would be within 35 minutes of their competition venue (see Transport section for further details).

Accommodation for athletes and officials in the co-host cities (some football preliminaries) has been secured in hotels in close proximity to their competition venue with the same level of service as the Olympic Village. Athletes would also have a bed allocation in the Olympic Village for the duration of the Games.

### VILLAGE ORGANISATION

Located next to the transport mall, an 18,500 m<sup>2</sup> dining hall would seat 5,000. Additional casual dining facilities would also be provided.

A dedicated parking area with 1,000 spaces would be provided for NOCs and NPCs in close proximity to the transport mall, the main dining and casual dining facilities. An additional 200 guest parking places would be provided.

Grooms and vets would be accommodated in permanent facilities at the equestrian venue.

## Olympic Village

### VILLAGE DEVELOPMENT

The land for the Olympic Village is owned by the National Government. Government (TOKI) and OCOG representatives would work together on the design of the Village. TOKI would have responsibility for construction which would begin in the 2<sup>nd</sup> quarter of 2017 for completion in the 1<sup>st</sup> quarter of 2019, with the Village being made available to the OCOG twelve months before the Games.

The financing of the development of the Village is fully guaranteed by TOKI and underwritten by the National Government.

### POST-OLYMPIC USE

The Olympic Village would be converted into a residential community for social and market rental housing for which there is high demand in Istanbul. The adjacent athlete training precinct would remain as sports training facilities as part of the National Sports Plan and the Athlete Recovery Centre would become part of a new health facility.

### ADDITIONAL COMMENTS

The Candidature File refers to an “NOC Precinct” (1,200 rooms in 8 hotels) to provide additional accommodation for athletes and officials in the Bosphorus Zone. The Commission upholds the IOC principle that athletes should live in an Olympic Village. Based on the travel times presented, Istanbul 2020 confirmed that it would provide one village for all athletes in the Olympic City Cluster. The Commission confirmed that according to IOC requirements, OCOGs should not finance any additional accommodation for athletes and officials entitled to stay in the Olympic Village unless required by the IOC.

## Paralympic Games

### CONCEPT

Istanbul 2020 proposes to use the four Olympic Zones for the Paralympic Games. With a total of 21 competition venues, ten would be located in the Olympic City Zone together with the Paralympic Village, the Media Village and the IBC/MPC, seven in the Coastal Zone, three in the Bosphorus Zone and there would be one stand-alone venue for shooting in the Forest Zone.

The Paralympic Games would be held from 9 to 20 September. The six days of transition between the closing of the Olympic Village and the opening of the Paralympic Village are considered to be sufficient.

The motto “Bridge Together” encompasses the specific Paralympic pillars of Integration, Universal Accessibility, Legacy, Inspiration, Disability Awareness, Inclusiveness and Diversity.

Istanbul 2020 promises to inspire and deliver transformational advancement for Para-sports and attitudes towards persons with a disability. The 2020 Paralympic Games would be seamlessly integrated, but distinctively positioned and there is commitment to deliver the same level of services for both Games.

Istanbul 2020 plans to promote accessibility, mobility, disability awareness and attitudinal changes, not only in Istanbul, but across Turkey and the wider region.

### BUDGET

The budget of USD 219.6 million represents the incremental cost of the Paralympic Games as Paralympic-related expenditure is integrated in the Olympic OCOG and non-OCOG budgets.

The National Government has guaranteed to finance any difference between Paralympic revenues and expenditure.

### ORGANISING COMMITTEE

Experience in hosting Paralympic events is mainly on a national level. The National Paralympic Committee of Turkey was established in 2002 and would be represented on the main organisation bodies.

The Olympic Games delivery structure would also apply to the Paralympic Games. Whilst every member of the senior management team would have explicit Paralympic responsibility, a Director of Paralympic Integration would be linked to the Chief Operating Officer. There would be a dedicated team to integrate transition planning and delivery, with a Transition Director, reporting to the Chief Operating Officer. Close cooperation between the above-mentioned Directors would be key to minimising transition time, cost and complexity.

## Paralympic Games

### SPORT AND VENUES

With 9 venues in the Olympic Park (Olympic City Zone), Istanbul 2020 states that 96% of venues would be located within 30 minutes of the Paralympic Village.

There is a commitment to hold 8 specific Paralympic test events.

Venue plans for sports currently on the Paralympic programme have been approved by the respective International Federations.

### GAMES SERVICES

#### **Accommodation**

Hotel contracts for the Olympic Games include the Paralympic Games period and the specific hotels required for the Paralympic Games would be identified during the final contract process. Istanbul 2020 foresees the use of approximately 5,000 rooms, principally in the Congress Valley (Bosphorus Zone). For the 850 rooms for the Paralympic Family, the maximum rates would be USD 450 for a 5 star room and USD 250 for a 4 star room. In accordance with existing legislation, 1% of hotel rooms must be accessible and the OCOG is committed to increasing this number through temporary modifications, if required.

#### **Transport**

The majority of the public transport system is already accessible, and the fleet and stations of three metro lines are accessible today. In line with the Turkish Disability Act, all metro and tram lines in Istanbul, including stations and vehicles will be fully accessible by 2015.

A range of dedicated lanes (192 km) would operate during the Paralympic Games. All accredited persons would benefit from free public transport, as would ticket holders on the day of the event.

Parking for people with a disability would be provided in all venue clusters via an online reservation system. Accessible shuttle buses would operate from stations to venues.

### MEDIA AND COMMUNICATIONS

#### **Media Operations**

The same IBC/MPC would be used for the Paralympic Games, on an adapted scale.

#### **Communication & Paralympic Games promotion**

Istanbul 2020 plans to promote the Olympic and Paralympic Games under a single integrated programme whilst ensuring the positioning of the Paralympic values and athletes, as well as an understanding of the unique nature of the Paralympic movement.

The national government would activate its state-owned marketing and communication channels to ensure greater TV coverage for Paralympic sports. A number of other specific initiatives would include Paralympic awareness training and collaborative campaigns, including an International Paralympic Day.

## **Paralympic Games**

Budget provision is made for Paralympic promotion, including investment in promotional activities during the transition period such as the Paralympic Torch Relay.

### **LEGAL ASPECTS**

Existing robust legislation and a number of government initiatives guarantee accessibility and the rights of persons with a disability, including access to practise sports.

## Accommodation

### GENERAL

Within a 50 km radius of Istanbul there are approximately 55,000 existing hotel rooms (with an additional 9,000 existing University rooms), providing a sufficient choice of accommodation for Games clients, spectators, visitors and workforce.

Istanbul's accommodation plan offers a total guaranteed room inventory of approximately 46,000 rooms: 24,000 rooms in 212 hotels (2 – 5 star), 2,500 rooms in university accommodation (2 star equivalent); and 19,500 rooms in three villages (majority 3 star equivalent) which meets IOC requirements.

Within a radius of 10 km of the Games centre (Congress Valley/Bosphorus Zone), there are only approximately 16,000 guaranteed rooms. Within a 10 – 50 km radius there are 29,000 guaranteed rooms and a further 1,000 hotel rooms are provided for in the co-host cities. This reflects a rather spread-out accommodation plan.

### ROOM RATES

The maximum guaranteed 2020 Olympic hotel room rate would be USD 450 for a 5 star hotel room and USD 250 for a 4 star hotel room (including up to two breakfasts, taxes and WIFI).

Istanbul 2020 confirmed that the Olympic hotel room rate would be applied to any 4 star or 5 star hotel selected by the IOC (excluding 5 star +). A provision has been made in the OCOG budget in the event of a difference in price between the 2020 price and the guaranteed price.

The estimated 2020 USD maximum room rates for other client groups (including up to two breakfasts, taxes and WIFI) would be as follows:

5 star +	USD 1,154
5 star	USD 556
4 star	USD 348
3 star	USD 253

Final rates would be based on the August average rates for the years 2015, 2016 and 2017 indexed for inflation and adding a final adjustment of a 10% Olympic premium. The actual rate to be paid by Games clients would only be known 2 ½ years before the Games. Payment to the OCOG for accommodation would be in Euros. As a result, risks exist regarding both the payment formula and exchange rates, which could result in higher prices than indicated above.

During the Commission's visit, Istanbul 2020 confirmed that no reservation fee would be charged to any client group and that there would be no minimum stay requirement.

Rates for the use of function space have also been negotiated.

## Accommodation

### MEDIA ACCOMMODATION

The majority of media would be accommodated in a 17,000 room media village to be built in the Olympic City Zone, in close proximity to the IBC/MPC and the Olympic Park (11 competition venues). There would also be around 2,000 hotel rooms for media in close proximity to other competition venues.

The village would have 16,500 equivalent 3 star hotel rooms and 500, 4 star equivalent suites. All rooms would have daily room service, 24 hour catering, laundry and high speed internet connectivity.

The guaranteed room rate for the media village would be USD 220 for a single room and USD 110 for twin-share occupancy, including breakfast, applicable taxes, charges and WIFI. There would be no minimum stay.

The media village development would be undertaken by TOKI as part of the Olympic City development, with the National Government financing and underwriting delivery costs.

As the media village would be part of a new housing development it would contain a variety of restaurants and shops, etc. In view of the distance to the city centre, Istanbul 2020 commits to providing additional temporary restaurants, shops, bazaars etc. during the Games. The bid confirmed that discussions would be held with TOKI regarding the design of the village before the finalisation of plans.

### ROOM ALLOCATION

The proposed room allocation for each client group has been carried out taking into consideration the different venue clusters and client requirements.

In terms of the variety of rooms, there would be sufficient 4-5 star rooms. Although the number of 3 star hotel rooms appears to be on the low side, this would be supplemented by villages for the media, technical officials and NOC extra officials, all in close proximity to the Olympic Park.

### ADDITIONAL COMMENTS

As the media village would not be centrally located, media may require rooms closer to the competition venues for their operational staff. This would reduce the need for rooms in the village but increase hotel room requirements.

## Transport

### CITY SIZE AND TRENDS

With a population of 13 million, which is expected to reach 16 million by 2020, Istanbul is the largest and fastest growing metropolitan area in South-East Europe. As a result of an annual car ownership increase of approximately 10% and due to the economic growth of the last decade, road traffic and public transport demands have put pressure on the transport network.

### TRANSPORT INFRASTRUCTURE DEVELOPMENTS AND LEGACY

To cope with the increasing demand and congestion, over the last 8 years Istanbul has invested USD 1.2 billion annually in transport infrastructure and this is set to continue in the future as part of the “Integrated Urban Transport Master Plan 2009-2023”. This includes 18 transport projects for a total investment of USD 9.8 billion (2.3 billion for road, expressways and airport upgrades and USD 7.5 billion for new rail systems) to be delivered before 2020.

Approximately 50% of the total transport investment concerns major upgrades to 63 km of the Marmaray rail line on both the European and Asian sides of the city and a 14 km rail tunnel under the Bosphorus, which is nearing completion. The line will also be connected to the Ankara-Istanbul high-speed rail line and, irrespective of the Games, two extensions (13 km in length) are also planned on the East and West sides of the city to connect to the two gateway airports. Should Istanbul be elected as the host city, a 7 km extension to the Marmaray rail line would be added to serve the “Olympic City”.

The Istanbul metro network is being expanded by 43 km of new lines.

Rail transport investments are particularly significant as they transform currently independent lines into a fully integrated system linking metro, suburban and national rail lines.

A new trans-Bosphorus road tunnel is also planned (the Eurasia Tunnel), to open in 2017.

### GATEWAY AIRPORTS

Istanbul is served by two international airports:

- Atatürk International Airport with a capacity of 45 million passengers per year, on the European side of the city, 25 km west of the city centre
- Sabiha Gökçen International Airport with a capacity of 32 million passengers per year on the Asian side of the city, 45 km to the south-east of the city centre

Atatürk International Airport is connected to the city centre by metro and to “Olympic City” by road (16 km). In 2016, the Marmaray rail line will connect both international airports and provide much improved rail access between the two airports and along the Istanbul coastline.



## Transport

Both airports have sufficient capacity to handle Summer Olympic Games needs.

A third, very high capacity (over 70 million passengers per year) international airport is planned 30 km north of the Olympic City Zone and will also be connected by rail. With the tender process to be completed by the third quarter of 2013, it is expected to be open by 2019. Though not presented as a gateway airport by the bid, it could be used for the Games, but would require transport planning to be modified.

### GAMES TRANSPORT CONCEPT

All proposed Games venues, zones and clusters would be served by rail and road infrastructure:

- The Olympic City Zone (and Esenler Cluster) 28 km north-west of the city centre and 16 km north of Atatürk International Airport would be the largest traffic generator of the Games with the Olympic Village, the Media Village, the IBC/MPC and 14 competition venues. By 2020 much improved rail and road access would be provided through:
  - The Marmaray high-capacity metro extension to the Olympic City Zone
  - Connecting an existing metro line to two new lines, one to the coast and one to the city centre
  - Expansion of the Trans-Europe Motorway
  - A new major arterial road connecting the Olympic City Zone to Atatürk Airport
  - Construction of the North Marmara Ring Road
- The Forest Zone to the north is served by the Trans-Europe Motorway and by a shuttle bus service from the existing metro line
- The Ataköy, Old City and Taksim clusters located along the coast would benefit from much improved access via the Marmaray rail line. In addition the Ataköy and Taksim clusters would each be connected by a new metro line.
- The Port cluster on the Asian side of the city would be the second largest traffic generator of the Games with the stadium for the Opening and Closing ceremonies and 6 competition venues. Access to this area would be considerably improved by:
  - A new section of the Marmaray line
  - The new Eurasia road tunnel

The large investment programme to increase capacity and performance should lead to an improved transport network able to meet spectator and general transport demands during the Games. However, due to the estimated traffic growth the Commission believes that the risk of road congestion during the Games remains high, particularly in the Coastal and Bosphorus zones.

### PUBLIC TRANSPORT

With the improvements being made to the metro and rail network, 34 out of 38 Olympic venues would be within walking distance from a station, with plans for bus shuttles at the remaining four venues.

## Transport

### TRANSPORT ORGANISATION AND TRAFFIC MANAGEMENT AT GAMES-TIME

Traffic management measures focus on four main areas:

- A major increase in public transport due to the improved and integrated high capacity network comprising suburban rail, metro, tramways, high performance buses and funiculars. The use of public transport is expected to increase from 20% to 50%.
- Implementation of a 210 km Games Route Network of fully dedicated Olympic lanes on the upgraded motorway and expressway system.
- Free public transport (land and ferry) for ticketed spectators, accredited workforce and the Olympic Family, with no public parking at venues.
- An extension to the Istanbul Transport Control Centre and various other traffic management measures to reduce Games time background traffic, including odd and even number plates.

### DISTANCES AND TRAVEL TIMES

The following table indicates the expected travel 2020 times from the Olympic Village to the competition venues (excluding the co-host football cities):

<10 min	11-20 min	21-30 min*	31-40 min*	>40 min
14	4	11	6	0

\*This includes travel to venues on the Asian side of the Bosphorus where Istanbul 2020 plans include the use of special limited height “athlete buses” necessary to access the Eurasia Tunnel. Other buses, including media buses, would need to cross the Bosphorus by bridge which would increase travel time from the IBC/MPC.

Istanbul has calculated the above times based on an average speed of approximately 60 km/h. Taking into account past Olympic Games experience and performances achieved on previous Olympic lane systems, the Commission believes that this calculation is somewhat optimistic and that travel times could increase.

Spectators, workforce and other accredited persons would be able to take advantage of the significant development to the public transport system serving most Olympic venues.

## Media Operations

### IBC/MPC CONCEPT

Istanbul 2020 proposes a well-structured media operations concept that meets IOC requirements and demonstrates a good knowledge of the media's needs.

The plan includes new facilities for the IBC and MPC in the Olympic City Zone in close proximity to a planned 17,000 room media village. The IBC/MPC would be part of the Olympic Park precinct containing 11 competition venues as well as the Olympic Village.

The IBC is planned as a new 85,000 m<sup>2</sup> two-floor structure with a third floor over a portion of its footprint. The MPC is planned as a new 50,000 m<sup>2</sup> two-floor facility. These meet IOC requirements.

The IBC and MPC would operate as individual facilities with separate restaurant/dining facilities for broadcasters and the written press though the IBC/MPC complex would have shared space for some common services. The complex would be constructed by TOKI, with funding guaranteed by the government. Post Games the IBC/MPC structures would become a major commercial and retail centre for residents of a planned "Olympic City" community.

IOC requirements are met in terms of the timeframe for the occupation of the facilities by the OCOG and parking.

Istanbul 2020 proposes additional working space for accredited broadcast and written press at the existing Istanbul International Convention and Exhibition Centre, located in the city centre. This is not an IOC requirement.

### MEDIA TRANSPORT

The transport hub would be located in the Olympic Park Zone. Travel times from the IBC/MPC to venues outside of the Olympic City precinct are stated to be less than 30 minutes for venues west of the Bosphorous, and 40 minutes for most venues east of the Bosphorous.

Media would also have free access to Istanbul's public transport system.

## Environment

### GENERAL

Istanbul 2020's plans involve considerable new development of venues and infrastructure which correspond with the long-term master plan of this rapidly expanding city. The Olympic City zone sits within a much larger area of development which is set to become home to 1.5 million people over the next ten years.

The city currently has limited accessible green space, especially in the newly developed areas, and the Istanbul 2020 project aims to make a significant contribution to national targets through the protection and restoration of large areas of natural and cultural heritage.

The broader sustainability theme would be addressed through a comprehensive and holistic programme, extending beyond environmental initiatives to cover accessibility, social inclusion, healthy lifestyles and legacy programmes.

### ORGANISATION

The OCOG sustainability programme would be initiated immediately following the Host City election and would be managed and third party certified in accordance with ISO 20121 management system standards. An "Environment, Sustainability, Inclusion and Accessibility Steering Group" would provide an advisory function. Detailed monitoring and assurance would be managed by the Games Delivery Partner. This is a complex structure and would rely on a close working relationship between the OCOG Sustainability Department, the Games Delivery Partner and TOKI, the state agency responsible for venue and infrastructure development.

### KEY INITIATIVES

Environmental Impact Studies are required by law. All new permanent venues would be built according to BREEAM 'very good' or higher certification levels (an internationally recognised sustainable construction standard), with the aim to increase sustainability standards across the Turkish construction industry.

There would be a strong focus on carbon management with specific targets set in line with Istanbul's participation in the "Carbon Disclosure Project" and building on the London 2012 carbon footprint methodology. Emission avoidance/reduction measures would focus on venue design and construction, transport and procurement initiatives. Carbon credits would be purchased by the OCOG to offset the impact of air travel.

Istanbul 2020 aims to deliver a Zero Waste Games, although this is recognised as a stretch target and the ambition is centred on creating a strong legacy of improved recycling rates and waste management in Turkey. This would depend both on having sufficient modern waste management infrastructure and an effective education/behaviour change campaign.

## Environment

There are detailed proposals for a Sustainable Sourcing Code covering social and ethical supply chain aspects, as well as environmental criteria. This would be a new approach in Turkey and would be challenging to introduce into established organisations that would be delivering aspects of the project but would be a significant legacy if achieved. The sourcing code would also be applied by the OCOG to the selection of domestic sponsors and licensees.

### **ADDITIONAL COMMENTS**

The Esenler Cluster (proposed site for golf, equestrian and the second basketball arena) is on a currently inaccessible military training area. This is noted as an “Important Plant Area” in the Western Istanbul region and would need to be developed and managed with great care to ensure its conservation status is sustained. Istanbul is located on a major bird migration route and this would also need to be taken into full account in the detailed environmental impact assessment studies for key venues.

Istanbul and Turkey are at the early stages of development in terms of sustainability and the 2020 project would be an important vehicle for capacity-building and establishing new approaches and standards. The Games could accelerate the uptake of sustainability practices across the Turkish construction, event management and tourism sectors. At the same time this is an ambitious programme and many of the proposed measures are untried in this context. The ability of the OCOG to drive the proposed programme and support its delivery partners would be critical to its success.

## Safety and Security

The National Government, through the Ministry of Interior, has ultimate responsibility for security. The Governor of Istanbul, acting under the Minister of the Interior, would assume overall operational command at Games time and would establish a multi-agency “Games Security Directorate”, the roles and responsibilities of which have already been defined. The Directorate would include representatives of the:

- Istanbul Police Directorate
- Gendarmerie
- Coast Guards
- Intelligence Services
- Emergency services and disaster response bodies
- Private licensed contractors

The OCOG would cover the costs of private security used in venue security operations. The OCOG security department would ensure coordination with the Directorate.

Security personnel for the Games would be drawn from a combination of government agencies and private organisations and are estimated at approximately 43,000. This includes the recruitment of around 20,000 private security personnel which could be a challenge. Istanbul 2020 confirmed that experienced training officers would assist with the training of private security guards. Turkish police, government security agencies, civil defence structures and the military are well trained and professionally competent.

The Government confirmed that the national budget contained a provision which could be accessed in the event of an increase in security costs.

The activities of the PKK (*Partiya Karkerên Kurdistan*) has threatened safety in Turkey in the past. Immediately before the Commission’s visit, the leadership of the PKK made a call to disarm. This would represent a major improvement in the security situation.

Turkey shares a border with Syria which has resulted in the arrival in Turkey of thousands of refugees fleeing the civil war in Syria. The conflict in Syria presents security risks, although the main effects appear to be in the south-east of the country.

Turkey is situated in a region that is subject to seismic activity. Following a major earthquake in 1999, Istanbul 2020 confirmed that construction legislation has been modified to comply with high earthquake resilience standards. This applies to all new construction. Furthermore, a national budget of USD 40 billion exists to support the “Earthquake Resilience Plan” currently being implemented which includes the retrofitting of older buildings and sports venues.

Recognising the large theatre of operations for security, the Commission considers the planning and proposed operations to be adequate to ensure safe and secure Games.

## Medical Services and Doping Control

### MEDICAL SERVICES AND DOPING CONTROL

Istanbul proposes a comprehensive plan for Olympic healthcare.

Five hospitals (4,700 beds) have been identified for use by athletes and other IOC client groups, three within 15 minutes of the Olympic Village and two within 15 minutes of the Bosphorus Zone. Of these, one would be a new hospital with 2,600 beds to be located in the Olympic City Zone in close proximity to the Olympic Village. The Commission received assurances that this hospital would be completed by 2015 and fully operational by Games-time.

Large numbers of qualified medical volunteers would be available. First aid training courses would be provided to all venue workforce, providing a good Games legacy.

There are plans to centralise call centre operations for the emergency response services (fire, police and ambulance). The city confirmed its objective to maintain the maximum ambulance response time of 10 minutes during the Games.

NOC team doctors would be free of any restrictions in providing medical services to their delegations during the Games. The need to translate medical qualification documents into Turkish is stated as a requirement. During the Commission's visit Istanbul 2020 confirmed that translation and other support services would be provided to the NOCs to facilitate the process.

### ANTI-DOPING CONTROL

Turkey has ratified the UNESCO International Convention against Doping in Sport and has signed the Copenhagen Declaration.

The Turkish National Anti-Doping Organisation has been declared compliant with the World Anti-Doping Code.

Istanbul 2020 committed to providing a temporary WADA-accredited laboratory in Istanbul during the Games.

## Legal Aspects, Games Governance and Delivery

### GUARANTEES

The Candidature File and guarantees meet and demonstrate a good understanding of IOC requirements.

### LEGISLATION / LEGAL MEASURES

Turkey has a unique Olympic Law (passed in 1992) which ensures funding and the provision of services, through the various branches of government, to support the organisation of the Olympic Games in Istanbul. The government confirmed that while it considered the provisions of the law as it stands to be adequate to organise the Games, modifications could be made to facilitate Games delivery, if required.

The National Government and all involved cities have committed to take the necessary measures to ensure that the City of Istanbul completely fulfils its obligations.

As requested by the IOC, Olympic and Paralympic properties are protected by intellectual property law and by the Olympic Law.

### WORK PERMITS

Istanbul 2020 would put in place a fast track process with the relevant authorities in order to facilitate and accelerate the delivery of work permits to the various stakeholders.

The Ministry of Labour and Social Security provided a guarantee committing to the expeditious authorisation of temporary entry into the country for Games-related personnel. The Ministry would work with Istanbul 2020 to coordinate and simplify the processing of all work permits and to grant approval within 5 days of receipt of requests during the years of Games preparation.

### OCOG STRUCTURE AND TRANSITION

#### **a) Government**

The Olympic Law provides the principles for organising the Olympic Games in Istanbul. Under this law, all of the necessary government branches would be fully integrated into the OCOG and would contribute directly to Games delivery.

#### **b) Governing body**

The Olympic Law also provides for a two-tiered governance system under the direct supervision of the Prime Minister: an Olympic Council led by the Ministry of Youth and Sport, which would have ultimate decision-making power, and an OCOG Board whose chairperson would be appointed by the Ministry of Youth and Sport upon the recommendation of the NOC. The OCOG Board would be in charge of delivering and coordinating all aspects of the Games. The Olympic Council and the OCOG Board would enjoy separate legal status and would receive funds as determined by the Olympic Law.



## Legal Aspects, Games Governance and Delivery

### c) Operations

Four Directorates for Security, Transportation, Olympic Games and Construction would be responsible for the operational delivery of the Games. The leadership of these four Directorates would be appointed respectively by the Governor of Istanbul, the Mayor of Istanbul, the OCOG Board and the President of TOKI (the State Agency for construction projects). Each Directorate would have staff dedicated to the Olympic project. The Bid Committee stated that, over time, the Directorates would be co-located in Istanbul.

The Directorates would report to the OCOG Board. As a consequence, some of the usual responsibilities handled at past Games by an OCOG would be directly assumed by government branches through these Directorates. The concept would make good use of existing Government resources and facilitate the political decision-making processes and authorizations necessary for the delivery of the Games.

Should Istanbul be awarded the Games, it would be important to ensure close coordination and cooperation between the Directorates and a strong operational leadership of the OCOG Board to act as the decision-making authority vis-à-vis Olympic stakeholders.

## Political and Public Support

### POPULATION

Turkey, a Parliamentary Republic, has a population of approximately 73 million, with 13 million in the City of Istanbul.

### NATIONAL ECONOMY

Turkey has the 17th largest economy in the world. With a fast growing economy, the nominal Gross Domestic Product (GDP) has almost quadrupled over the last ten years and for the period 2013 to 2016, the Economist Intelligence Unit projects an average annual growth rate of around 4% to 5% (as of April 2013).

The International Monetary Fund shows a nominal GDP of USD 794 billion (2012) and a nominal GDP per capita of USD 11,000 (2012).

The Commission believes that the Turkish economy would be able to support the necessary infrastructure development required for the delivery of the Games.

### SUPPORT

As a national priority, the project enjoys the full support of all levels of government as evidenced by commitments from the Prime Minister, the Grand National Assembly of Turkey, various government ministers, the Mayor and Governor of Istanbul, as well as Governors of the co-host football cities and was reinforced throughout the visit in presentations of high-ranking government officials.

The bid is supported by all major political parties, as well as the private sector, the Istanbul Chamber of Commerce, Trade Unions and a number of NGOs. The bid states that there is no significant opposition to the project.

The Games would benefit from the existing Olympic Law which was amended in 2011 to ensure that measures applicable to the Olympic Games also apply to the Paralympic Games and include a National Paralympic Committee representative on the OCOG Board. The law is complemented by the National Sports Plan.

## Political and Public Support

The division of Games delivery responsibilities between the various levels of government has been agreed as follows:

- The National Government would finance 100% of all construction costs for permanent competition venues, the Olympic Village, the IBC/MPC and the Media Village and would provide all security, medical, customs, immigration and other government-related services at no cost to the OCOG.
- All permanent construction works would be delivered by the Housing Development Administration (TOKI), a State Agency which reports directly to the Prime Minister.
- The Governors of Istanbul and the respective co-host cities have statutory, financial and ultimate planning and operational responsibility for all security matters for the Olympic and Paralympic Games in their respective cities.
- Each level of government would deliver road and rail infrastructure developments in accordance with their jurisdiction.

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2020 Olympic Games: 83% support in Istanbul and 76% in the rest of the country.

## Marketing

### JOINT MARKETING PROGRAMME

The Joint Marketing Programme Agreement (JMPA) has been signed by the City of Istanbul and the Turkish Olympic Committee in a form that complies with IOC requirements.

As required by the IOC, the City of Istanbul and the Turkish Paralympic Committee have signed an undertaking committing to sign a Paralympic JMPA, and a budget provision has been made.

### BILLBOARDS AND ADVERTISING

In accordance with IOC requirements, Istanbul 2020 has provided guarantees for airport, public transport and outdoor advertising space in the relevant parts of the Games theatre in Istanbul and the co-host football cities. These guarantees would be effective from 7 July to 21 September 2020. The guarantee would also extend to space at the planned third airport in Istanbul.

Istanbul 2020 has approached space owners with a view to securing any unsold space free of charge for the IOC and for Istanbul 2020 in order to promote the Olympic brand across the seven years of preparation.

### RIGHTS PROTECTION

Turkey protects Olympic intellectual property through its existing Olympic Law and Trademark Decree Law #556. Istanbul 2020 advised that existing legislation and practices allow for immediate court decisions to address ambush marketing in a timely fashion. The Bid Committee believes that these measures are sufficient in a Games environment but all levels of government have committed, as requested, to passing additional legislation by January 2016, if necessary.

### TICKETING

Ticketing revenue estimates are USD 409 million for the Olympic Games and USD 34 million for the Paralympic Games. The Bid Committee projects selling 6.4 million tickets for the Olympic Games (a sell through rate of 80%) and 1.9 million tickets for the Paralympic Games (a sell through rate of 63%).

14% of Olympic tickets would be sold for under USD 20 with prices starting at USD 10. The average ticket price across all sports events would be USD 57. The average price of a Paralympic ticket would be USD 16.

## Marketing

The Bid Committee has identified several strategies to ensure full stadia, including:

- Affordable pricing in line with current sports event ticketing in Turkey
- Free local transport included in the ticket price and access to competition venues by public transport
- Promotional activities focused on events expected to have low demand
- Ticketing management systems to enable easy and efficient recycling of tickets.

Given the size of the Turkish market, the pricing strategy adopted and the passion for sport, the Commission feels that these revenue targets are achievable.

### **LOCAL SPONSORSHIP AND LICENSING**

Istanbul 2020 projects that revenue from domestic sponsorship would total USD 653 million with an additional USD 22 million to be raised from Paralympic sponsorship. The average values for each tier are projected to be lower than recent summer Olympic Games, a factor which reflects a careful approach to budgeting. Given the anticipated growth of the Turkish economy, the strength of its corporate sector and the interest of the corporate sector in participating in the Games which was evident during the Commission's visit, the Commission believes that this estimate is conservative.

Licensed merchandise revenue is estimated at USD 47 million plus USD 3 million for Paralympic licensing. The target is considered achievable in the Turkish market.

## Finance

### OCOG BUDGET

Istanbul proposes a balanced budget with revenue and expenditures of USD 2.9 billion, based on 2012 USD estimates. A contingency of USD 244 million (8.4% of total expenditures) is included in the budget.

Istanbul 2020 projects the average inflation rate through 2020 to be approximately 5% which is significantly lower than the rates experienced in Turkey over the past decade. The exchange rate used was 1.00 TRY = 0.57 USD.

The Istanbul 2020 Games budget comprises the following revenues:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
IOC CONTRIBUTION	531.5	18.3
TOP PROGRAMME	225.4	7.8
LOCAL SPONSORSHIP	653.2	22.5
TICKETING	409.4	14.1
LICENSING	47.1	1.6
GOVERNMENT SUBSIDIES	552.9	19.1
OTHER REVENUES	482.1	16.6
<b>TOTAL REVENUES</b>	<b>2,901.6</b>	<b>100.0</b>

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. Istanbul 2020's expenditure budget comprises the following major elements:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
TECHNOLOGY	431.0	14.9
GAMES WORKFORCE	267.5	9.2
VENUES, VILLAGES & OTHER FACILITIES	843.4	29.1
CEREMONIES AND CULTURE	140.3	4.8
TRANSPORTATION	106.2	3.7
PARALYMPIC GAMES	219.6	7.6
ADVERTISING AND PROMOTION	123.6	4.3
ADMINISTRATION AND OTHER	526.2	18.1
CONTINGENCY	243.8	8.4
<b>TOTAL EXPENDITURE</b>	<b>2,901.6</b>	<b>100.0</b>

## Finance

The majority of venues in Istanbul are to be newly constructed and provided to the OCOG rent free, contributing to reduced temporary construction costs. On the other hand, a large media village would increase operational costs. Certain functions, including workforce and certain labour-intensive service areas, reflect generally lower wage scales in Turkey.

The National Government has committed to a subsidy of USD 553 million. The OCOG budget would also be positively impacted as a result of certain costs typically borne by the OCOG being the responsibility of government partners. This includes transportation of accredited persons and ticket holders on public transport and certain sustainability costs.

The OCOG would work very closely with the national and City governments. Certain areas of the commercial relationship between the parties, such as detailed venue agreements, would be addressed after the election of the Host City. A successful and effective partnership amongst the parties that clearly defines roles and responsibilities would be essential to the efficient delivery of the Games.

Istanbul 2020 has discounted the IOC contribution and TOP programme revenue to USD 532 million and USD 225 million respectively. These figures were estimated on the basis of the rate of inflation mentioned above.

The Bid Committee has estimated that 40% (USD 222 million) of domestic sponsorship would be provided as VIK. This estimated value plus the estimated value of TOP programme VIK has been fully allocated into the expenditure budget.

### **NON-OCOG BUDGET**

The non-OCOG capital investment budget amounts to USD 16.8 billion, more than half of which (USD 9.76 billion) is for the construction of roads and railways. USD 2.9 billion is budgeted for the construction of competition and training venues. USD 348 million is planned for the Olympic Village and USD 617 million is budgeted for the media village. A further USD 975 million is planned for power and electrical infrastructure. Of the overall total, USD 15 billion is expected to be funded by government while USD 1.8 billion is to come from the private sector.

The large majority of the non-OCOG capital investments are planned irrespective of the Games and USD 3 billion has already been spent. USD 1.1 billion is considered to be Games incremental in that it would only be spent if Istanbul were awarded the Games.

Clear guarantees related to the financing of construction have been provided by the national government.

The non-OCOG operations budget totals USD 2.63 billion and is spread over a variety of government-related services. It includes USD 1.36 billion for security and USD 600 million for the Olympic Delivery Partner. Virtually all of the non-OCOG operating budget would come from government sources. USD 1.82 billion (69%) of the total is considered to be Games incremental costs.

## Finance

### FINANCIAL GUARANTEES

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

The National Government would provide strong financial support to the project through:

- a guarantee covering any potential economic shortfall of the OCOG
- a National Government subsidy in the OCOG budget
- funding the OCOG in its early days

### TAXES

The Olympic Law provides for a clear, general framework of tax exemption for Olympic related activities.

The import, use and export of goods required by the IOC, IFs, NOCs and their delegations, broadcasters, written and photographic press, sponsors and suppliers, would be free of customs duties.

VAT would be recoverable for Games-related foreign entities, although fast-track and simplified processes would need to be implemented.

### FINANCE SUMMARY

The OCOG presents a balanced and guaranteed budget of USD 2.9 billion that includes a National Government subsidy.

The investment required from government in the non-OCOG budget is very substantial and represents an ambitious plan for infrastructure enhancement in the city. There is good understanding of the requirements of hosting the Games. While much investment is underway or planned regardless of the Games, the level of future investment might vary depending on the future performance of the Turkish economy.

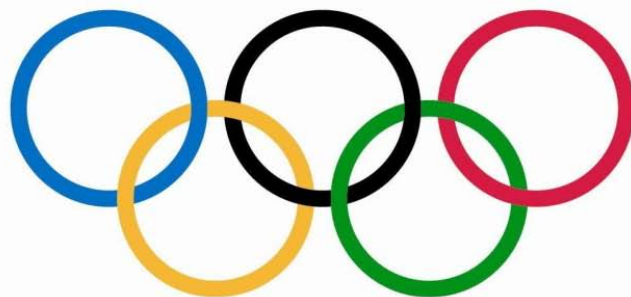
The National Government has provided very clear and unequivocal financial guarantees for both the OCOG and non-OCOG budgets.

All required financial guarantees were provided.





**TOKYO ● 2020**  
**CANDIDATE CITY**



## Vision, Concept and Legacy

### VISION

As a modern, dynamic city that sets global trends and, at the same time, has a strong respect for its history and culture Tokyo seeks to deliver well-organised and safe Games that would unite world-class innovation with traditional values under the motto of “Discover Tomorrow”.

The Games vision is to create a unique celebration in the centre of the city that would help reinforce the Olympic values and demonstrate the benefits of sport to a new generation, as the 1964 Tokyo Games did. Tokyo 2020 seeks to use the power of sport to offer hope to the Japanese people and promote national spirit, unity and confidence, in particular following the March 2011 Great East Japan Earthquake and tsunami.

This vision is fully aligned with the Tokyo Metropolitan Government’s (TMG) long-term urban strategy “Tokyo Vision 2020”, which further develops planning for the redevelopment of the Tokyo Bay and is based on the goal of creating a society where everyone can enjoy sport and live a healthier life.

### CONCEPT

Tokyo proposes to hold the 2020 Olympic Games from Friday 24 July to Sunday 9 August with dates selected for climatic reasons, coinciding with the holiday period, thus maximizing spectator attendance and traffic reduction.

A compact Games concept is proposed with all venues (except football preliminaries) located in Tokyo. The majority of venues would be located in the heart of the city with the Olympic Village at the intersection of two Games zones:

The Heritage Zone embodies the legacies of the 1964 Olympic Games and would include the Olympic Stadium and IOC hotels.

The Tokyo Bay Zone is to be developed as an area respecting water, green living and biodiversity. It would also include the IBC/MPC and main media accommodation.

With one of the most modern and efficient public transport systems in the world, the majority of client groups would enjoy short travel times. The concept lends itself to the possibility for Tokyo to create a city-centre Olympic celebration.

## Vision, Concept and Legacy

### LEGACY

Legacy plans are well thought out and incorporate physical, social and environmental initiatives. An “Olympic Legacy Commission” would be created and would be tasked with ensuring the post-Games use of Olympic venues as well as having a coordinating, advisory and monitoring role with regard to all tangible and intangible legacies. The commission would be an independent body with the Japanese Olympic Committee acting as its secretariat.

Many of the physical legacies concern the development of the Tokyo Bay area which would include new venues for sport, leisure and entertainment. Tokyo states that hosting the 2020 Olympic Games would also accelerate and expand efforts to promote sport for people with a disability.

The 1964 Tokyo Games provided a 50-year sports legacy for the city of Tokyo. Through organising the 2020 Games Tokyo seeks to further extend this legacy to generations to come.

Tokyo’s legacy strategy also involves developing part of the Olympic Village into an International Exchange Plaza as a hub for international exchange research, events and cooperative projects.

### COMMUNICATION

During the Commission’s visit, Tokyo 2020 elaborated its communications strategy and provided further details on an overall communications budget, which the Commission considered to be satisfactory. Communications would harness Japan’s strong IT base and focus largely on online/electronic communication and digital media.

The Commission noted that should Tokyo be elected as the host city, it would be important for communications efforts to commence immediately in order to develop the vision and ensure that the whole country could share in the excitement of the Games.

### CULTURE, EDUCATION, CEREMONIES AND CITY ACTIVITIES

Tokyo’s culture, education, ceremonies and city activities would showcase Japan’s contemporary vibrancy and innovation along with the country’s rich culture and traditions.

Tokyo 2020 plans to establish an “Art for Olympism Youth Creation Programme” to support young artists from around the world. Pre-Games cultural programmes would culminate in a Games-time “Tokyo 2020 Festival of Arts and Culture” aimed at establishing a dialogue between young international artists and Japanese culture.

## Vision, Concept and Legacy

A number of live sites, community celebrations and cultural events are planned, to be largely managed and financed by the TMG in cooperation with the OCOG. Live sites in Tokyo's most famous parks would be linked to live sites in areas affected by the 2011 earthquake and tsunami. To contribute to a festive atmosphere in the city, volunteers and young performing artists would create "Fan trails" between venues and to and from transport hubs.

In terms of education, considerable effort has been made to develop the practice of sport in schools. Tokyo 2020 aims to expand some of the programmes initiated by London 2012 and past OCOGs, such as twinning NOCs with schools in Japan and international development programmes. Aimed at cultural exchange and to be financed from the non-OCOG budget, Youth Camps would be held up to three years before the Games with up to 600 participants. Further details, including the location, duration and selection of participants would be discussed with the IOC should Tokyo be awarded the Games. Tokyo plans to introduce school programmes on the Paralympic Games from 2013 onwards to promote disability awareness. In general, education plans appear to be conceptual and the Commission considers the education budget to be rather on the low side.

The Opening and Closing Ceremonies would be held in a new, 80,000 seat stadium to be built irrespective of the Games on the site of the 1964 Olympic Games stadium. The overall theme of both ceremonies would be "Discover Tomorrow" combining Japan's modern and traditional culture.

Whilst further consideration could be given to engaging the nation around the Games, particularly in the lead-up to 2020, Tokyo and Japan's love of sport, rich history and culture would certainly be very positive factors in promoting the Games both in Japan and abroad.

## Sport and Competition Venues

### SPORTS CONCEPT

The sports concept is based on and has been created in coordination with Tokyo's long term strategic vision for sport and recreational development in the centre of the city. It involves the use of landmark venues from the 1964 Games, as well as the modernization and development of the centrally located Tokyo Bay Zone.

All sports, with the exception of football preliminaries, would take place in Tokyo in 36 competition venues\*, located as follows:

(\* Road cycling is counted by the Commission as one venue, not two as stated in the Candidature File, bringing the total to 36 venues)

Heritage Zone - 6 competition venues:

- Olympic Stadium Precinct (2 competition venues including the Olympic Stadium for Opening and Closing Ceremonies)
- Imperial Palace Centre cluster ( 2 competition venues)
- 2 stand-alone venues for handball and boxing

Tokyo Bay Zone – 21 competition venues:

- Waterfront Plazas ( 9 competition venues)
- Dream Island precinct (6 competition venues)
- Sea Forest cluster (4 competition venues)
- 2 stand-alone venues for hockey and canoe-kayak slalom

In Tokyo, but outside of the two zones are the Musashino Forest Cluster (3 competition venues) and 2 stand alone venues for golf and shooting.

4 competition venues are located outside Tokyo for football preliminaries: Yokohama, Saitama, Miyagi, and Sapporo.

### DISTANCES TO VENUES

Tokyo presents a compact project with 85% of competition venues and 70% of training venues within an 8 km radius of the Olympic Village.

Athletes would enjoy short travel times as the majority of venues would be within 20 minutes of the Olympic Village. Golf, the Musashino Forest Cluster (modern pentathlon, football and road cycling) and the venue for shooting would entail longer travel times (see Transport section for further details).

## Sport and Competition Venues

### VENUE CONSTRUCTION STATUS

There is no risk attached to land acquisition as all land required for the venues has already been secured. The Tokyo Metropolitan Government (TMG) is responsible for the majority of venue construction.

Of the proposed 36 competition venues:

- 15 exist. 13 are in excellent condition and two would require permanent works;
- 10 venues would be temporary and dismantled after the Games;
- 9 venues would be new, permanent Games-dependent construction;
- 2 venues are planned irrespective of the Games, including the new Olympic Stadium to be constructed by the Japanese Government through the Japanese Sports Council.

Despite a significant construction programme, the Commission is confident that work could be completed on time and that Tokyo has the necessary financial strength to do so through the TMG's "Hosting Reserve Fund" of USD 4.5 billion, earmarked for venue construction (see also the Finance section of the report).

During its visit, the Commission received a revised schedule and relevant guarantees with regard to OCOG access dates to the competition venues. All new permanent sports venues would be completed by May 2019, leaving sufficient time for the OCOG to host test events and deliver the overlay.

### VENUE FEATURES / ISSUES

All venues have been approved by the respective International Federations and Tokyo 2020 has confirmed that it would:

- Review preliminary plans to integrate Olympic Games operational requirements at the earliest stages of planning.
- Exercise flexibility to accommodate adjustments to the Olympic programme and / or the sport and competition schedule.
- Discuss the most efficient use of the venues and any possible changes with the IOC.

The Commission considers that three existing landmark venues from the 1964 Games in the Heritage Zone (city centre) that Tokyo proposes for judo, table tennis and boxing would present operational challenges due to the limited space available around the venues.

There is ample space available in the Tokyo Bay Zone which would greatly facilitate venue infrastructure installation. Comprising at least four large precincts, each with several venues, Tokyo 2020 would however need to carefully define space usage to ensure optimal spectator service and experience in each precinct.

## **Sport and Competition Venues**

### **ENERGY**

The Tokyo Electric Power Company (TEPCO) is currently the primary supplier of electrical power to what would be the Tokyo Olympic region. Immediately following the March 2011 earthquake, TEPCO experienced a significant reduction in electrical power supply capacity. However by July 2012, with assistance from the national government, TEPCO had returned the power supply capacity to levels at or above that which had existed prior to March 2011.

The national government is reviewing reforms to the overall national energy sector. Reforms under consideration include liberalisation of markets for power generation, transmission/distribution and retailing. There is also continuous upgrading and expansion of the transmission systems, including better interconnectivity, for improving power supply quality and stability.

Conditions are currently sufficient to host the Games and are expected to continue to improve prior to 2020.

### **SPORT EXPERIENCE**

Tokyo and Japan have hosted major international events in 27 Olympic sports over the past 10 years.

### **SPORT LEGACY**

Using and renovating existing venues would reinvigorate the legacy of the 1964 Olympic Games and the 11 new permanent venues, some of which would also be used after the Games as national training centres, would create a long term foundation for the respective sports in Japan.

Should Tokyo be awarded the 2020 Games the Government, through the Japan Sports Council, plans to double the annual funding for elite sport programmes in all Olympic and Paralympic sports.

## Olympic Village

### LOCATION / CONCEPT

Tokyo proposes a single Olympic Village for athletes and officials on a 44 hectare site with an attractive waterfront location. The athlete experience would be further enhanced by the close proximity of the Village to the City centre. For the Olympic Games 17,000 beds (16,000 for NOC requirements and 1,000 for additional officials if needed) would be provided.

8,000 single rooms would be utilized during the Paralympic Games.

Buildings would range from 10 to 27 floors, with the majority being between 10 and 14 floors, all served by high performance elevators. During the Olympic Games athletes and officials would occupy the first 14 floors with the ground floor to be used for NOC office space. At the Paralympic Games, the first 10 floors would be utilised. The Commission noted that careful planning would be required with regard to elevators as wheelchair passenger capacity had yet to be calculated.

The distance from any residential tower to the main dining hall and transport mall would be less than 550 metres.

The Residential Zone would include a running track along the waterfront as well as swimming pools. Surrounded by water on 3 sides, Tokyo 2020 confirmed that appropriate security measures would be taken, both on land and in the water.

All athletes could live in the Olympic Village with the exception of some football athletes, and Tokyo 2020 states that the majority of athletes would be within 20 minutes of their competition venue. The longest travel times would concern the venues for shooting and golf which would be 40 and 55 minutes respectively from the Village.

Accommodation for athletes and officials in the co-host football cities has been secured in hotels in close proximity to the competition venues with the same level of service as the Olympic Village. These athletes would also have a bed allocation in the Olympic Village for the duration of the Games.

### VILLAGE ORGANISATION

With a 5,000 seat capacity, the main dining hall would be 10,000 m<sup>2</sup>. It would be located next to the transport mall. Additional casual dining facilities would also be provided on the waterfront.

Environmentally friendly transportation would be provided within the Olympic Village. A dedicated NOC/NPC parking area would be located next to the transport mall, in close proximity to the main dining hall. The overall parking capacity for NOC, NPC, media and guest needs would be 1,120 parking spaces with an optional open space with 150 additional parking spaces outside of the secure perimeter.

Tokyo 2020 confirmed that grooms and vets would be accommodated at the equestrian venue.



## Olympic Village

### VILLAGE DEVELOPMENT

The land for the Olympic Village is owned by the Tokyo Municipal Government (TMG). It is anticipated that developer selection would take place mid 2014 with permanent works design and construction from the third quarter of 2014 to mid 2019. The Village would be made available to the OCOG one year before the Games.

The TMG committed to ensuring the involvement of OCOG representatives in all stages of the process to select the developer of the Village from design to tender and contract preparation. While there is no firm financial commitment from the private sector at this stage, the financing of the development is underwritten by the TMG.

### POST-OLYMPIC USE

The Olympic Village would be converted into a residential community, sites for international exchange and multi-generational activities in education, culture and sports.

## Paralympic Games

### CONCEPT

Tokyo 2020 proposes a compact and accessible Paralympic concept. With the exception of shooting, all Paralympic venues would be within 20 minutes of the Paralympic Village located at the intersection of the two Olympic Games zones.

The Paralympic Games would be held from 25 August to 6 September. The period between the closing of the Olympic Village and the opening of the Paralympic Village would offer sufficient time for transition.

Tokyo seeks to demonstrate that accessibility improvements can continually be made, even in societies already well advanced in this field. In addition, the Games would act as a catalyst to create new sports initiatives for people with a disability.

Tokyo 2020 is committed to delivering the same level of services for both Games, whilst keeping the distinctive identity and atmosphere of the Paralympic Games.

There is a commitment from the National Government, reinforced by the “Sports Basic Act”, to focus on the sports aspects of the Paralympic Games in addition to the many social and legacy components described in the Candidature File.

### BUDGET

The budget of USD 159 million represents the incremental cost of the Paralympic Games as Paralympic-related expenditure is integrated in the OCOG and non-OCOG budgets. The Tokyo Metropolitan Government (TMG) has guaranteed to cover 50% of the budget.

### ORGANISING COMMITTEE

Japan has good experience in organising national and international Paralympic events, and the National Paralympic Committee would be represented on the OCOG Board.

Whilst every functional area within the OCOG’s structure would be responsible for both Olympic and the Paralympic deliverables, there would also be a Paralympic department with a cross-functional approach, aiding the integration of Paralympic specific elements into overall planning.

## Paralympic Games

### SPORTS AND VENUES

The very compact venue concept, using the same venues as the Olympic Games, would ensure short travel times for athletes, the Paralympic Family and other Games clients. The only exception is shooting, which would be 40 minutes from the Paralympic Village.

Although there are no specific plans in place, during the Commission's visit Tokyo 2020 committed to discussing with the IPC the organisation of Paralympic test events.

Venue plans for sports currently on the Paralympic programme have been approved by the respective International Sports Federations.

A TMG "Promotion Plan of Sports for the Disabled" was introduced in early 2012 in order to organise sports events and workshops to provide children with disabilities and their families with opportunities to become involved in sport.

### GAMES SERVICES

#### **Accommodation**

6,600 rooms have been secured in 35 hotels, with a wide range of room rates (same calculation formula as for the Olympic Games). Accommodation for IPC members, NPC Presidents and administrative directors has been fully secured at a guaranteed rate of USD 400 in two, well-located hotels. Sufficient existing hotel rooms exist to accommodate the media.

#### **Transport**

Tokyo's transport system has very high accessibility standards, with 90% of railway stations and 80% of buses currently accessible. This is to be further developed with the target of achieving full accessibility by Games time.

A good range of dedicated lanes would operate during the Paralympic Games. All accredited persons would benefit from free public transport, as would ticket holders on the day of the event. Wheelchair-accessible vehicles would also be provided.

### MEDIA AND COMMUNICATIONS

#### **Media Operations**

The same IBC/MPC would be used for the Paralympic Games, on an adapted scale, with media to be accommodated in nearby hotels.

## Paralympic Games

### **Communication & Paralympic Games promotion**

The promotion of the Paralympic Games would be embedded throughout the overall Games communications programme, with a strong message of social inclusion.

Specific domestic media campaigns would promote the Paralympic Games as a high level sports event, with the goal of exceeding the projected ticket sell-out rate. Live sites from the Olympic Games would also be used, on an adapted level.

The communications concept for the Paralympic Games would focus primarily on raising awareness and promoting Paralympic sports and there is a suitable budget provision.

### **LEGAL ASPECTS**

Existing robust legislation and a number of government initiatives guarantee accessibility and the rights of persons with a disability, including access to practise sports.

## Accommodation

### GENERAL

Within a 50 km radius of Tokyo there are approximately 140,000 existing international-style hotel rooms, as well as 9,500 rooms in traditional Japanese Inns, providing an ample choice of accommodation for Games clients, spectators, visitors and workforce.

Tokyo's accommodation plan offers a total guaranteed room inventory of over 46,000 rooms in 363 hotels (2 to 5 star) which meets IOC requirements. Approximately 37,000 of these are within a 10 km radius of the Games centre (Olympic Village), reflecting a very compact accommodation concept. The remaining guaranteed rooms are within a 10 – 50 km radius of the Games centre and in the co-host football cities.

### ROOM RATES

The guaranteed 2020 Olympic hotel room rate in four 5 star hotels is USD 400 for a single room or a double room (including up to two breakfasts, taxes and WIFI). Provision has been made in the OCOG budget in the event of a difference between the guaranteed rate and actual rates in 2020.

The 2020 USD maximum room rates for other client groups, including breakfast and taxes would be as follows:

	Single	Double
5 star	USD 690	USD 1,634
4 star	USD 480	USD 925
3 star	USD 301	USD 571
2 star	USD 209	USD 337

During the Commission's visit, Tokyo 2020 confirmed that reservation fees would not be charged to rooms for the IOC or other client groups and that there would be no minimum stay requirement. A maximum rate for function space has also been fixed.

The above rates are based on an indexation formula calculated on an estimated increase of 2.5% per annum plus a 5% Olympic premium.

The Commission raised its concerns at the high rates, particularly with regard to the significant difference in price between a single room and a double room. Tokyo 2020 responded that the price difference was due to the fact that in Japan single rooms were typically much smaller and contained a single bed for one person. With regard to a double or twin room, the double room rate (to include two breakfasts) would apply, irrespective of whether the room was occupied by one or two persons.

It was confirmed to the Commission that hotel rooms would be paid in USD.

## **Accommodation**

### **MEDIA ACCOMMODATION**

Approximately 20,000 hotel rooms are proposed for the media in 175 dedicated 2 – 5 star hotels. In Tokyo hotel rooms would be grouped into 18 media pools. The client group rate listed above would apply and there would be no minimum stay requirement.

Media hotels would be clustered in close proximity to the IBC/MPC and to a number of competition venues. 2,000 rooms would be within walking distance of the IBC/MPC and for other media hotels there would be a dedicated 24 hour shuttle bus service to and from the IBC/MPC.

Given the high number of media hotels, transport operations could present some challenges.

### **ROOM ALLOCATION**

The proposed room allocation for each client group has been carried out taking into consideration the different venue clusters and according to client requirements.

There is a good variety of 3, 4 and 5 star hotel rooms to meet the needs of Games clients.

### **ADDITIONAL COMMENTS**

The large inventory of existing rooms in Tokyo is an asset and eliminates the risk involved when needing to construct new hotels. It also significantly facilitates client group allocation plans.

## Transport

### CITY SIZE AND TRENDS

The Tokyo Metropolitan area has a population of 13 million and the Greater Tokyo area 36 million. Population figures and car ownership rates are mainly stable, which should not put undue pressure on future traffic conditions.

### TRANSPORT INFRASTRUCTURE DEVELOPMENTS AND LEGACY

With its excellent existing, modern and high-capacity transport network, Tokyo would not require any additional transport infrastructure to host the Olympic Games.

Tokyo has a long-term transport plan which includes infrastructure to be put in place irrespective of the Games. A Western motorway ring-road to bypass central Tokyo and a major central arterial road are under construction. The latter would improve connections to the Tokyo Bay area where the majority of Olympic venues are planned.

Tokyo 2020 informed the Commission that a further multi-ring road network is being completed around the city that would provide additional relief to background traffic and allow extended traffic management solutions to be implemented.

### GATEWAY AIRPORTS

Tokyo is served by two high-capacity international airports, both of which are connected to the city centre by rail:

- Narita International Airport (main gateway airport) with a capacity of 42 million passengers per year
- Haneda Tokyo International Airport, with a capacity of 90 million passengers per year

These airports have sufficient capacity to handle Summer Olympic Games needs.

### GAMES TRANSPORT CONCEPT

With 27 competition venues within an 8 km radius in two overlapping zones with the Olympic Village at the centre, the transport concept is a compact one.

- The Heritage Zone with 6 competition venues (including the Olympic Stadium) would be served by Tokyo's high capacity and efficient rail public transport system.
- The Tokyo Bay Zone with the Olympic Village, the IBC/MPC and 21 competition venues, would be located on a series of man-made islands and accessed by a combination of metro, suburban rail and bus shuttle services. Particular attention would need to be paid to access and operations in the Waterfront Plazas due to the high concentration of venues and in the Sea Forest cluster where venues would only be served by shuttle bus.

## Transport

- Five competition venues would be located outside the zones but still within the metropolitan area, reachable by metro, rail and shuttle buses.
- Four football venues, located outside Tokyo, are directly linked by rail.

### **PUBLIC TRANSPORT**

Out of 32 competition venues in Tokyo, 27 would be served by an integrated public transport system. The remaining venues would be served by a combination of public transport and shuttle buses.

### **TRANSPORT ORGANISATION AND TRAFFIC MANAGEMENT AT GAMES-TIME**

Alongside the compact nature of the Games concept, Tokyo proposes a comprehensive set of traffic management measures to deliver an efficient Olympic transport service:

- 317 km of dedicated Olympic Lanes would connect almost all venues and both international airports.
- 290 km of Olympic Priority Routes (facilitated-traffic) would connect the Olympic lane system to peripheral and training venues.
- A highly sophisticated traffic management system and alternative routing are planned and fully integrated into the overall concept.

All accredited persons would benefit from free public transport, as would ticket holders on the day of the event.

### **DISTANCES AND TRAVEL TIMES**

The following table indicates the expected 2020 travel time from the Olympic Village to the 32 competition venues (excluding the co-host football cities):

<10 min	11-20 min	21-30 min	31-40 min	>40 min
20	5	5	1 (shooting)	1 (golf)

The Commission believes that with Tokyo's robust existing transport network, the compact nature of the concept and optimized and centralized traffic management systems, all client groups would have reasonable travel times.



## Media Operations

### IBC/MPC CONCEPT

Tokyo 2020 proposes a compact media operations plan that meets IOC requirements and demonstrates a good knowledge of the media's needs. 15 competition venues would be within 20 minutes of the IBC/MPC and 2,000 media hotel rooms would be located within walking distance of the facility, with the remaining hotel rooms in the city.

At the heart of the Tokyo Bay Zone, the IBC/MPC would be co-located within an existing, modern and high-capacity conference and exhibition centre, "Tokyo Big Sight", owned by the Tokyo Metropolitan Government (TMG). Three sports (in two competition venues) would also be held in the facility in adjacent halls.

The IBC would be housed on two floors of the West Exhibition Hall and in three halls of the East Exhibition Hall. The MPC would be on three floors of a new, 44,000 m<sup>2</sup> extension to be built by TMG on the south side of the existing West Exhibition Hall.

The total space of the IBC/MPC meets IOC requirements. In addition, the site could allow for separate restaurant/dining facilities for broadcasters and the written press, and meets requirements for other shared services. However, should Tokyo be awarded the Games, a reallocation of space may be required.

IOC requirements are met in terms of the timeframe for the occupation of the facilities by the OCOG and parking.

### MEDIA TRANSPORT

The central location of the IBC/MPC would facilitate travel to the venues. Tokyo 2020 proposes a dedicated 24-hour media hub and spoke transport system connecting media accommodation to the venues via the IBC/MPC as the main transport hub. Direct venue to venue service and hotel to venue service are also contemplated in some cases.

Media would also have free access to Tokyo's highly efficient and well-connected public transport system.

## Environment

### GENERAL

Tokyo 2020 aims to place a high priority on environment and sustainability, to build on the advanced standards of environmental quality improvements achieved by the Tokyo Metropolitan Government (TMG) in recent years, and to promote significant wider legacies in this field.

### ORGANISATION

The “Tokyo 2020 Sustainability Strategy” would cover all phases of the project which would be managed and third party certified according to the ISO 20121 sustainability management system standard for events. The OCOG Environment Department would lead the implementation of the strategy – working in close cooperation with the TMG and other delivery partners. The bid emphasized the importance of active stakeholder engagement and recognized the need for transparency and independent assurance and reporting, although the precise means of achieving these is unclear.

As a great deal of reliance is placed on existing policies, standards and the expertise of the TMG, the relationship and coordination between the OCOG and the TMG would be crucial.

### KEY INITIATIVES

The compact location of venues and the use of 15 existing competition venues and a comprehensive, modern public transport network, form a good basis for minimising the environmental impact of the Games.

If Tokyo is elected, full environment impact assessments would be carried out for all new venues. All new construction would be in accordance with the “Green Building Programme” of the Tokyo 2020 vision in which the TMG places strong emphasis on energy efficient design, clean energy production and other resource efficiencies. New venues would be constructed to meet the highest level of the CASBEE system (Japan’s equivalent of international sustainable construction standards).

Tokyo 2020 would make full use of the city’s comprehensive public transport system. The Games vehicle fleet would only use low emission and fuel efficient vehicles.

Sustainable sourcing policies for the procurement of suppliers of goods and services would largely build on the TMG’s green purchase guide and would incorporate wider social and ethical procurement issues. The OCOG would apply its sustainable sourcing policies to the selection of all its suppliers as well as licensees and domestic sponsors.

## Environment

Tokyo 2020 aims to host a carbon neutral Games, covering all the carbon emissions associated with the entire Games project, which the Commission feels could be ambitious. Significant resources have been allocated both within the OCOG and non-OCOG budgets to meet this target but, should Tokyo be elected as the host city, it would be important to have a clear understanding of the exact scope of this programme and how the carbon footprint and compensation/offset initiatives would be measured.

Tokyo 2020 aims to achieve zero waste to landfill through a comprehensive waste avoidance and minimisation plan, supported by a hierarchy of reuse, recycle and recover. This covers both the construction phase and Games operations.

There is already a considerable amount of park and green space in central Tokyo, and there are significant plans to promote biodiversity conservation and create additional green space in the Tokyo Bay area.

### **ADDITIONAL COMMENTS**

The venue proposed for the canoe slalom competitions at the Kasai Rinkai Park is situated in a popular public park and close to an important bird sanctuary. Tokyo 2020 is aware of the sensitivities of this site. Discussions regarding the development of the venue have been held with concerned citizens and, in the event that Tokyo is awarded the Games, a more detailed environmental impact assessment would be conducted.

## Safety and Security

The National Government would assume ultimate operational and financial responsibility for Games security. Government agencies involved in security planning and operations would cover their own financial costs (underwritten by the National Government).

Good coordination exists between all security agencies and Games command and control arrangements are clear with a single chain of command under the Cabinet-level “Tokyo Olympic Games Council”. The Superintendent General of the Tokyo Metropolitan Police Department (TMPD) would have overall operational command and would form an Olympic Security Command Centre coordinating the following bodies, all of which have submitted guarantees to the IOC:

- OCOG Security Department
- TMPD
- Japan Coast Guard
- Tokyo Fire Department
- Japan Self-Defence Forces

Over 50,000 security personnel would be made available for the Games including 14,000 private security officers that would be trained by the TMPD. The OCOG would cover the cost of private security guards and venue security equipment. In the event that additional security resources were required, costs would be underwritten by the TMG and the National Government for both the Olympic and the Paralympic Games.

Japanese security and safety personnel are highly trained and professional and have good experience in hosting major public and sports events. Tokyo 2020 confirmed that the venue design and security departments would work closely together in elaborating the operational aspects of Tokyo 2020’s Security Protection Plan.

Japan is situated in an earthquake zone and robust measures have been adopted by the Japanese authorities in terms of construction standards.

Following the 2011 earthquake and tsunami, numerous studies and simulations have been undertaken by relevant experts to evaluate future risks to the Tokyo Bay area. These have shown that the topography and shape of the bay significantly reduce the possible impact of a tsunami. Nevertheless, the necessary safety measures such as sea walls and breakwaters are being implemented. Japanese civil disaster and emergency services are highly trained, well-equipped and experienced.

The Candidature File outlines well thought-out proposals for the successful planning and delivery of security operations which would deliver safe and secure Games.

## Medical Services and Doping Control

Tokyo 2020 proposes excellent and comprehensive healthcare for the Olympic Family.

Ten hospitals (6,400 beds) have been designated for use by athletes and other IOC client groups. Seven would be located within 12 minutes of the Olympic Village and 3 within 16 minutes of the more distant venues.

With regard to the safety of the food chain following the 2011 earthquake and tsunami, Tokyo 2020 informed the Commission that the Department of Health was constantly monitoring radiation levels which were consistently within internationally recognised limits. Air and water quality as well as the food chain would continue to be monitored and tested. The Tokyo Metropolitan Government (TMG) and the Bid Committee confirmed that the comfort and well being of all citizens and visitors to Japan was paramount and that they were ready to work with international organisations to monitor and audit radiation levels.

Designated ambulances are planned for all venues and Tokyo 2020 confirmed that the city aimed to maintain the average ambulance response time of 7 minutes during the Games.

Both experts and experienced volunteers are regularly used at sports events in Japan. For the Games, volunteers with the appropriate medical training would be selected.

Team doctors would be able to provide medical services to their delegation during the Games. The Candidature File states that team doctors would be required to have their medical diploma translated into Japanese prior to submission to the authorities. The Bid Committee confirmed that should Tokyo be awarded the Games the OCOG would work with the IOC to facilitate the process and, with the relevant Japanese authority, would study the possibility of allowing submission of the diploma in other major languages.

### **ANTI-DOPING CONTROL**

Japan has ratified the UNESCO International Convention against Doping in Sport and has signed the Copenhagen Declaration.

The Japan Anti-Doping Agency (JADA) is independent and well respected. Japan has been declared compliant with the World Anti-Doping Code.

## Legal Aspects, Games Governance and Delivery

### GUARANTEES

The Candidature File and guarantees meet and demonstrate a good understanding of IOC requirements.

In reply to a question concerning the administrative authority of the 23 “Special Wards” where Olympic venues would be located, Tokyo 2020 clarified that whilst these wards did have responsibility for local and neighbourhood matters such as education and the welfare of residents, the Tokyo Metropolitan Government (TMG) would have responsibility for government-related services for the Games. A guarantee to this effect was provided by the TMG during the visit.

### LEGISLATION / LEGAL MEASURES

Existing legislation is sufficient to organise the Games. As a legacy of the 2016 bid “The Sports Basic Act”, introduced in 2011, gives the Japanese government responsibility for promoting sport for the nation’s well-being.

As requested by the IOC, Olympic and Paralympic properties are protected by intellectual property law. Special measures may need to be implemented in order to take immediate action against any brand protection violations.

All levels of government have committed to take the necessary measures to ensure that the City of Tokyo completely fulfils its obligations.

### WORK PERMITS

During the Commission’s visit it was established that in Japan there is no “work permit”. Foreign workers must apply for “resident status” in one of 30 categories at the point of entry into Japan. Tokyo 2020 states it “looks forward to work in close cooperation with the IOC in order to put in place a proper process with the relevant authorities in order to facilitate and accelerate the delivery of resident status to the various stakeholders”.

As this is an area impacting a number of client groups, the Commission flags this as an issue which should receive immediate attention if Tokyo is awarded the Games.

## Legal Aspects, Games Governance and Delivery

### OCOG STRUCTURE AND TRANSITION

**a) Government**

As a key element of “The Sports Basic Act”, the national government supports the organisation of the Olympic Games in Tokyo. The TMG would play a leading role in financing and delivering the Games alongside the NOC. The National Government is represented in the governing body and would provide all services under its remit.

**b) Governing body**

The OCOG would be constituted as a separate entity with legal status. The Board of Directors would be the executive body responsible for delivering the Games and would include all stakeholders under the leadership of the NOC and the TMG.

**c) Operations**

All necessary Games-related operations and services would be managed through a number of departments that would report to the Board of Directors. The TMG would also establish the “Bureau of Olympic and Paralympic Games” to coordinate all TMG work related to delivering the Games. In addition, a number of committees would be established to ensure smooth cooperation between various public and private bodies in areas such as transport and security.

The structure proposed takes into account the involvement of the key stakeholders. Should Tokyo be awarded the Games, the matrix of responsibilities, as well as the coordination mechanism between the various levels of government would need to be reviewed as soon as possible.

## Political and Public Support

### POPULATION

Japan, a Parliamentary Democracy, has a population of approximately 128 million, with 13 million in the City of Tokyo and 36 million in the Greater Tokyo Area.

### NATIONAL ECONOMY

Japan has the third largest economy in the world which grew by approximately 2% in 2012. For the period 2013-2016, the Economist Intelligence Unit projects an average annual growth rate in the range of 1% to 2% (as of April 2013).

The International Monetary Fund shows a nominal Gross Domestic Product (GDP) of USD 5,964 billion (2012) and a nominal GDP per capita of USD 47,000 (2012).

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

### SUPPORT

The project enjoys strong support from all levels of government (national, regional and local) as evidenced by commitments from the Prime Minister, the Governor of Tokyo, the Mayors of the co-host football cities, as well as resolutions passed by the all key Tokyo public authorities.

The bid is also supported by all major political parties. During the Commission's visit, a second resolution in support of Tokyo's bid was passed by both houses of the National Assembly with a significant majority.

The bid to host the 2020 Games forms part of a national sports plan created in 2012 following the 2011 implementation of "The Sports Basic Act".

The support and engagement of the business community is evident and was very much underlined by the participation of many business leaders in the briefings.

The Japanese Trade Union Confederation (RENGO) is a member of the Bid Committee council.



## Political and Public Support

The division of Games delivery responsibilities between the various levels of government has been agreed as follows:

- The National Government, through the Japan Sports Council, would finance the construction of the new Olympic Stadium (USD 1,477 million) and provide all security, medical, customs, immigration and other government-related services under its jurisdiction at no charge to the OCOG.
- The TMG (which had a budget of USD 134 billion in 2012), would finance the construction of the majority of competition venues (USD 1,584 million), the IBC/MPC (USD 164 million) and would underwrite the construction of the Olympic Village. In this respect the TMG has already set aside a Hosting Reserve Fund of USD 4.5 billion (see finance section for details). The TMG would provide all security, medical and other government related services under its jurisdiction at no cost to the OCOG.
- Road and rail infrastructure developments would be covered by the various levels of government, according to their jurisdiction.

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2020 Olympic Games: 70% support in Tokyo and 67% in the rest of the country.

## Marketing

### JOINT MARKETING PROGRAMME

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

As required by the IOC, the Bid Committee and the Japanese Paralympic Committee have signed an undertaking committing to sign a Paralympic JMPA, and a budget provision has been made.

### BILLBOARDS AND ADVERTISING

In accordance with IOC requirements, Tokyo 2020 has provided guarantees for existing outdoor advertising spaces in the relevant parts of the Games theatre in Tokyo. These guarantees include electronic and physical outdoor advertising space, space on public transport (bus, subway and rail), taxis and space at Narita and Haneda international airports, and two regional airports in cities hosting football preliminary matches. These guarantees would take effect from 16 June 2020 to 15 September 2020. The Bid Committee has advised that there is no outdoor advertising space to be acquired in regional cities hosting football preliminary matches. Tokyo 2020 has included USD 34 million out of the total value of USD 171 million in the OCOG operations budget, anticipating that it would be able to sell any remaining inventory.

### RIGHTS PROTECTION

In Japan, the Copyright Law, the Trademark Law and the Unfair Competition Prevention Act provide strong protection against the unauthorized use of protected marks. Japan also has a culture of respect for intellectual property rights which reduces threats from the domestic marketplace.

Tokyo 2020 has advised that, under the current legal framework, an injunction against ambush marketing could be obtained within approximately two weeks. The Bid Committee has committed to further examine legislation to determine whether it would be necessary to implement special measures to enable effective, immediate action in response to ambush marketing.

Street vending in Japan is strictly controlled. A network of over 1,200 "Kobans" (neighbourhood police offices) exists in Tokyo to provide further protection against unauthorized street vending.

## Marketing

### TICKETING

Ticketing revenue estimates are USD 776.4 million for the Olympic Games and USD 46.3 million for the Paralympic Games. The Bid Committee projects selling 7.8 million tickets for the Olympic Games (a sell through rate of 84%) and 2.3 million tickets for the Paralympic Games (a sell through rate of 69%).

60% of tickets would be sold under USD 50 and 30% of tickets would be priced at over USD 100. For the Paralympic Games, the average price of a ticket would be USD 20. Tickets would be subject to a consumption tax in Japan. The Bid Committee intends to adopt a policy of lower ticket prices for children and special needs schools.

The Bid Committee has identified several strategies to ensure full stadia, including:

- Providing free use of public transportation for ticket holders
- Wide distribution through multiple channels
- Games time ticket exchange mechanisms for the public, sponsors and the Olympic family.

Given the size of the Tokyo market, the pricing strategy adopted and the passion for sport within Japan, the Commission feels that revenue targets are achievable.

### LOCAL SPONSORSHIP AND LICENSING

Tokyo 2020 projects that revenue from domestic sponsorship would total USD 932 million, with an additional USD 26 million for the Paralympic Games.

Tokyo 2020 has chosen to adopt a conservative approach in building the Paralympic Games budget with relatively low projected commercial revenues (sponsorship, TV rights, licensing and ticketing). However, given the growing interest in Paralympic sports in Japan, Tokyo 2020 is confident that higher commercial revenues could be achieved, with which the Commission agrees.

Licensed merchandise revenue is estimated at USD 140 million, and is achievable in the Japanese market.

Given the scale of the Japanese economy and the support for sport that has been demonstrated by the corporate sector, the overall revenue target is considered achievable.

## Finance

### OCOG BUDGET

Tokyo proposes a balanced budget with revenue and expenditures of USD 3.42 billion, based on 2012 USD estimates. The budget includes a contingency of USD 273 million (8% of total expenditure).

The projected average inflation rate through 2020 is 1%. Japan has experienced slight deflation over the past decade. Based on information from the International Monetary Fund, the Bid Committee assumed that the Yen will depreciate as compared to the USD over time and has converted from its Yen base at a rate ranging from USD 1.00 = 88 JPY in 2012 to USD 1.00 = 100 JPY in 2020.

The Tokyo 2020 Games budget comprises of the following revenues:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
IOC CONTRIBUTION	790.0	23.1
TOP PROGRAMME	335.0	9.8
LOCAL SPONSORSHIP	931.8	27.2
TICKETING	776.4	22.7
LICENSING	139.8	4.1
OTHER REVENUES	451.1	13.2
<b>TOTAL REVENUES</b>	<b>3,424.1</b>	<b>100</b>

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. Tokyo 2020's expenditure budget comprises the following major elements:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
TECHNOLOGY	421.2	12.3
GAMES WORKFORCE	251.5	7.3
VENUES, VILLAGES & OTHER FACILITIES	1073.4	31.3
CEREMONIES AND CULTURE	99.4	2.9
TRANSPORTATION	233.5	6.8
PARALYMPIC GAMES	159.4	4.7
ADVERTISING AND PROMOTION	104.3	3.0
ADMINISTRATION AND OTHER	808.7	23.6
CONTINGENCY	272.7	8.0
<b>TOTAL EXPENDITURE</b>	<b>3,424.1</b>	<b>100</b>

## Finance

In Japan, it is common for private sector companies to second employees to an entity such as an OCOG under an arrangement where staffing costs are shared between the OCOG and the home organization. Following this principle, Tokyo 2020 has estimated its workforce costs at a level below what might otherwise be expected. Venue rental and overlay costs are significant given that several large temporary venues are to be constructed.

The OCOG would work very closely with the Tokyo Metropolitan Government (TMG). Certain areas of the commercial relationship between the parties, such as detailed venue agreements, would be addressed after the Games were awarded. Efficient delivery of the Games would depend on a successful and effective partnership.

Tokyo 2020 has not discounted the IOC contribution and TOP programme revenue and has thus used the figures provided by the IOC of USD 790 million and USD 335 million respectively.

The Bid Committee has estimated that 34% (USD 319 million) of domestic sponsorship would be provided as VIK. This estimated value plus the estimated VIK value of the TOP programme has been fully allocated into the expenditure budget.

### **NON-OCOG BUDGET**

The non-OCOG capital investment budget amounts to USD 4.38 billion, the majority of which (USD 3.06 billion) is for the construction of competition venues. USD 1.08 billion is planned for the Olympic Village. A further USD 163 million is planned for the extension of the IBC/MPC. Of the overall total, USD 3.25 billion is expected to be funded by government while USD 1.13 billion is to come from the private sector. USD 1.53 billion is considered to be Games incremental costs, which would only be spent if Tokyo were awarded the Games.

The TMG has set aside a Hosting Reserve Fund of USD 4.5 billion. This fund, held in cash, would be used for the purposes of financing the construction work necessary to host the Games. The fund exceeds the proposed amount of government funded capital expenditures associated with the Games and its presence significantly reduces the risks normally inherent in the delivery of Games infrastructure by government. Furthermore, during the Commission's visit it was clarified that the fund, which was established at the time of Tokyo's bid for the 2016 Games and has remained in place since that time, could also be used for Olympic related purposes not linked to construction, provided that the appropriate authorizations were obtained.

Although regional infrastructure investment will continue in the upcoming years, no capital investment is required for transportation, airports, accommodation, electrical infrastructure or security in order to host the Games.

## Finance

The non-OCOG operations budget totals USD 537 million and is spread over a variety of government related services such as security, culture and education and other areas. USD 287 million is to come from government sources while USD 250 million is expected from the private sector.

### **FINANCIAL GUARANTEES**

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

A guarantee covering any potential economic shortfall of the OCOG has been provided by the TMG and is backed by a guarantee from the National Government.

The financing of venue construction funded by government is supported by the appropriate guarantees.

An underwriting for the financing of the construction of the Olympic Village has been provided by the TMG, in the event of a shortfall in private sector funding.

### **TAXES**

The import, use and export of goods required by the IOC, IFs, NOCs and their delegations, broadcasters, written and photographic press, sponsors and suppliers, would be free of customs duties provided they were re-exported within a period of one year.

Acknowledging that for the Games some goods would need to be in Japan for longer than a year, Tokyo 2020 provided a document guaranteeing “smooth and appropriate treatment” with regard to customs exemptions, including the “extension of the period”.

Consumption tax (similar to VAT) would be recoverable for Games-related foreign entities, although fast-track and simplified processes would need to be implemented.

## Finance

### FINANCIAL SUMMARY

The OCOG budget was prepared in an effective and thorough fashion based on scoping work requirements, considering the experience of past host cities and applying this to the Tokyo environment. It represents a reasonable estimate of the costs and revenues associated with hosting the Games and the Commission considers it to be achievable.

The non-OCOG budget appears to represent a good understanding of the scale of the financial commitments required to deliver the Games. The Games would benefit from the fact that a Hosting Reserve Fund which fully covers the non-OCOG investment has already been established.

All required financial guarantees were provided.



**madríd2020**

Candidate City





## Vision, Concept and Legacy

### VISION

Madrid's desire to host the Games forms an integral part of the city's long-term development strategy which is formalized in a new strategic plan entitled "Futuro Ciudad Madrid 2020" and includes initiatives to regenerate green spaces, improve transport infrastructure and construct new sports facilities.

Madrid's vision focuses on social and economic development. Taking advantage of its existing, modern infrastructure, Madrid 2020 seeks to demonstrate that the Olympic Games can be organised with low financial investment without compromising the delivery of a high quality Olympic experience. The bid is motivated by the belief that the Olympic Games would act as a stimulus for sustainable economic development and employment opportunities, particularly for young people. Through hosting the 2020 Games, Madrid aspires to promote social integration through sport and to share Spain's passion for sport with the rest of the world under the bid motto of "Illuminate the Future".

### CONCEPT

Madrid proposes to hold the 2020 Olympic Games from Friday 7 to Sunday 23 August with dates selected for climatic reasons and to coincide with the holiday season, thus maximising spectator attendance and traffic reduction.

The concept is based on using a large number of existing venues with easy access to public transport.

A very compact Games concept is proposed with all venues to be located in Madrid (with the exception of sailing and football preliminaries). The majority of competition venues would be situated within two large zones:

The "Campo de las Naciones" Zone in the east of the city would also include the Olympic Village, the IBC/MPC and a media village.

The Manzanares Zone, which extends along the Manzanares River in the west of the city, forms part of an environmental restoration programme being implemented by the city for use as parkland, sport and recreation.

Given the proximity of the venues and Madrid's existing and modern transport infrastructure, all client groups should enjoy short travel times. The concept lends itself to Madrid creating a city-centre Olympic celebration.

### LEGACY

Legacy planning is closely linked to the city's strategic development plan and continues to build on work already achieved through the 2012 and 2016 Olympic bids which have resulted in an increase in the number of sports facilities, experience in organising sports events and improvements to the public transport system.

## Vision, Concept and Legacy

A legacy foundation, to be financed by the Olympic Development Authority (ODA) would be integrated with city government departments to ensure close cooperation. Post-Games, the city of Madrid would take responsibility for the Foundation.

Through hosting the 2020 Games, Madrid seeks to contribute to the continuation of the city's regeneration and the integration of two major urban areas. Initiatives include establishing Madrid as a hub for international and national sport, an increased focus on sustainable and environmentally friendly transport and the promotion of sport as a vehicle for social inclusion and improved health.

Madrid 2020 commits to building new permanent venues only where a long-term sporting legacy is guaranteed. Hosting the Games would strengthen expertise and organisational skills and further establish Madrid and Spain as a sports destination, in addition to a popular tourist destination.

The bid states that hosting the Games would also promote awareness, integration and acceptance of disabilities.

### **COMMUNICATION**

The central theme of Madrid 2020's seven-year communications plan is "For a Sustainable Future". The national communications plan would focus on maintaining and increasing support for the Games across all sectors of society with a particular emphasis on social media and networking. In terms of international communications, the Games would be promoted through international events hosted in Spain taking place in the years leading up to the Games. An emphasis would be placed on strengthening "Sport and Spain" as a brand.

The Commission believes that targeted communications efforts would be required to encourage nationwide engagement around the Games.

### **CULTURE, EDUCATION, CEREMONIES AND CITY ACTIVITIES**

The cultural programme would focus on reinforcing the city's multi-cultural roots and encouraging inclusion, respect and diversity. Whilst the Candidature File speaks of the launch of a Strategic Cultural Plan, this appears to be at a conceptual stage. During the Commission's visit, it was clarified that the City of Madrid would commence a cultural programme three years before the Games and that the OCOG would develop a series of cultural "spectaculars" in the year leading up to the Games.

Madrid 2020 proposes to develop education initiatives created through previous bids and to expand existing NOC programmes being implemented in schools in Madrid and across Spain. A coherent plan is proposed that supports the ethos of sport as a means to promote and deliver social values, a healthy lifestyle for all and inclusion, particularly of young people at risk of social exclusion. Madrid 2020 would take the opportunity of "Olympic Day" to promote sport, particularly sports less popular in Spain, and in the year preceding the Games would involve all co-host cities in this effort.

## **Vision, Concept and Legacy**

One Youth Camp for up to 500 young athletes from around the world, including those with disabilities, would be held for 10-15 days before the Olympic Games.

The Opening and Closing Ceremonies would be held at the existing Madrid Stadium in the Olympic Park (Campo de las Naciones Zone) currently under reconstruction and being upgraded to increase capacity to 65,000 seats.

Culture, education, city activities and ceremonies have all been incorporated into the concept and a budget breakdown has been presented. Madrid's history, diverse culture, love of sport and celebration, its popularity as a tourist destination, and the concentration of activities within the city should ensure a vibrant festival during the Games.

## Sport and Competition Venues

### SPORTS CONCEPT

The sports concept has been created around a venue plan which highlights well-located existing venues in the city centre, combined with developments taking place on the east side of the city.

The plan maximises the use of 28 existing competition venues, with 7 venues to be constructed (4 permanent and 3 temporary).

Madrid 2020 proposes 35 competition venues, located as follows:

#### Campo de las Naciones Zone – 14 competition venues

- Olympic Park Cluster, including the Olympic Park Precinct with 5 competition venues, Opening and Closing Ceremonies and the Olympic Village
- IFEMA Cluster (9 competition venues) including the IBC/MPC and the media village

#### Manzanares Zone – 8 competition venues

- Club de Campo Cluster (4 competition venues)
- Casa de Campo Precinct (2 competition venues)
- 2 stand-alone venues

6 competition venues within Madrid between the two zones, including two landmark locations: Retiro Park and the Las Ventas bullfighting ring.

1 venue (shooting) in Paracuellos de Jarama, east of the Olympic Village

6 competition venues outside Madrid: football preliminaries in Barcelona, Cordoba, Malaga, Valladolid and Zaragoza, and the sailing venue in Valencia.

### DISTANCES TO VENUES

Madrid presents a very compact project. All venues located in Madrid would be within a 10 km radius of the city centre. Athletes would be able to reach all competition and training venues within approximately 20-25 minutes.

The sailing venue can be reached by high-speed train within two hours.

## Sport and Competition Venues

### VENUE CONSTRUCTION STATUS

All land required for the venues and overlay has been secured.

Of the proposed 35 competition venues:

- 28 are existing, with 3 requiring permanent works;
- 3 venues would be temporary and dismantled after the Games;
- 4 venues would be new, permanent, Games-dependent construction.

While the bid has classified road cycling, triathlon and archery as existing venues, as some existing infrastructure would be used, the Commission considers that a significant amount of overlay work would be required, resembling the type of work required for a temporary venue.

Test events would take place between August 2018 and July 2020. Access to almost 50% of venues for overlay works is scheduled for the end of May 2020 (two months before the Games) which the Commission believes would be a challenge.

Overall the competition venue construction programme is relatively modest and the Commission is confident that Madrid 2020 could deliver this in line with Games requirements.

### VENUE FEATURES / ISSUES

All venues have been approved by the respective International Federations and Madrid 2020 has confirmed that it would:

- Review preliminary plans to integrate Olympic Games operational requirements at the earliest stages of planning;
- Exercise flexibility to accommodate adjustments to the Olympic programme and / or the sport and competition schedule;
- Discuss the most efficient use of the venues and any possible changes with the IOC.

The Commission believes that whilst the use of some landmark venues in the city centre (Las Ventas and Retiro Park) would undoubtedly provide a very attractive backdrop for the Games, there could be challenges involved in transforming them into Olympic venues.

Though many feasibility studies have been carried out on the site proposed for rowing/canoeing, the existence of a major road bridge makes the development of this venue a complex undertaking that would require significant investment.

## **Sport and Competition Venues**

### **ENERGY**

The existing electrical supply systems in the Region of Madrid are secure and stable. The additional demand generated from the Games would mean an increase of 1% above existing demand in the region, which is well within anticipated supply increases.

As of 2010, 31% of electrical power generation in Madrid was derived from renewable sources. In line with planned improvements since 2003, the region of Madrid is working toward Kyoto Protocol targets (improved efficiency, supply quality, renewable energy resources, and protecting against environmental impacts) and undertaking major investments to modernise generation, along with substantial expansions to grid transmission and distribution capacity.

The Region of Madrid is well positioned to meet both long term demand and identified 2020 Games requirements.

### **SPORT EXPERIENCE**

Madrid and Spain have hosted major international events in 28 Olympic sports over the last 10 years.

### **SPORT LEGACY**

The use of existing venues and the completion of those under construction would reinforce the strong sporting foundations Madrid already offers to its elite athletes and inhabitants. The four planned permanent venues would provide national training and competition facilities to Spanish athletes in sports where there are currently no facilities or where these are not ideally located.

Despite the current economic environment, the Government confirmed to the Commission that it was committed to supporting the promotion of all sports as well as encouraging elite sport for Spanish Olympic and Paralympic athletes.

## Olympic Village

### LOCATION / CONCEPT

Madrid proposes a single Olympic Village on a 64 hectare site close to the Olympic Park with 46 hectares to be used for the Olympic Village and 18 hectares for sports facilities and lake/parkland. The athlete experience would be further enhanced by the close proximity of the Village to the City centre. For the Olympic Games 17,800 beds (16,800 for NOC requirements and 1,000 for additional officials, if needed) would be provided.

During the Paralympic Games approximately 8,000 beds would be used (50% double and 50% single rooms). Due to the flexible and accessible layout design, it would be possible to increase the number of single bedrooms.

The Village would comprise 19 apartment blocks ranging from 3-10 floors (average 8 floors), all served by high performance elevators. During the Olympic Games the ground floor would be used for NOC office space. For the Paralympic Games, only the first 5 floors would be used.

The distance from any residential building to the main dining hall and transport mall would be less than 300m.

Facilities in the Village would include a running track and an outdoor swimming pool.

All athletes would live in the Olympic Village with the exception of sailing and football competitors. Madrid 2020 states that all athletes would be within 20 minutes of their competition venue.

Accommodation for athletes and officials in the co-host sailing and football cities has been secured in hotels in close proximity to their competition venue with the same level of service as the Olympic Village. Athletes would also have a bed allocation in the Olympic Village for the duration of the Games.

### VILLAGE ORGANISATION

With a 6,000 seat capacity, the main dining hall would be 11,000 m<sup>2</sup>. It would be located next to the transport mall. Additional casual dining facilities would also be provided.

Environmentally friendly transportation would be provided within the Village, including the free use of 3,000 bicycles. A total of between 1,910 and 2,320 parking spaces would be provided, divided as follows: 1,650 for NOCs, which could be extended to 2,000 if needed; 250-300 for guest parking and 10-20 for the media.

Grooms and vets would be accommodated in temporary facilities at the equestrian venue.

## Olympic Village

### VILLAGE DEVELOPMENT

The land for the Olympic Village is owned by Madrid City Council. Government (the Olympic Development Authority - ODA) and OCOG representatives would work together on the design of the Village. The ODA would have responsibility for construction. Due to the proximity of a major road next to the Olympic Village, Madrid 2020 confirmed that appropriate acoustic measures would be provided. Construction work would begin in the second quarter of 2016 and be completed no later than December 2019, with the Village being made available to the OCOG seven months before the Games.

Financing would come from a public/private partnership and is fully underwritten by the three levels of government. Public funding would cover the infrastructure and non-residential areas of the Village (USD 279 million) and private funding would cover the residential areas (USD 479 million).

### POST-OLYMPIC USE

The Olympic Village would become a residential community for social housing. The City expects the current annual demand of approximately 13,000 units to rise to 15,000. The sports infrastructure would be for public use. The Polyclinic would continue to provide medical services to the community and the NOC/NPC Centre would become an elementary school, with one building to be converted into a care home for the elderly.

The Olympic Village Plaza, as well as lakes and parkland would remain as recreational facilities for the local population.



## Paralympic Games

### **CONCEPT**

Madrid 2020 proposes a very compact Paralympic concept. With the exception of sailing, to be held in Valencia, all Paralympic venues would be within 15 minutes of the Paralympic Village.

The Paralympic Games would be held from 11 to 22 September, with an eight-day period between the closing of the Olympic Village and the opening of the Paralympic Village, providing ample transition time.

The same level of service would be provided for both the Olympic and the Paralympic Games.

The motto “Illuminate the Future” incorporates Paralympic-specific objectives of raising awareness around the Paralympic Games in order to achieve increased marketing value. At the same time, there is a firm social commitment to create an accessible society in all respects and to enhance sports opportunities for persons with a disability.

### **BUDGET**

The budget of USD 173.9 million represents the incremental cost of the Paralympic Games as Paralympic-related expenditure is fully integrated into the Olympic OCOG budget. The Spanish Government, the Regional Government and the City of Madrid have each guaranteed to cover USD 32 million.

### **ORGANISING COMMITTEE**

Spain has good experience in organising national and international Paralympic events, and the National Paralympic Committee would be represented on the OCOG Executive Committee and in the Olympic Council, the highest Games decision-making body.

Madrid 2020 proposes a structure for the Paralympic Games which raises issues regarding the delivery of the Games. The Commission believes that it would be important for the structure of the Organising Committee to be reviewed to ensure full operational integration.

### **SPORT AND VENUES**

The very compact venue concept would ensure short travel times for athletes, the Paralympic Family and other Games clients. The only exception is sailing, in the co-host city of Valencia, linked to Madrid by high-speed train.

Paralympic competition, training and non-competition venues would be the same as those used for the Olympic Games. Budget provision is made to improve accessibility in existing venues. New venues would fulfil or surpass the requirements of Spain’s Technical Construction Code and the IPC Accessibility Guidelines.

## Paralympic Games

There would be ten specific Paralympic test events in sports yet to be determined, in agreement with the IPC.

Venue plans for sports currently on the Paralympic programme have been approved by the respective International Sports Federations.

### GAMES SERVICES

#### **Accommodation**

Madrid 2020 has secured sufficient rooms for the Paralympic Games period, with a good range of room rates. The Paralympic Family would be accommodated in 5 star hotels close to the Olympic Park, with a maximum room rate of USD 375. Madrid 2020 plans to use 20 to 25 hotels in order to meet accessibility requirements but commits to working closely with the IPC to concentrate these in the smallest number of hotels possible. Games Officials would be accommodated in a dedicated area of the Paralympic Village. The media would be accommodated in accessible hotel rooms and an accessible media village.

#### **Transport**

There are already 170 accessible metro stations (61% of the total) and the entire bus fleet is comprised of low-floor vehicles. The target is to have all metro stations at the venues accessible by 2020.

There would be 250 km of dedicated lanes operating during the Paralympic Games. All accredited persons would benefit from free public transport, as would ticket holders on the day of the event. Accredited persons would be provided with accessible vehicles, if needed.

An on-line booking system would be available for the allocation of parking spaces adapted to spectators and workforce with reduced mobility.

### MEDIA AND COMMUNICATIONS

#### **Media Operations**

The same IBC/MPC would be used for the Paralympic Games, on an adapted scale.

#### **Communication and Paralympic Games Promotion**

The promotion of the Paralympic Games would centre upon increasing the media coverage of outstanding athletic performance.

Madrid 2020 has made agreements with public television broadcasters to increase the coverage of Paralympic sports in the lead-up to the Games, showcasing personal stories of Paralympic athletes.

There is provision in the OCOG budget for Paralympic promotion. The campaign would also have a motivational objective to demonstrate that everyone is able to practice sports and that disability is no obstacle. Education programmes would also be launched, with specific content targeted to schools and universities.

## Paralympic Games

### LEGAL ASPECTS

Existing robust legislation and a number of government initiatives guarantee accessibility and the rights of persons with a disability, including access to practise sports.

## Accommodation

### GENERAL

Within a 50 km radius of Madrid there are approximately 45,000 existing hotel rooms (with an additional 43,000 existing rooms in other accommodation), providing a sufficient choice of accommodation for Games clients, spectators, visitors and workforce.

Madrid's accommodation plan offers a total guaranteed room inventory of over 45,000 rooms in 385, 2 to 5 star hotels and other facilities, meeting IOC requirements. 33,500 of these would be within a 10 km radius of the Games' centre (city centre), reflecting a compact accommodation concept. 6,500 rooms would be within a 10 to 50 km radius of the Games' centre and over 5,000 rooms would be provided in the co-host cities.

### ROOM RATES

The maximum guaranteed 2020 Olympic hotel room rate would be: USD 540 for a 5 star "super luxe" hotel, USD 375 for a 5 star hotel and USD 316 for a 4 star hotel, all including up to two breakfasts, taxes and WIFI. As some of the proposed hotels offer 5 star "super luxe" rooms only, alternative hotels would need to be proposed for this client group.

The guaranteed maximum 2020 USD room rate for other client groups, including breakfast, taxes and WIFI, would be as follows:

5 star "super luxe"	USD 626
5 star	USD 428
4 star	USD 362
3 star	USD 283
Budget	USD 218
Media Village	USD 283

The formula used to calculate the above rates is based on a weighted average for August 2012. To a median price for each room category, an inflation factor of approximately 2% per annum over eight years, as well as a 5% Olympic premium has been added. The Commission considers these rates to be favourable.

No reservation fees would apply and there would be no minimum stay requirement.

A maximum rate for function space per m<sup>2</sup> has also been fixed.

During the Commission's visit, Madrid 2020 provided guarantees for around 3,000 university campus rooms at a lower rate.

It was confirmed to the Commission that room payments would be paid in US dollars.

## **Accommodation**

### **MEDIA ACCOMMODATION**

Media would be accommodated in dedicated, 2 to 5 star hotels (offering approximately 16,000 rooms) which, in Madrid, would be clustered in close proximity to the city centre and the two Games zones. The room rate listed above for other client groups would also apply to media hotels and there would be no minimum stay requirement.

A temporary, 3,000 room media village (100% single rooms) is also proposed in the IFEMA cluster, to be dismantled post-Games. The maximum 2020 room rate would be USD 283 (equivalent to the 3 star room rate). The village would be managed by specialised hotel companies and services would include internet access, room service, laundry, medical services and 24 hour food and beverage facilities.

A dedicated, 24 hour shuttle bus service would operate to and from the IBC/MPC. Given the high number of media hotels, transport operations could present some challenges.

### **ROOM ALLOCATION**

The proposed room allocation for each client group has been carried out taking into consideration the different venue clusters and according to client requirements.

There is a good variety of 3, 4 and 5 star hotel rooms to meet the needs of Games clients.

### **ADDITIONAL COMMENTS**

The inventory and location of existing rooms in Madrid is an asset and eliminates the risk involved when needing to construct new hotels.

## Transport

### CITY SIZE AND TRENDS

Madrid has a population of 3.3 million and the Madrid Region 6.4 million. Population and car ownership numbers are stable which would result in minimal impact on traffic conditions in the future.

### TRANSPORT INFRASTRUCTURE DEVELOPMENTS AND LEGACY

Over the last 20 years significant investment has been made in Madrid's transport infrastructure which has provided the city with a developed, modern road network and public transport system. As a result, no major transport infrastructure investment would be required to host the Olympic Games.

Should Madrid be elected as the 2020 host city, Games dependent investment would total USD 0.43 billion. Approximately 50% of this would concern two additional metro and three suburban railway stations, all on existing lines. These stations are required to improve access to the existing IFEMA exhibition centre (location for the IBC/MPC) and the planned venues in the Campo de las Naciones Zone. Construction of these stations would be completed by 2019.

### GATEWAY AIRPORTS

Madrid is served by Barajas International Airport. With 49 million passengers passing through the airport in 2011, its current capacity is 70 million passengers per year which is ample to accommodate Olympic Summer Games needs.

All four terminals are connected by subway or rail, facilitating access to the City. In addition the Olympic Village would be 10 km from the airport.

### GAMES TRANSPORT CONCEPT

In Madrid, all venues would be within a 10km radius of the City centre. Multi-modal urban mobility is provided through an arterial motorway network and a good rail system.

- The compact Campo de las Naciones Zone, including 14 competition venues, the Olympic Village, the media village and the IBC/MPC would be served by a combination of metro and suburban rail services.
- With 8 competition venues, the Manzanares Zone, extends along the river. Close to the city centre, 4 venues in the Club de Campo cluster would be served by shuttle bus, and 2 venues in the Casa de Campo cluster would be served by metro and shuttle buses. The two remaining stand-alone venues for tennis and rowing/canoeing are served by multi-modal public transport and shuttle bus services respectively.

Should Madrid be awarded the Games, close attention would need to be paid to detailed operational planning including spectator access at the venues in the Club de Campo cluster.

## Transport

- Another 6 competition venues would be located in the city centre and served by public transport or shuttle bus.
- One competition venue (shooting) is located to the east of Madrid, 12 km from Olympic Village, served by shuttle bus.
- The co-host football and sailing cities are all linked to Madrid by high-speed rail lines arriving at a city-centre rail station with travel times up to 3 hours.

### **PUBLIC TRANSPORT**

Out of 29 competition venues in Madrid, 23 would be served by an integrated public transport system. The remaining six competition venues (Equestrian, Golf, Archery, Modern Pentathlon, Shooting and Rowing/Canoe-Kayak (sprint)) would be connected by shuttle bus.

### **TRANSPORT ORGANISATION AND TRAFFIC MANAGEMENT AT GAMES-TIME**

The very compact nature of the Games concept and traffic management systems would facilitate transport operations.

An extensive Olympic lane network (267 km) would be established, mostly on urban motorways.

- 82 km of these lanes would be dedicated lanes
- The remainder of the Olympic lane network would be managed in accordance with the competition schedule and be supported by existing traffic management measures.

All accredited persons would benefit from free public transport, as would ticket holders on the day of the event.

### **DISTANCES AND TRAVEL TIMES**

The following table indicates the expected 2020 travel time from the Olympic Village to the 29 competition venues in Madrid. The co-host football and sailing venues are not included.

<10 min	11-20 min	21-30 min	31-40 min	>40 min
19	10	0	0	0

Taking into consideration Madrid's existing, robust transport system and traffic management measures and the very compact nature of the Games' concept, the Commission believes Madrid could provide a good transport service that would ensure short travel times for all Games' client groups.

## Media Operations

### IBC/MPC CONCEPT

Madrid 2020 proposes a compact media operations plan that meets IOC requirements and demonstrates a good knowledge of this client group's needs.

The IBC and nearby MPC would be at the existing IFEMA exhibition and convention centre in the Campo de las Naciones Zone, within walking distance of 9 competition venues.

The proposed plan would place the IBC in two exhibition halls on two floors of each hall. If Madrid is awarded the Games, the Commission believes that the use of the IFEMA facility may require space reallocation to meet IBC requirements which may affect the sports master venue plan.

The MPC would be 150m from the IBC in the existing Madrid Municipal Conference Center which contains the 40,000 m<sup>2</sup> required for the Games. Space would be distributed between 4 levels above street level and 3 basement levels. The lay-out of the building may be challenging for media operations. The bid provides for separate catering facilities for the IBC and the MPC.

The IBC and MPC would share a common secure perimeter and transport mall, to be situated between the two venues. The location of the IBC and MPC would provide for short travel times to all competition venues in Madrid and the Olympic Village, all within 20 minutes.

IOC requirements are met in terms of the timeframe for the occupation of the facilities by the OCOG and parking.

### MEDIA TRANSPORT

The central location of the IBC/MPC would facilitate travel between venues. Madrid 2020 proposes a dedicated 24-hour media hub and spoke transport system connecting media accommodation to the venues via the IBC/MPC as the main transport hub. Additional hubs for accommodation to venue direct service are also planned around the city.

Media would have free access to Madrid's highly efficient and well-connected public transport system.



## Environment

### GENERAL

Madrid 2020 aims to place a high priority on environment and sustainability, to build on the advanced standards of environmental quality improvements achieved by the City of Madrid in recent years, and to promote significant wider legacies in this field.

### ORGANISATION

Immediately following the host city election a detailed Environment and Sustainability Plan would be drawn up by a steering committee comprising senior representatives of the OCOG, the Olympic Development Authority (ODA) and government agencies. In this way the sustainability plan would cover all venue and infrastructure developments, Games staging and wider city environmental programmes.

The OCOG Sustainability Department would be placed within the Strategy and Planning Department and would lead and coordinate the development and implementation of the plan. The OCOG would work according to the ISO 20121 Sustainability Management System Standard for Events and aims to achieve third party certification of the standard.

As a further commitment to transparency, an independent body would be appointed to provide assurance over the implementation of the plan, as well as providing technical support and stakeholder engagement. Whilst the Commission believes this can be a good way of building stakeholder support and credibility for the Games' sustainability programme, as it would be entirely OCOG-funded, care would need to be taken to ensure credibility in the independence of its operations and for it to have the necessary authority to assure the work of other Madrid 2020 delivery partners.

### KEY INITIATIVES

In accordance with Spanish and EU legislation each of the new venues would be subject to Environmental Impact Assessments.

A strong feature of the bid is the use of existing venues, with only four new permanent sports venues and the Olympic Village to be built. These venues would be certified according to internationally recognised sustainable construction standards.

The Village would be developed on a site which forms part of a wider environmental regeneration programme in the eastern part of Madrid. Planning involves the provision of substantial green space with the aim of creating an exemplary sustainable landscaping and climate mitigation project. The Games would also promote enhancement of the Madrid greenbelt and biodiversity corridors.

## Environment

It is proposed that all venues would operate according to European environmental management standards. However, the formal engagement to implement these standards by the owners and operators of the many existing venues to be used for the Games is not yet confirmed.

The very compact clustering of venues and the good public transport network would help minimise transport related impacts. The official vehicle fleet would use a range of low emission and low noise vehicles.

Madrid 2020 aims to host a carbon neutral Games, covering all the carbon emissions associated with the entire Games project, which the Commission feels could be ambitious. This would focus on energy efficient buildings and the use of renewable energy, complemented by carbon offset and other compensation schemes. The Games carbon footprint would include 'embodied' impacts of construction materials and products. Should Madrid be elected as the host city, it would be important to have a clear understanding of the exact scope of this programme and how the carbon footprint and compensation/offset initiatives would be measured.

The OCOG and ODA would adopt sustainable sourcing policies and their respective sustainability teams would be integrally involved in the procurement process for suppliers. The OCOG would also apply these policies to the selection of licensees and domestic sponsors.

## Safety and Security

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

The command structure is clear, as is the division of roles and responsibilities between the High Commission for Olympic Security (political level), the Olympic Security and Planning Commission (strategic level), the Olympic Security Division (tactical and operational level) and the OCOG Olympic Security Department. The aim of a fully integrated security operation is clearly stated.

Games security personnel would be drawn from a combination of different government agencies and private security companies (over 79,000). All agencies are experienced in the operation of major public sports events.

The OCOG would cover the cost of venue security technology and the employment of private security personnel and assume responsibility for security inside the venue perimeter. During the Commission's visit, representatives of the Ministry of the Interior stated that it would cover costs for all security operations outside of the perimeter and that the Ministry's budget could be adjusted to meet any additional security needs.

The Basque nationalist and separatist organisation "ETA" has been responsible for numerous attacks in and around Madrid for many decades. In November 2012 it was reported that the group was ready to "*make a definitive end*" to its operations.

The Commission considers security planning to be sound, particularly given the number of security personnel proposed, and that Madrid would be capable of providing a safe and secure 2020 Summer Olympic Games.

## Medical Services and Doping Control

### MEDICAL SERVICES AND DOPING CONTROL

Madrid proposes a well-developed plan for Olympic healthcare.

Five hospitals (2,400 beds) have been designated for use by athletes and other IOC client groups, all within 20 minutes of the Olympic Village.

There is expertise in sports medicine and a commitment to provide volunteers from Spanish centres of excellence, including recent medical graduates.

Games emergency planning appears to be comprehensive and satisfactory. There is a coordinated response to emergencies with a single number to call, and Madrid 2020 confirmed that the city aimed to maintain ambulance emergency response times of 7 minutes average and 15 minutes maximum during Games' time.

NOC team doctors would be able to provide medical services to their delegations during the Games. A simple and clear registration process for NOC doctors is planned.

### ANTI-DOPING CONTROL

Spain has ratified the UNESCO International Convention against Doping in Sport and has signed the Copenhagen Declaration.

Legislation currently in force is not in line with the World Anti-Doping Code. However the Spanish Government has committed to adopt new legislation in line with the code by the end of June 2013. Based on this commitment, Spain has been declared code-compliant by WADA. However, should the draft law be modified prior to its formal adoption or should the legal process take longer than foreseen, WADA would have to reconsider its assessment.

## Legal Aspects, Games Governance and Delivery

### GUARANTEES

The Candidature File and guarantees meet and demonstrate a good understanding of IOC requirements.

During the Commission's visit, the division of responsibilities between the three levels of public authority (National Government, Regional Government of Madrid and the City of Madrid) and their joint or respective ability to guarantee the delivery of the Games to the IOC was clarified to the Commission, as was the methodology for the coverage of any potential financial shortfall. Madrid 2020 submitted to the Commission an additional confirmation, signed by the three levels of government which states: *"In the very remote event of a level of administration suffering a complete inability to meet its commitments, the Spanish National Government guarantees any shortfall (...). In other words, the Spanish State will act as guarantor of last resort for the 2020 Games"*. Should Madrid be elected as the host city, a mechanism should be established to ensure that any necessary public funds could be made available to the OCOG when required.

### LEGISLATION / LEGAL MEASURES

Madrid 2020 states that the Spanish Government would introduce specific legislative measures for the organisation of the Games in order to ensure that all additional legal, administrative and financial support would be provided for the successful delivery of the Games. Similar measures were taken for the organisation of the 1992 Olympic Games in Barcelona and the Americas Cup in Valencia.

All levels of government, including the regional government of Madrid and those of the co-host cities, have committed to take the necessary measures to ensure that all obligations are fulfilled.

As requested by the IOC, Olympic and Paralympic properties are protected by intellectual property law. Furthermore, an anti-ambush law would be enacted by 2018 to provide further protection.

### WORK PERMITS

Madrid 2020 confirmed that, in line with European legislation, accredited persons would be able to perform their Olympic functions from one month before to one month after the Games. Outside this period, Madrid 2020 would work with the relevant authorities to ensure a fast-track process to facilitate and accelerate the delivery of work permits to the various stakeholders in line with processes already successfully implemented for other international sport events held in Spain.

## Legal Aspects, Games Governance and Delivery

### OCOG STRUCTURE AND TRANSITION

#### a) **Government**

As a national project, the three levels of government (national, regional and municipal) would be fully involved in the delivery of the Games, in particular through an Olympic Delivery Authority (ODA) to be established for the delivery of construction and public services. The three levels of government would also be members of the Olympic Council that would act as a supervising and coordinating body for all activities between the OCOG and the ODA.

The ODA structure reflects what would be expected in a country with three levels of government with each sharing legal and financial responsibility in equal parts within the ODA.

#### b) **Governing body**

The OCOG would enjoy legal status and have a two-tiered governance system:

- An Executive Committee representing all stakeholders and led by the City and the NOC;
- A Board of Directors with specific responsibility for guaranteeing that all Games delivery obligations are met. The Board would report to the Executive Committee.

The ODA would adopt the form of a Consortium of public authorities with a separate legal entity and with the Mayor of Madrid as its Chair.

#### c) **Operations**

All necessary Games-related operations and services would be managed through a number of functional areas and departments under the direction of a CEO reporting to the Board of Directors. The ODA would have its own budget, staff and full capacity to act. In addition, operational coordination between the OCOG and the ODA would be ensured through the relevant Coordination Committees.

The structure proposed by Madrid 2020 appears to be well thought out. Should Madrid be awarded the Games, it would be essential to quickly review the matrix of responsibilities between the various bodies.

## Political and Public Support

### POPULATION

Spain, a Parliamentary Monarchy, has a population of approximately 46 million, with over 6 million people in the Region of Madrid and approximately 3.3 million in the City.

### NATIONAL ECONOMY

Spain has the 13<sup>th</sup> largest economy in the world. The International Monetary Fund shows a nominal Gross Domestic Product (GDP) of approximately USD 1,352 billion (2012) and a nominal per capita GDP of approximately USD 29,000 (2012).

The economy was in recession in 2012. For 2013-2016, the Economist Intelligence Unit (as of April 2013) projects average annual growth rates of between -1.7% (2013) and +1.1% (2016).

Madrid enjoys the benefit of substantial previous investment in city infrastructure. As the additional investment required to deliver the Games is relatively modest, the Commission believes that Spanish economy should be able to support the delivery of the Games.

### SUPPORT

As a national priority, the project enjoys the full support of all levels of government as evidenced by commitments from the National Government, the Regional Government of Madrid and the Madrid City Government, as well as from all of the regional and local governments of the co-host cities.

The two main political parties, with over 80% of national, regional and local representation, support the bid.

The private sector is supportive and many companies back the bid. The two main trade unions are represented in the Madrid 2020 Foundation.

The division of Games delivery responsibilities between the three levels of government has been agreed, with the National Government, Regional Government of Madrid and the City of Madrid each guaranteeing to finance 1/3 of all capital investments (venues and transport infrastructure) necessary to host the Games (for a total amount of USD 647 million each). In addition:

- The National Government, within the scope of its powers, would provide the public services relating to transport, public security, civil defence, traffic and customs and immigration to the OCOG at no cost.
- The Regional Government of Madrid would provide the public services under its jurisdiction relating to transport, policing and security, civil defense and health care to the OCOG at no cost.

## Political and Public Support

- The City of Madrid would provide public services under its jurisdiction and relating to public transport, public security, civil defence, fire prevention, fire-fighting, regulation of vehicle and pedestrian traffic and the urban highway, and participation in the management of primary healthcare to the OCOG at no cost.

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2020 Olympic and Paralympic Games: 76% support in Madrid and 81% in the rest of the country.



## Marketing

### **JOINT MARKETING PROGRAMME**

The Joint Marketing Programme Agreement (JMPA) has been signed by the City of Madrid and the Spanish Olympic Committee in a form that complies with IOC requirements.

As required by the IOC, the City of Madrid and the Spanish Paralympic Committee have signed an undertaking committing to sign a Paralympic JMPA, and a budget provision has been made.

### **BILLBOARDS AND ADVERTISING**

In accordance with IOC requirements, Madrid 2020 has provided guarantees for the existing airport, public transport and outdoor advertising space in the relevant parts of the Games theatre in Madrid and in the co-host sailing and football cities. These guarantees would be effective from 1 July to 30 September 2020 and would cover any new advertising supports to be created.

The Bid Committee has indicated that it intends to procure billboard advertising space in Madrid for the month of August 2020 for OCOG communications.

### **RIGHTS PROTECTION**

Spain has strong existing legislation that protects Olympic intellectual property and considerable experience with events involving major corporate sponsorship. The Bid Committee believes that these measures are sufficient in a Games environment. The national, regional and local governments have committed to introducing additional legislation to specifically address ambush marketing by 2018. In addition, during the Commission's visit it was confirmed that the police have the ability to prosecute criminal trademark infringements without a court order, thus ensuring immediate relief against any violations.

### **TICKETING**

Ticketing revenue estimates are USD 899 million for the Olympic Games and USD 58 million for the Paralympic Games. The Bid Committee projects selling 7.4 million tickets for the Olympic Games (a sell through rate of 84%) and 2 million tickets for the Paralympic Games (a sell through rate of 73%). The Paralympic ticketing plan includes "day passes" and "season tickets".

39% of Olympic tickets would be sold for under USD 55 while 32% of tickets would be priced at over USD 100. The average price of a Paralympic ticket would be USD 29.

## Marketing

The Bid Committee has described several circumstances and strategies that it believes would help ensure full stadia:

- Affordable pricing in line with current sports event pricing in Spain
- Effective marketing and distribution through multiple channels
- Providing free local transport in the ticket price and the easy access to competition venues by public transport

Madrid 2020's plans demonstrate a good understanding of the additional services needed to help ensure full stadia. While the total revenue expected to be generated is relatively high, given the popularity of sports events in Spain and the size of the market, the Commission considers that the revenues are achievable.

### **LOCAL SPONSORSHIP AND LICENSING**

Madrid 2020 projects that revenue from domestic sponsorship would total USD 694 million. As the marketing programme would include both the Olympic and the Paralympic Games, no separate total for Paralympic marketing is indicated. The average values for each tier are projected to be lower than recent summer Olympic Games, a factor which reflects the Spanish economic environment. The Commission remains cautious about the achievability of domestic sponsorship targets. Madrid 2020 states that the Spanish economy indicates signs of recovery.

Madrid 2020 is committed to developing the commercial value of the Paralympic Games, increasing return on investment by Games' commercial partners and flexibility to include Paralympic-specific sponsors.

Licensed merchandise revenue is estimated at USD 106 million. The target is considered achievable in the Spanish market.

## Finance

### OCOG BUDGET

Madrid proposes a balanced budget with revenue and expenditures of USD 3.10 billion, based on 2012 USD estimates. A contingency of USD 260 million (8.4% of total expenditure) is included in the budget.

Madrid projects annual inflation rates through 2020 to range from 1.4% to 2.2%, based on information from the Economist Intelligence Unit and the International Monetary Fund. Madrid 2020 forecasts a moderately diminishing rate of exchange of the EURO to the USD and, for budget purposes, has used rates of 1.28 for 2012 values and 1.32 for 2020 values.

The Madrid 2020 Games budget comprises the following revenues:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
IOC CONTRIBUTION	672.1	21.7
TOP PROGRAMME	285.0	9.2
LOCAL SPONSORSHIP	694.0	22.4
TICKETING	898.8	29.0
LICENSING	105.8	3.4
OTHER REVENUES	440.3	14.2
<b>TOTAL REVENUES</b>	<b>3,096.0</b>	<b>100.0</b>

In accordance with IOC guidelines, no capital investment is included in the OCOG budget. Madrid 2020's expenditure budget comprises the following major elements:

	<b>2012 USD</b>	
	<b>(Millions)</b>	<b>%</b>
TECHNOLOGY	463.6	15.0
GAMES WORKFORCE	369.8	11.9
VENUES, VILLAGES & OTHER FACILITIES	733.4	23.7
CEREMONIES AND CULTURE	148.8	4.8
TRANSPORTATION	140.5	4.5
PARALYMPIC GAMES	173.9	5.6
ADVERTISING AND PROMOTION	163.0	5.3
ADMINISTRATION AND OTHER	642.6	20.8
CONTINGENCY	260.4	8.4
<b>TOTAL EXPENDITURE</b>	<b>3,096.0</b>	<b>100.0</b>

## Finance

The project benefits from having a significant number of existing competition and non-competition venues in close proximity to one another. With all competition venues being provided on a rent free basis and a limited number of temporary venues required, venue costs are lower than might otherwise be expected. In addition, support from public authorities in the form of providing local transport to accredited persons at no cost to the OCOG has a positive impact on the transportation budget.

The OCOG would work very closely with the national, regional and local authorities. Certain areas of the commercial relationship between the parties concerned, such as detailed venue agreements, would be addressed after the Host City election. Efficient delivery of the Games would depend on successful and effective partnerships.

Madrid 2020 has discounted the IOC contribution and TOP programme revenue to USD 672 million and USD 285 million respectively. These figures were estimated using the rates of inflation noted above.

The Bid Committee has estimated that 50% of domestic sponsorship (USD 346 million) would be provided as VIK. This estimated value, along with the estimated value of TOP programme VIK, has been fully allocated into the expenditure budget.

### **NON-OCOG BUDGET**

The non-OCOG capital investment budget amounts to USD 1.94 billion, with the largest component (USD 835 million) planned for the Olympic Village. While the non-OCOG budget includes sufficient funds to complete the construction of the Olympic Village, it is contemplated that the government share would be limited to site preparation and non-residential buildings, with a private sector partner to be sought for the construction and post-Games operation of the residential apartments. Other major items are USD 470 million planned for road and railway construction and USD 355 million for competition venues, of which USD 263 million is considered to be incremental and would only be spent if Madrid is awarded the Games. The above figures contain a 10% contingency.

No Games-related capital investment is required for airports, power infrastructure or the IBC/MPC.

Guarantees related to the financing of construction have been jointly provided by the national, regional and city governments.

The non-OCOG operations budget totals USD 192 million and is spread over a variety of government-related services including transport, security and medical services. This budget item appears low due in the main to a very modest declared contribution for security of USD 19 million. However, Madrid 2020 stated that any additional costs to ensure the safety of the Games would be covered by government.

## Finance

### FINANCIAL GUARANTEES

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

A guarantee covering any potential economic shortfall of the OCOG has been provided by the national, regional and city government with each accepting responsibility for one third. The National Government has provided a commitment to act as the ultimate guarantor in the event that one or both of the other parties (regional and / or city government) is unable to provide their share.

### TAXES

The import, use and export of goods required by the IOC, IFs, NOCs and their delegations, broadcasters, written and photographic press, sponsors and suppliers, would be free of customs duties.

VAT would be recoverable for Games-related foreign entities and fast-track and simplified processes would be implemented.

The government has stated its intention to introduce the application of special tax treatment for non-resident individuals travelling to Spain to work in connection with the organisation and hosting of the Games, to ensure that their income is exempt from taxation in Spain.

Madrid 2020 confirmed that similar tax incentives such as those introduced for the 1992 Olympic Games in Barcelona and the America's Cup would be put in place for the 2020 Olympic Games to assist Games stakeholders in areas including expedited VAT recovery and exemption from Spanish income taxes.

### FINANCE SUMMARY

A balanced OCOG budget of USD 3.10 billion has been presented, prepared in a thorough fashion based on scoping work requirements, building a model to track functional costs and considering the experience of past host cities and applying this to the Madrid environment. Although sponsorship revenues may appear conservative, the OCOG could still face some risks associated with the state of the Spanish economy. Both Madrid 2020 and the government have indicated that the Spanish economy shows signs of recovery. The budget represents a reasonable estimate of the costs and revenues associated with hosting the Games and the Commission considers it to be achievable.

## Finance

The provision of USD 192 million for non-OCOG operations appears to be low due to the methodology used for including costs in the non-OCOG budget. The national government has guaranteed to take all necessary measures to ensure the celebration of the Games.

Madrid enjoys the benefit of substantial previous investment in city infrastructure and, as a result, requires minimal additional capital investment. The Commission believes that the degree of financial risk facing Madrid 2020 should be manageable over seven years within the overall Spanish economy and taking into account government guarantees.

All required financial guarantees were provided.

## **Annexes**

- A. Composition of the Commission
- B. Glossary
- C. Summary of IOC Opinion Poll Results
- D. Maps

## Annex A – Composition of the Commission

<b>Chair</b>	Sir Craig REEDIE
<b>IOC Olympic Games Executive Director</b>	Mr Gilbert FELLI
<b>Members</b>	Mr Nat INDRAPANA Mr Guy DRUT Mr Frank FREDERICKS Ms Claudia BOKEL (Athletes Representative) Mr Patrick BAUMANN (IF Representative) Mr Eduardo PALOMO (NOC Representative) Mr Andrew PARSONS (IPC Representative)
<b>Advisors</b>	Prof. Philippe BOVY Mr Stefano MANELLI Mr John McLAUGHLIN Mr David STUBBS Mr Grant THOMAS
<b>IOC Administration</b>	Ms Jacqueline BARRETT Mr Mattias KAESTNER Ms Helen STEWART Ms Meghan DAWE



## Annex B – Glossary

CPI	Consumer Price Index
EU	European Union
EUR	Euro
GDP	Gross Domestic Product
IBC	International Broadcast Centre
IOC	International Olympic Committee
IPC	International Paralympic Committee
IF	International Federation
JMPA	Joint Marketing Programme Agreement
JPY	Japanese Yen
LEED	Leadership in Energy and Environmental Design
MPC	Main Press Centre
MMC	Main Media Centre
NGO	Non-Governmental Organisation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBS	Olympic Broadcast Services
OCOG	Organising Committee for the Olympic Games
TRY	Turkish Lira
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollar
VAT	Value Added Tax
VIK	Value In Kind
WADA	World Anti Doping Agency
WIFI	Wireless Fidelity

## Annex C – Summary of IOC Opinion Poll Results

The IOC commissioned REPUCOM/Sports Marketing Surveys to conduct public opinion polling in the three Candidate Cities and their respective countries regarding support for hosting the 2020 Olympic Games. All three polls were carried out from 14 January 2013 to 25 January 2013.

In answer to the specific question:

“To what extent would you support or oppose [CITY] hosting the Olympic Games in 2020?”

The results were as follows:

	<b>Support Strongly</b>	<b>Support</b>	<b>No opinion / Neutral</b>	<b>Oppose</b>	<b>Oppose strongly</b>
<b>Istanbul</b>	<b>46%</b>	<b>37%</b>	<b>14%</b>	<b>2%</b>	<b>1%</b>
<b>Turkey (excluding Istanbul)</b>	<b>41%</b>	<b>35%</b>	<b>22%</b>	<b>2%</b>	<b>0%</b>
<b>Tokyo</b>	<b>36%</b>	<b>34%</b>	<b>14%</b>	<b>9%</b>	<b>7%</b>
<b>Japan (excluding Tokyo)</b>	<b>35%</b>	<b>32%</b>	<b>21%</b>	<b>7%</b>	<b>5%</b>
<b>Madrid</b>	<b>46%</b>	<b>30%</b>	<b>4%</b>	<b>9%</b>	<b>11%</b>
<b>Spain (excluding Madrid)</b>	<b>44%</b>	<b>37%</b>	<b>6%</b>	<b>8%</b>	<b>5%</b>

## **Annex D – Maps**

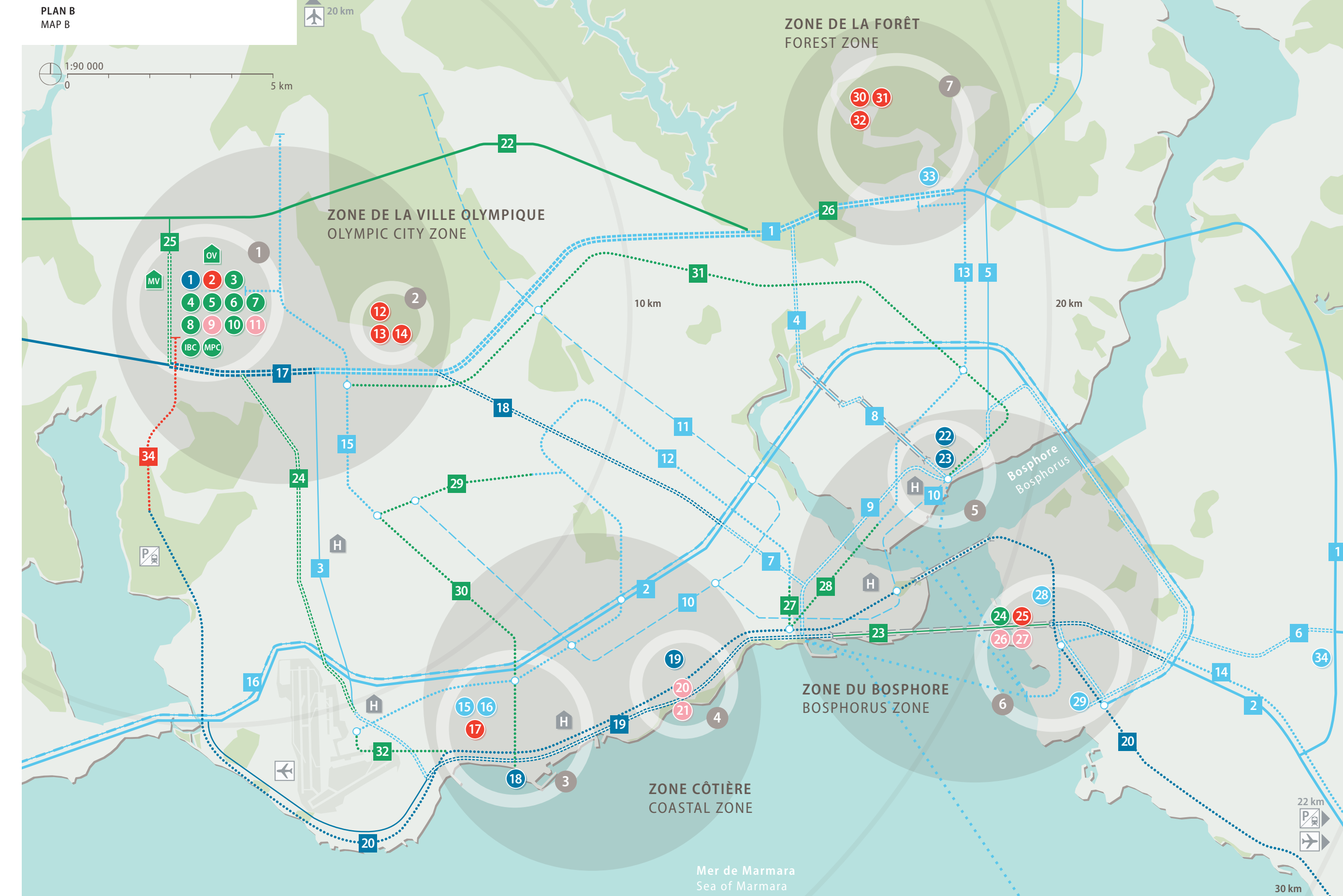
**ISTANBUL**

**TOKYO**

**MADRID**

	Nom du site Venue Name	Sports Sports
1 Noyau de la Ville olympique Olympic City Cluster	1 Stade olympique Atatürk Atatürk Olympic Stadium	Athlétisme (Courses et concours), Pentathlon moderne Athletics (Track and Field), Modern Pentathlon
	2 Arène nationale National Arena	Gymnastique Gymnastics
	3 Centre d'entraînement olympique, Hall 1 Olympic Training Centre Hall 1	Boxe Boxing
	4 Centre d'entraînement olympique, Hall 2 Olympic Training Centre Hall 2	Judo, Lutte Judo, Wrestling
	5 Centre d'entraînement olympique, Hall 3 Olympic Training Centre Hall 3	Badminton Badminton
	6 Centre d'entraînement olympique, Hall 4 Olympic Training Centre Hall 4	Tennis de table Table Tennis
	7 Centre olympique de hockey Olympic Hockey Centre	Hockey Hockey
	8 Centre olympique de tennis Olympic Tennis Centre	Tennis Tennis
	9 Centre olympique des sports aquatiques Olympic Aquatic Centre	Sports aquatiques (Natation, Natation synchronisée) Aquatics (Swimming, Synchronized Swimming)
2 Noyau d'Esenler Esenler Cluster	10 Stade olympique de plongeon Olympic Diving Stadium	Sports aquatiques (Plongeon) Aquatics (Diving)
	11 Stade olympique de water-polo Olympic Water Polo Stadium	Sports aquatiques (Water-polo) Aquatics (Water Polo)
3 Noyau d'Ataköy Ataköy Cluster	12 Centre national des sports équestres National Equestrian Centre	Sports équestres Equestrian
	13 Centre olympique de basketball Olympic Basketball Centre	Basketball Basketball
	14 Golf Club d'Esenler Esenler Golf Club	Golf Golf
	15 Dome d'Ataköy Ataköy Dome	Basketball Basketball
4 Noyau de la vieille ville Old City Cluster	16 Arène d'Ataköy Ataköy Arena	Escrime, Taekwondo Fencing, Taekwondo
	17 Vélodrome olympique Olympic Velodrome	Cyclisme (Piste) Cycling (Track)
	18 Marina d'Ataköy Ataköy Marina	Voile Sailing
	19 Arène de la Porte d'Or Golden Gate Arena	Handball Handball
5 Noyau de Taksim Taksim Cluster	20 Parc de la Porte d'Or Golden Gate Park	Athlétisme (Marche), Cyclisme (Route) Athletics (Race Walks), Cycling (Road)
	21 Marina de la Porte d'Or Golden Gate Marina	Sports aquatiques (Marathon), Triathlon Aquatics (Swimming Marathon), Triathlon
	22 Auditorium de la Vallée des congrès Congress Valley Auditorium	Haltérophilie Weightlifting
6 Noyau du Port Port Cluster	23 Stade İnönü İnönü Stadium	Rugby Rugby
	24 Stade du Bosphore Bosphorus Stadium	Cérémonies, Athlétisme (Marathon) Ceremonies, Athletics (Marathon)
	25 Centre d'aviron du Bosphore Bosphorus Rowing Centre	Canoë-Kayak (Course en ligne), Aviron Canoe-Kayak (Sprint), Rowing
	26 Parc de tir à l'arc du Bosphore Bosphorus Archery Park	Tir à l'arc Archery
	27 Centre de volleyball de plage du Bosphore Bosphorus Beach Volleyball Centre	Volleyball (Plage) Volleyball (Beach)
	28 Centre national de volleyball National Volleyball Centre	Volleyball Volleyball
	29 Stade de Kadıköy Kadıköy Stadium	Football Football
7 Noyau de la forêt de Belgrad Forest Cluster	30 Centre national de tir National Shooting Centre	Tir Shooting
	31 Parc de cyclisme de la forêt de Belgrad Belgrad Forest Cycle Park	Cyclisme (BMX), Cyclisme (VTT) Cycling (BMX), Cycling (Mountain Bike)
	32 Stade olympique d'eaux vives Olympic Whitewater Stadium	Canoë-Kayak (Slalom) Canoe-Kayak (Slalom)
	33 Stade de Seyrantepe Seyrantepe Stadium	Football Football
	Sites isolés Stand Alone Venues	34 Arène Ataşehir Ataşehir Arena
	35 Nouveau stade d'Ankara New Ankara Stadium	Football Football
	36 Nouveau stade de Bursa New Bursa Stadium	Football Football
	37 Nouveau stade d'Antalya New Antalya Stadium	Football Football

Type d'infrastructure Infrastructure Type	Type d'infrastructure de transport Transport Infrastructure Type
Infrastructure existante, pas de travaux permanents requis Existing infrastructure, no permanent works required	Réseau routier des Jeux dans les deux directions Games Route Network in both directions
Infrastructure existante, travaux permanents requis Existing infrastructure, permanent works required	Autoroutes Motorways
Infrastructure permanente prévue Planned permanent infrastructure	Réseau de principales artères urbaines Major Urban Arterial Network
Infrastructure permanente supplémentaire Additional permanent infrastructure	Méto Metro
Sites temporaires Temporary venues	Tramway Tram
Sites annexes Non-Competition Venues	Méto bus Metrobus
Village olympique et paralympique Olympic and Paralympic Village	Gare de correspondance Transfer Station
Village des médias Media Village	Aéroport Airport
Centre International de Radiodiffusion et Télévision (CIRTV) International Broadcast Centre (IBC)	Parc - relais (train) Park and Rail
Centre Principal de Presse (CPP) Main Press Centre (MPC)	Parc - relais (bus) Park and Ride
Sites en direct Live Sites	Tunnel Tunnel
Centre des Congrès et d'Exposition d'Istanbul Istanbul Convention and Exhibition Centre	Pont Bridge
Zones des principaux hôtels Main Hotel Areas	Trajets de ferries Ferry Routes
Zone Zone	Routes d'accès et périmètres Access Routes and Perimeters
Noyau Cluster	Périmètre sécurisé Secure Perimeter
	Périmètre du site Venue Perimeter
	Entrées réservées aux personnes accréditées Accredited Entries
	Routes d'accès réservées aux personnes accréditées Accredited Access Routes
	Entrées publiques Public Entries
	Routes d'accès public Public Access Routes
	Domaine commun Common Domain



## 8.6 Map B - Venue location and transport / Plan B - Emplacement des sites et transport

### HERITAGE ZONE / Zone Héritage

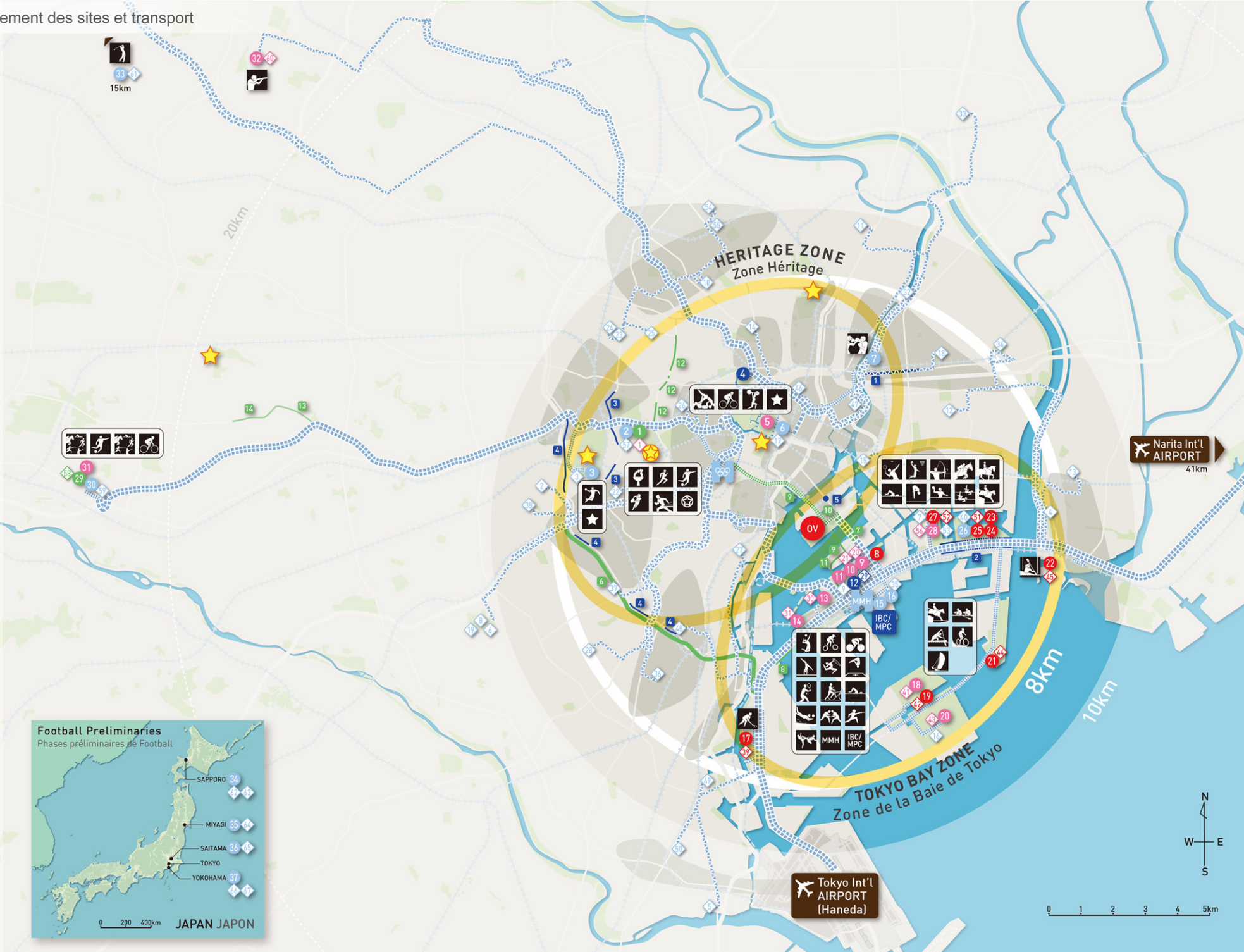
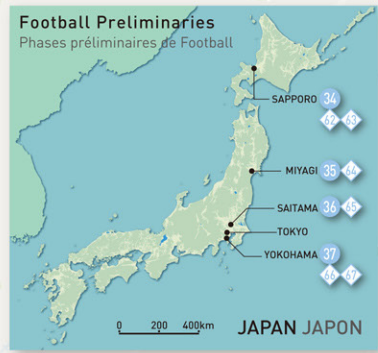
- |  |   |
|--|---|
| 1 Opening / Closing Ceremony<br>Cérémonies d'ouverture et de clôture | 3 Handball<br>Handball                                    |
| Athletics<br>Athlétisme  | 4 Judo<br>Judo  |
| Football<br>Football   | 5 Cycling (road : start)<br>Cyclisme (sur route : départ) |
| Rugby<br>Rugby   | 6 Weightlifting<br>Haltérophilie                          |
| 2 Table Tennis<br>Tennis de table                                    | 7 Boxing<br>Boxe  |

### TOKYO BAY ZONE / Zone de la Baie de Tokyo

- |  |   |
|--|---|
| 8 Volleyball<br>Volleyball   | 19 Rowing<br>Aviron   |
| 9 Cycling (BMX)<br>Cyclisme (BMX)  | 20 Canoe - kayak (sprint)<br>Canoe-kayak (course en ligne)                    |
| 10 Cycling (track)<br>Cyclisme (sur piste)                               | 21 Cycling (mountain bike)<br>Cyclisme (vélo tout terrain)                    |
| 11 Gymnastics (artistic)<br>Gymnastique (artistique)                     | 22 Sailing<br>Voile   |
| Gymnastics (rhythmic)<br>Gymnastique (rythmique)                         | 23 Canoe - kayak (slalom)<br>Canoe-kayak (slalom)                             |
| Gymnastics (trampoline)<br>Gymnastique (trampoline)                      | 24 Badminton<br>Badminton   |
| 12 Tennis<br>Tennis  | 25 Basketball<br>Basketball   |
| 13 Triathlon<br>Triathlon  | 26 Archery<br>Tir à l'arc   |
| Aquatics (marathon swimming)<br>Sports aquatiques (marathon de natation) | 27 Equestrian (jumping)<br>Sports équestres (saut d'obstacles)                |
| 14 Beach Volleyball<br>Volleyball de plage                               | Equestrian (dressage)<br>Sports équestres (dressage)                          |
| 15 Wrestling<br>Lutte  | Equestrian (eventing)<br>Sports équestres (concours complet)                  |
| 16 Fencing<br>Escrime  | 28 Aquatics (swimming)<br>Sports aquatiques (natation)                        |
| Taekwondo<br>Taekwondo   | Aquatics (diving)<br>Sports aquatiques (plongeon)                             |
| 17 Hockey<br>Hockey  | Aquatics (synchronised swimming)<br>Sports aquatiques (natation synchronisée) |
| 18 Equestrian (eventing)<br>Sports équestres (concours complet)          | Aquatics (water polo)<br>Sports aquatiques (water-polo)                       |

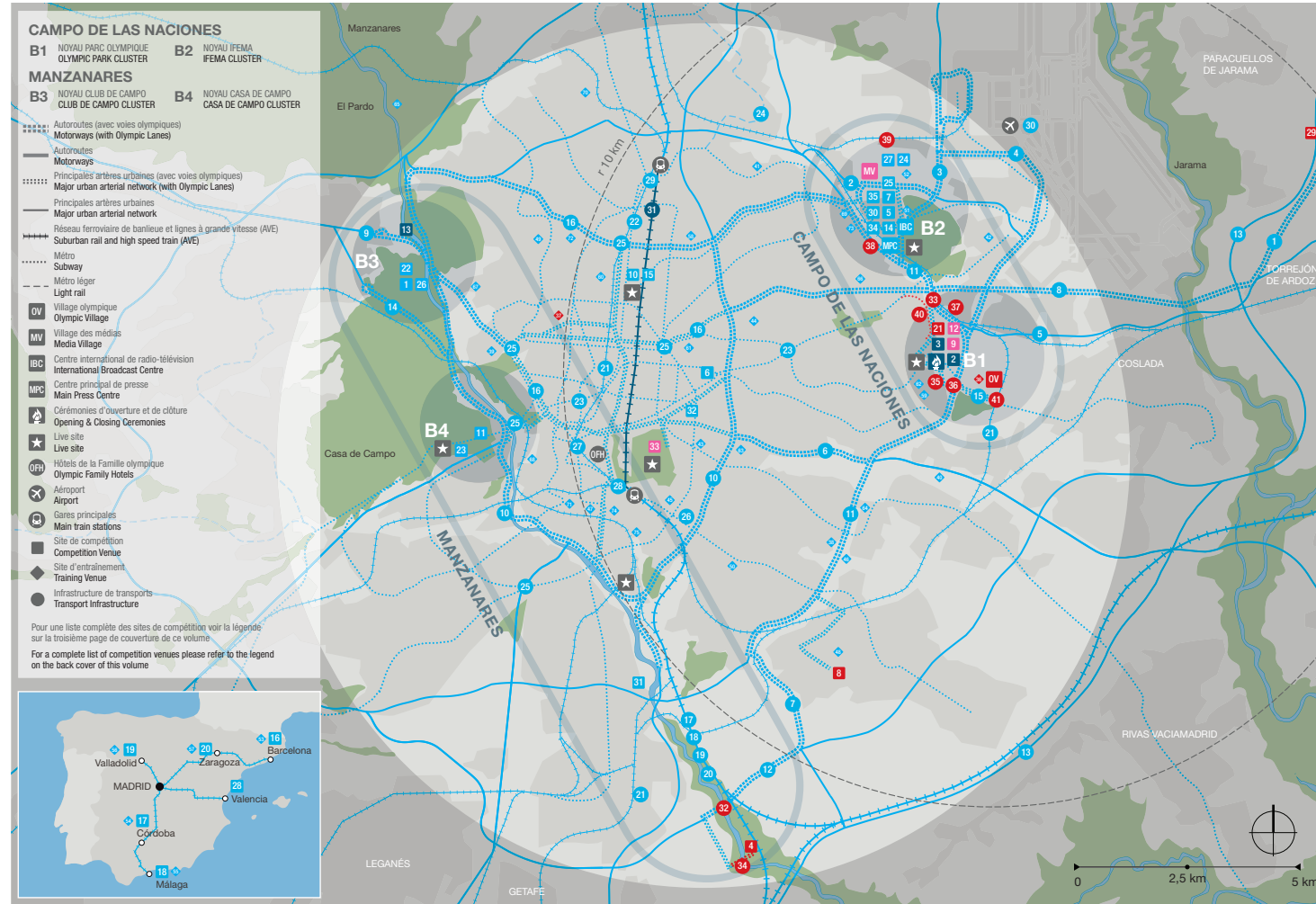
### OTHER VENUES / Autres Sites

- |   |                         |
|---|-------------------------|
| 29 Modern Pentathlon (fencing)<br>Pentathlon moderne (escrime)  | 33 Golf<br>Golf         |
| 30 Football<br>Football   | 34 Football<br>Football |
| Modern Pentathlon (swimming, riding, running, shooting)<br>Pentathlon moderne (natation, équitation, course, tir) | 35 Football<br>Football |
| 31 Cycling (road : finish)<br>Cyclisme (sur route : arrivée)  | 36 Football<br>Football |
| 32 Shooting<br>Tir  | 37 Football<br>Football |



Olympic Village Village olympique  Main Media Hotel Hôtel principal des médias	IOC Hotel Hôtel du CIO  International Broadcast Centre / Main Press Centre Centre international de radio et télévision / Centre principal de presse	Olympic Hospitality Site Site d'hospitalité olympique  Live site Site de retransmission en direct  Hotel Pool Pool d'hôtels	Olympic competition venue Site de compétition olympique  Transport "table 13.6" Transport « tableau 13.6 »  Training venue Site d'entraînement	<b>Road Network / Réseau routier</b> Motorway Autoroute Major urban arterial network Principale artère urbaine Olympic lane Voie olympique Olympic priority route Route olympique prioritaire	<b>Rail Lines / Lignes ferroviaires</b> Suburban rail Réseau ferroviaire de banlieue Subway Métro Light rail Trains légers	<b>Colour Coding / Code couleur</b> Existing, no permanent works required Existant, pas de constructions permanentes Existing, permanent works required Existant, constructions permanentes nécessaires Planned Prévu Additional Supplémentaire Temporary Temporaire
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**PLAN B EMPLACEMENT DES SITES ET INFRASTRUCTURES DE TRANSPORT – MAP B VENUE LOCATION AND TRANSPORT INFRASTRUCTURE**



**SITES DE COMPÉTITION ET NON COMPÉTITION / INFRASTRUCTURE DE TRANSPORTS  
 COMPETITION AND NON COMPETITION VENUES / TRANSPORT INFRASTRUCTURE**

- Site de compétition / Competition Venue
  - ◆ Site d'entraînement / Training Venue
  - Infrastructure de transports / Transport Infrastructure
  - EXISTANT, pas de constructions permanentes nécessaires / EXISTING, no permanent works required
  - EXISTANT, constructions permanentes nécessaires / EXISTING, works required
  - PRÉVUE / PLANNED
  - SUPPLÉMENTAIRE, permanent / ADDITIONAL, Permanent
  - SUPPLÉMENTAIRE, temporaire / ADDITIONAL, Temporary
- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>1 Tir à l'arc / Archery</li> <li>2 Athlétisme / Athletics</li> <li>3 Natation / Swimming</li> <li>4 Natation (marathon) / Swimming (Marathon)</li> <li>5 Badminton / Badminton</li> <li>6 Basket-ball / Basketball</li> <li>7 Boxe / Boxing</li> <li>8 Canoe-kayak (slalom) / Canoe-Kayak (Slalom)</li> <li>9 Cyclisme (sur piste) / Cycling (Track)</li> <li>10 Cyclisme (sur route) / Cycling (Road)</li> <li>11 Cyclisme (MTB) / Cycling (MTB)</li> <li>12 Cyclisme (BMX) / Cycling (BMX)</li> <li>13 Sports équestres / Equestrian</li> </ul> | <ul style="list-style-type: none"> <li>14 Escrime / Fencing</li> <li>15 Football Madrid (F) / Football Madrid (F)</li> <li>16 Football Barcelone (P) / Football Barcelona (P)</li> <li>17 Football Cordoue (P) / Football Cordoba (P)</li> <li>18 Football Malaga (P) / Football Malaga (P)</li> <li>19 Football Valladolid (P) / Football Valladolid (P)</li> <li>20 Football Saragosse (P) / Football Zaragoza (P)</li> <li>21 Gymnastique artistique / Artistic Gymnastics</li> <li>22 Gymnastique rythmique / Rhythmic Gymnastics</li> <li>23 Gymnastique trampoline / Trampoline</li> <li>24 Handball / Handball</li> <li>25 Judo / Judo</li> <li>26 Pentathlon moderne / Modern Pentathlon</li> <li>27 Rugby / Rugby</li> <li>28 Voile / Sailing</li> <li>29 Tir / Shooting</li> <li>30 Tennis de table / Table Tennis</li> <li>31 Tennis / Tennis</li> <li>32 Volleyball (en salle) / Volleyball (indoor)</li> <li>33 Volleyball (de plage) / Volleyball (beach)</li> <li>34 Haltérophilie / Weightlifting</li> <li>35 Lutte / Wrestling</li> </ul> | <ul style="list-style-type: none"> <li>1 M-115 accès au centre de tir de Paracuellos / M-115 Access road to Paracuellos Shooting Centre</li> <li>2 M-11 accès à l'aéroport depuis Calle 30 / M-11 Access road to airport from Calle 30</li> <li>3 M-12 accès à l'aéroport depuis M40/A-1 / M-12 Access road to airport from M-40/A-1</li> <li>4 M-13/M-14/M-22 accès à l'aéroport depuis A-2 et M-40 / M-13/M-14/M-22 Access roads to airport from A-2 and M-40</li> <li>5 M-21 doublement A-2 (M-40/M-50) / M-21 Access road in addition to A-2 (M-40/M-50)</li> <li>6 M-23/AP Radiale - 3 autoroute / M-23/Radial access road - 3 highways</li> <li>7 M-31 axe sud-est M-40/M-50 / M-31 Southeast access road M-40/M-50</li> <li>8 A-2 Autoroute du nord-est / A-2 Northeast motorway</li> <li>9 A-6 Autoroute du nord-ouest / A-6 Northwest motorway</li> <li>10 Calle 30 Voie de contournement / Calle 30 Ring road</li> <li>11 M-40 Voie de contournement / M-40 Ring road</li> <li>12 M-45 rocade sud-est (A-2/M-40) / M-45 Southeast access road (A-2/M-40)</li> <li>13 M-50 Voie de contournement / M-50 Ring road</li> <li>14 Autoroute M-500 Castilla (A-6/Calle 30) / M-500 Castilla motorway (A-6/Calle 30)</li> <li>15 Autoroute M-201 double accès / M-201 duplicate motorway for access to Olympic Village</li> <li>16 Réseau urbain / Urban network</li> <li>17 AVE Madrid - Saragosse - Barcelone / AVE Madrid - Zaragoza - Barcelona</li> <li>18 AVE Madrid - Cordoue - Malaga / AVE Madrid - Cordoba - Malaga</li> <li>19 AVE Madrid - Valence / AVE Madrid - Valencia</li> <li>20 AVE Madrid - Valladolid / AVE Madrid - Valladolid</li> <li>21 Réseau ferroviaire de Madrid (12 lignes) / Intercity trains Madrid (12 lines)</li> <li>22 2 tunnels de liaison Atocha - Chamartin / 2 connecting tunnels Atocha - Chamartin</li> <li>23 Métro de Madrid (14 lignes) / Madrid Metro (14 lines)</li> <li>24 Réseau de métro léger (3 lignes) / Madrid light rail network (3 lines)</li> <li>25 5 échangeurs / 5 interchange stations</li> <li>26 Échangeurs de bus zone sud / South bus interchange station</li> <li>27 Station à Sol / Station in Sol</li> <li>28 Gare AVE d'Atocha et réseau ferroviaire de banlieue / Atocha train station AVE and suburban railway</li> <li>29 Gare AVE Chamartin et réseau ferroviaire de banlieue / Chamartin train station AVE and suburban railway</li> <li>30 Madrid - Aéroport de Barajas / Madrid - Barajas Airport</li> <li>31 Tunnel de liaison entre les gares d'Atocha et Chamartin / Connecting tunnel between train stations of Atocha and Chamartin</li> <li>32 Pont M-45 - centre de régates / M-45 Bridge - Madrid/Getafe Regatta Centre</li> <li>33 Liaison nord entre anneau olympique et IFEMA / North connection between Olympic Ring and IFEMA</li> <li>34 Accès au centre de régates / Access to Madrid/Getafe Regatta Centre</li> <li>35 Liaison sud entre anneau olympique et l'avenue Arcenales / South connection between Olympic Ring and Arcenales Avenue</li> <li>36 Liaison voie de contournement / M-40 entre Village olympique et anneau olympique / Connection M-40 Highway between Olympic Village and Olympic ring</li> <li>37 Nouvelle gare « Paseo Olímpico » / New « Paseo Olímpico » station</li> <li>38 Nouvelle gare « Recintos FERIALES » / New « Recintos FERIALES » station</li> <li>39 Nouvelle gare « Valdebebas » / New « Valdebebas » station</li> <li>40 Prolongement de la ligne 5 avec station « Centro acústico » / Extension of line 5 with station «Centro Acústico»</li> <li>41 Nouvelle station de métro « Villa Olímpica » / New subway station «Villa Olímpica»</li> </ul> |
|--|--|--|