INTERNATIONAL
OLYMPIC
COMMITTEE

GAMES OF THE XXXI OLYMPIAD
2016 WORKING GROUP REPORT

LAUSANNE, 14 MARCH 2008

This Report is to be presented to the IOC Executive Board in June 2008

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Introduction

Introduction

Applicant Cities

The Games of the XXXI Olympiad will be celebrated in 2016. Seven cities ("Applicant Cities") have applied to become Candidate Cities to host the 2016 Olympic Games. In the order of drawing of lots carried out by the International Olympic Committee (IOC) Executive Board on 12 December 2007, the 2016 Applicant Cities are:

CHICAGO (USA)	BAKU (AZE)
PRAGUE (CZE)	DOHA (QAT)
TOKYO (JPN)	MADRID (ESP)
RIO DE JANEIRO (BRA)	

Acceptance of Candidate Cities

In accordance with Rule 34 of the Olympic Charter and its Bye-law:

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

For the 2016 procedure, the IOC Executive Board will decide which Applicant Cities shall be accepted as Candidate Cities on 4 June 2008, in Athens, Greece.

Executive Board instructions

The IOC Executive Board has instructed the IOC administration to:

- Prepare and send to all Applicant Cities and their NOCs the Candidature Acceptance Procedure and Questionnaire;
- Review all answers and other related information received from the Applicant Cities;
- Establish, for the attention of the IOC Executive Board, a technical report assessing the potential of each Applicant City – including its country – to organise successful Olympic Games in 2016.

It will be up to the IOC Executive Board to determine which cities shall be accepted as Candidate Cities. The purpose of the Working Group report is to assist the IOC Executive Board in making its decision.

Introduction, Continued

Services provided to Applicant Cities

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

- An information seminar held in Lausanne from 15 – 19 October 2007. The aim of the seminar was to brief the cities on IOC requirements and to assist them in understanding the scope, complexity and cost of organising the Olympic Games;
- Access to the IOC's Olympic Games Knowledge Management database which contains detailed information and statistics on previous editions of the Olympic Games, including the Olympic Games Technical Manuals.

The quality of the Application Files reflects the benefits of these services.

Working Group

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

Mr Simon BALDERSTONE	IOC Environment advisor Member of the IOC Evaluation Commission (2008, 2012 and 2014)
Ms Jacqueline BARRETT	IOC Head of Bid City Relations
Professor Philippe BOVY	IOC Transport advisor since the Sydney 2000 Olympic Games Retired Professor of transportation, Swiss Federal Institute of Technology, Lausanne Member of the IOC Evaluation Commission (2012 and 2014) Member of the IOC Candidature Acceptance Working Groups (2008 – 2014)

Introduction, Continued

Mr Christophe DUBI	IOC Sports Director
Mr Bob ELPHINSTON	President of the International Basketball Federation Former Secretary General of the Australian Olympic Committee Inc. General Manager of Sport, Organising Committee for the Sydney 2000 Olympic Games Member of the IOC Evaluation Commission (2008, 2012 and 2014) Member of the IOC Candidature Acceptance Working Group (2010 - 2014)
Mr Gilbert FELLI	IOC Olympic Games Executive Director
Mr Jean-Benoît GAUTHIER	IOC Technology Director
Lord Colin MOYNIHAN	President of the British Olympic Association Olympic silver medallist in rowing (1980)
Mr Alexander POPOV	Four-time Olympic champion and five-time silver medallist (1992, 1996 and 2000) IOC Member Member of the IOC Athletes' Commission
Mr Andrew RYAN	Director, Association of Summer Olympic International Federations (ASOIF)

Introduction, Continued

Mr Peter RYAN	IOC Security advisor Former Commissioner of Police and Commander of Games Security, Sydney 2000 Olympic Games Security advisor for the Athens, Turin and Beijing Olympic Games Organising Committees Member of the IOC Candidature Acceptance Working Groups (2012 and 2014)
Mr Thierry SPRUNGER	IOC Director of Finance and Administration
Mr Etienne THOBOIS	Olympian, Badminton 1996 Chief Executive Officer, IRB Rugby World Cup (2007) Planning and Sports Director, Paris 2012 Olympic Bid Committee Finance and Public Services Director, IAAF World Championships (2003)

Independence

The Working Group has verified that none of the above-mentioned persons have been commissioned by any Applicant City. Their studies and reports have been carried out and submitted in full independence.

Applicant City responses

All seven Applicant Cities replied to the IOC's questionnaire by the deadline set by the IOC (14 January 2008).

All Working Group members received the documentation provided by each Applicant City.

Working Group Meeting

The Working Group met in Lausanne from 11 to 14 March 2008.

Following presentations made by experts and IOC Directors, the Working Group assessed the Applicant Cities on the basis of a number of technical assessment criteria. Weightings, varying between 1 and 5 (5 being the highest), were attributed by the Working Group to each criterion as follows:

Introduction, Continued

Working Group Meeting (continued)

		Weighting
1.	Government support, legal issues and public opinion (including compliance with the Olympic Charter and the World Anti-Doping Code*)	2
2.	General infrastructure	5
3.	Sports venues	4
4.	Olympic Village(s)	3
5.	Environmental conditions and impact	2
6.	Accommodation	5
7.	Transport concept	3
8.	Safety and security	3
9.	Experience from past sports events	2
10.	Finance	3
11.	Overall project and legacy	3

* The Working Group has commented on the Applicant Cities' compliance with the World Anti-Doping Code, but not assigned grades.

The value given to a weighting is a combination of two factors: 1) it reflects the level of information requested of the Applicant Cities at this stage of the bid process; 2) it reflects the potential of achieving the level required for the organisation of the Olympic Games in the seven years' preparation time.

In line with the above, the Working Group's task has been to assess current conditions in each Applicant City and country and to determine the potential of each city and its country to organise successful Olympic Games in 2016, given the time and resources available.

The Working Group has based its analysis on the information provided by the Applicant Cities, the reports provided by external experts and their own expertise.

Introduction, Continued

Working Group Meeting (continued)

The Working Group has also taken into consideration the main objectives and recommendations of the Olympic Games Study Commission where these refer to Olympic Games' planning. The Applicant Cities were made aware of the work of the IOC Games Study Commission, and its impact on the 2016 Olympic Games was discussed with the cities during the seminar hosted by the IOC in October 2007. The objective of the Games Study Commission was to make recommendations whereby the cost, complexity and size of the Olympic Games can be controlled, while recognising that the Olympic Games must remain the foremost and most successful sporting event in the world. The Games Study Commission noted that plans (including choice of venue location, capacity, construction, overlay and operations) have a major impact on the cost of any Olympic Games. Insufficient planning or consideration during the bid phase can have a major impact on the cost and complexity of organising the Olympic Games.

Methods of analysis

Decision Matrix

When the two-phase candidature procedure was introduced, the IOC Executive Board considered that the assessment of Applicant Cities should be supported by a software decision-making programme.

"Decision Matrix" was selected from a number of options to assist with the assessment of the 2008 Applicant Cities, based on its experience with projects of a similar nature.

Decision Matrix was formed in 1983 for the purpose of developing decision software catering to large and very specific decision-making processes in organisations. Decision Matrix are experts in the development of decision models in the area of human resources, purchasing and acquisitions, strategic planning, restructuring of companies and technology forecasting. The Decision Matrix software programme uses graphic user interfaces to display results in an easily interpretable fashion. The foremost users of these programmes are large corporations in North America and Europe, government agencies and NATO panels for the optimisation of new military hardware and strategies.

In consultation with the IOC, Decision Matrix developed the "OlympLogic" decision model – based on an already proven decision model "OptionLogic" – which computes the best option amongst a number of contenders. The OlympLogic programme enables an assessment of the Applicant Cities on the basis of a number of IOC-specific criteria.

This software was also successfully used by the IOC in the assessment of the 2010, 2012 and 2014 Applicant Cities, as well as in the assessment of the bidding cities for the 2010 Youth Olympic Games.

Mathematical background

Real life decisions are often based on incomplete information and subjective criteria to describe the situational parameters at hand and their inexact numerical estimates. This is also the case for the selection of future Candidate Cities. Thus, it is imperative to use so-called "fuzzy logic" since the assessment criteria concerning, for example, future plans and financing, are inherently uncertain. OlympLogic caters to this uncertainty and permits the user to input "fuzzy" grades for subjective criteria, criteria for which information is incomplete, or criteria for which only estimates can be given.

Methods of analysis, Continued

Mathematical background (continued)

A "fuzzy" number is given as an interval, comprising a minimum and maximum grade. The more uncertain a criterion's grade, the wider the span between the minimum and maximum grade. For example, the concept of the Olympic Village of one city may be rated as 6.0 to 9.0 on a scale of 10, while another city might obtain the specific number of 6.0 where the minimum and maximum numbers are identical. Clearly, in the case of the latter city, the assessor was absolutely certain in the judgement of the concept as described by that city, with all Village components given a medium rating. In contrast, the former city proposed an Olympic Village with some elements of medium value while others were excellent.

Most traditional decision models such as the widely used Average Weighted Sum cannot be used for the IOC's assessment of Applicant Cities as these methods may mask some weak grades with strong grades when combining them to an average. The result could be misleading since the combined average of a city may be acceptable while there exists a hidden unacceptable weakness in a criterion grade.

OlympLogic overcomes this problem by using the entropy principle which simultaneously involves computing the respective performance of Applicant Cities for all criteria in relation to one another. The result is that the entropy considers the volatility, turbulence, or unevenness of the grades, thus preventing the masking of weak grades and leading to more accurate results.

The entropy principle was formulated by H.L.F. von Helmholtz, a German physicist in 1847 and is the underlying basis by which the universe functions. In OlympLogic, the entropy principle is employed to measure the turbulence of the scores an evaluator gives to the criteria for assessing Applicant Cities. For example, if there are a number of criteria by which an Applicant City is evaluated and if the grades fluctuate widely between 1 and 10, the turbulence is high and thus there is a high degree of uncertainty in this Applicant City. In other words, the entropy is a measure of trust in the capability of an Applicant City to host the Olympic Games in question.

Evaluation procedure

OlympLogic requires a number of steps to evaluate Applicant Cities:

Step	Action
1	Create a list of criteria to describe the potential of a city to host the 2016 Olympic Games.
2	Assign a weighting factor to each criterion, as all criteria do not carry the same importance.
3	Set the IOC benchmark. This benchmark constitutes the IOC's minimum desirable grade. The Working Group set the IOC benchmark at 6.
4	Assess each Applicant City on each criterion.

Assessment

Results

The Working Group's assessment of each of the seven 2016 Applicant Cities according to the 11 technical criteria established by the IOC Executive Board follows.

The results are given both textually and graphically. The texts comprise a brief introduction to the Working Group's approach to each criterion and an explanation as to how and why the relevant grades were awarded to each of the seven cities.

The charts appear at the end of the report and show, for each criterion, the position of each Applicant City. "Fuzzy" grades produce "fuzzy" results expressed by performance bars of varying length. A long performance bar indicates that the underlying grades of a particular city were very "fuzzy".

Final results

There are three basic interpretations of the final results:

- The entire performance bar lies above the IOC benchmark. Such a city is proposed by the Working Group as a Candidate City for the 2016 Olympic Games.
- The entire performance bar lies below the IOC benchmark. In this respect, the Working Group feels that such city does not have the capability to host the 2016 Olympic Games.
- Part of a performance bar lies above the IOC benchmark, while the rest of the bar is below. The interpretation of such a scenario is as follows: if the plans of the Applicant City were to be fully realised, the city could be considered capable of organising the 2016 Olympic Games and thus could be recommended as a Candidate City. If, on the other hand, this were not the case, the city would effectively represent an element of risk, potentially operating at the lower end of the performance bar and thus lacking the capability to host the 2016 Olympic Games.

Glossary

The following table gives a list of all specific terminology used in this report:

<table>
<tr><th>Term</th><th>Definition</th></tr>
<tr><td>Benchmark</td><td>Minimum required grade (on a scale of 0 to 10).
The Working Group set the benchmark at 6.</td></tr>
<tr><td>Feasibility</td><td>Probability of a project being achieved in the proposed timeframe, taking into account financing, political issues, time, location, speed of growth of the city/region and post-Olympic use.
Feasibility = risk.
A factor (value of 0.1 to 1.0) applicable to the grades can penalise the project to which it is attributed.</td></tr>
<tr><td colspan="2">
<table>
<tr><th>0.1</th><th>0.2</th><th>0.3</th><th>0.4</th><th>0.5</th><th>0.6</th><th>0.7</th><th>0.8</th><th>0.9</th><th>1.0</th></tr>
<tr><td>Unfeasible</td><td colspan="3">Low probability</td><td colspan="2">Moderate probability</td><td colspan="3">High probability</td><td>Feasible</td></tr>
</table>
</td></tr>
<tr><td>Fuzzy</td><td>Attribute of a value used to characterise a grade, result or number in the format of an interval comprising a minimum and maximum grade, result or number.</td></tr>
<tr><td>Grade</td><td>Value (on a scale of 0 to 10) attributed by the Working Group to the main and sub-criteria for each Applicant City, reflecting the assessment of the Working Group (quality, number, location, concept, etc.)</td></tr>
<tr><td colspan="2">
<table>
<tr><th>0</th><th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th></tr>
<tr><td colspan="11">Unsatisfactory ◄- - - - - - - - - - - - - - -► Average ◄- - - - - - - - - - - - - - -► Satisfactory</td></tr>
</table>
</td></tr>
<tr><td>Main criteria</td><td>Criteria defined in relation to the IOC’s questionnaire to Applicant Cities and on which the assessment of cities is based. The Working Group has attributed a grade of 0 to 10 to each criterion</td></tr>
<tr><td>Sub-criteria</td><td>Sub-division of a criterion assigned by the Working Group in order to facilitate the assessment.</td></tr>
<tr><td>Weighting</td><td>Importance given by the Working Group to a main or sub-criterion in relation to other criteria or sub-criteria.
A weighting with a value of 1 to 5 is given to each main criterion.</td></tr>
</table>

1 → Government support, legal issues and public opinion

(including compliance with the Olympic Charter and World Anti-Doping Code)

Weighting = 2

Government support, legal issues and public opinion

Introduction

Under this topic, cities were required to provide covenants and guarantees showing support from the appropriate levels of government for their respective bids and their governments' commitment to respect the Olympic Charter. The capacity of these governments to fulfil their covenant and guarantees was also considered.

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

An assessment was made of the legal framework in each of the Applicant Cities' countries in relation to sport and to any legal obstacles that might give rise to difficulties in organising the Olympic Games in 2016.

The Applicant Cities were asked to identify the laws or other means in place in their respective countries to combat doping in sport, and whether the relevant authorities in their countries were in compliance with the World Anti-Doping Code. The governments of all cities that become Candidate Cities will be required to ratify and adopt the UNESCO International Convention against doping in sport prior to the election of the 2016 Host City.

With regard to public opinion, the Working Group used data provided by Sports Marketing Surveys* in a research study conducted for the IOC. Each of the Applicant Cities also provided its own polling results. The mark given by the Working Group reflects the total support for the bid taken from the IOC poll (e.g. 85% support = a mark of 8.5).

**The IOC commissioned independent opinion polls in each Applicant City from Sports Marketing Surveys. Similar polls were conducted for the IOC for the 2008, 2010, 2012 and 2014 bid processes.*

Government support, legal issues and public opinion, Continued

Introduction (continued)

The following covenant and guarantees were requested:

- A covenant from the government of the country guaranteeing respect of the Olympic Charter, that all measures will be taken to ensure that the city fulfils its obligations completely, and that all accredited persons enjoy free access to and free movement around the host country on the basis of a passport (or equivalent document) and the Olympic identity and accreditation card;
- A guarantee from the NOC and Applicant City authorities that each will respect and comply with all obligations set out in the Olympic Charter;
- A statement from the national tourist board regarding the accommodation rating system used in the country (this issue is dealt with under "Accommodation");
- A guarantee from the NOC and Applicant City to enter into a Joint Marketing Programme Agreement to the entire satisfaction of the IOC.

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

The Working Group assessed the cities on the basis of the following sub-criteria and weightings:

a)	**Government support and commitment**	**70%**
b)	**Olympic Charter, legal aspects and anti-doping measures / WADA compliance**	**15%**
c)	**Public opinion**	**15%**

Government support, legal issues and public opinion, Continued

CHICAGO

Chicago 2016 bid committee board members include Olympians and Paralympians, as well as representatives of the NOC, the City of Chicago and of the business, non profit and cultural communities.

The four guarantees requested have been provided. However, with regard to the Government guarantee, the wording provided does not fully conform to the IOC required text. This would need to be clarified should Chicago become a Candidate City.

Chicago's bid has the support of all levels of government. At federal level, the President of the United States has formally guaranteed government support. Given that Presidential elections are to be held in November 2008, confirmation of the Government's support would need to be provided by the successful candidate. At regional and city level, commitments have been made to support the bid.

Additionally, the bid committee will need to enter into a Joint Marketing Programme Agreement which fully meets the requirements of the IOC.

The Chicago bid states that there are no legal obstacles to organising and hosting the Olympic Games.

The Federal Government's adoption of the UNESCO International Convention against Doping in Sport is currently pending. Chicago 2016 is optimistic that the treaty will be ratified in 2008.

An opinion poll commissioned by the bid committee shows 76% support in Chicago and 93% support nationally. The IOC poll shows 74% support for the bid in Chicago and the surrounding municipal areas.

CHICAGO				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
6	8	6	8	7.4

Government support, legal issues and public opinion, Continued

PRAGUE

Prague 2016 bid committee board members include the Mayor of Prague, the IOC member in the country, NOC representatives, Olympians, leading figures from the business community, politicians, sports administrators, experts and media representatives.

The Government has adopted a guarantee by which it assumes the obligations required by the IOC. The City of Prague is fully supportive of the bid.

Although the four guarantees requested have been provided, the Working Group expressed concern about the degree of government support and uncertainty as to whether the cabinet was prepared to pledge any financial guarantees for the project in the future.

The Prague bid states that there are no legal obstacles to organising and hosting the Olympic Games. Although no referendum is required, a petition for a referendum, brought forward by the "Municipalities Against Tax Discrimination" group was considered by the Working Group.

An opinion poll commissioned by the bid committee shows 50% support nationally. No information is provided on the level of support in Prague. The IOC poll shows 31% support for the bid in Prague and the surrounding municipal areas.

PRAGUE				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
4	7	7	9	3.1

Government support, legal issues and public opinion, Continued

TOKYO

The Tokyo 2016 bid committee includes IOC members in the country, representatives of the NOC and NPC, the Tokyo Metropolitan Government, athletes and members of the sports and business community. The Prime Minister of Japan is the patron of the bid.

Tokyo's bid has the full support of all levels of government although one opposition party has expressed concern about the bid. The Government approved the bid and has provided the relevant guarantee. The six bodies representing the nation's regional governments and councils unanimously adopted a resolution to support the bid, as have Tokyo's neighbouring prefecture and cities. The Tokyo Metropolitan Assembly passed a resolution calling on Tokyo to host the Olympic and Paralympic Games.

The four guarantees requested have been provided.

The Tokyo bid states that there are no legal obstacles to organising and hosting the Olympic Games.

An opinion poll commissioned by the bid committee shows 60% support in Tokyo and 62% support nationally. The IOC poll shows 59% support for the bid in Tokyo and the surrounding municipal areas.

TOKYO				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
7	9	8	9	5.9

Government support, legal issues and public opinion, Continued

RIO DE JANEIRO

Rio de Janeiro's 2016 application is presented jointly by the NOC, and the three relevant levels of government in Brazil – Federal, State and City.

The bid committee is under the leadership of an Honorary Council comprising the President of the Federative Republic of Brazil, the Governor of the State of Rio de Janeiro, the Mayor of the City of Rio, IOC members in the country and the President of the NPC. The Executive Board is chaired by the NOC President. It is composed of the most senior representatives of the three levels of government empowered to make commitments.

The four guarantees requested have been provided. The President of Brazil, the Governor of the State of Rio and the Mayor of the City of Rio have signed the guarantees and covenants required by the IOC, as well as some additional undertakings.

The Rio 2016 bid reports that there are no legal obstacles to organising and hosting the Olympic Games.

An opinion poll commissioned by the bid committee shows 78% support in the City and the State of Rio de Janeiro and 60% support nationally. The IOC's poll shows 77% support in Rio and the surrounding municipal areas.

RIO DE JANEIRO				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
7	9	8	9	7.7

Government support, legal issues and public opinion, Continued

BAKU

On the initiative of the President of the Republic of Azerbaijan – who is also the NOC President – the bid committee was formed by the NOC and the City of Baku. The highest level of the bid committee, the bid supervisory board, comprises the First Vice-Prime Minister of the Republic of Azerbaijan, the Mayor of the City of Baku and Ministers or agency heads of the government. There is a steering group at executive level, composed of the Ministry of Youth and Sports, the Vice-President of the NOC, the Mayor of the City of Baku and the NPC President.

The bid states that the project is supported by the national, regional and local governments.

The four guarantees requested have been provided.

The bid states that the laws of the Republic of Azerbaijan and the City of Baku do not contain any legal obstacles to the organisation of the Olympic Games.

An opinion poll commissioned by the bid committee shows 92% support for the bid nationally. No specific information is given at city level. The IOC poll shows 86% support for the bid in Baku and the surrounding municipal areas.

BAKU				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
5	7	6	8	8.6

Government support, legal issues and public opinion, Continued

DOHA

The Doha 2016 bid committee has been appointed by the IOC Member in the country who is also the Crown Prince and NOC President. The Board of Directors comprises NOC and Paralympic representatives, Government and National Agency representatives, athletes, sports representatives and other prominent individuals.

The bid states that the Doha 2016 bid committee enjoys the full and unconditional support of the Amir of Qatar and all members of the government.

The four requested guarantees have been provided, as well as some additional undertakings.

The Doha bid states that there are no legal obstacles to organising and hosting the Olympic Games. The Working Group notes that Qatar intends to ensure full compliance with rule 53 of the Olympic Charter which authorizes entry into Qatar for all persons in possession of the Olympic identity and accreditation card and a valid passport.

The necessary measures would have to be taken to ensure that foreign staff working for the Olympic Games would have the required access in and out of the country.

An opinion poll commissioned by the bid committee shows 86% support for the bid in the city of Doha and surrounding region. The IOC poll shows 78% support for the bid in Doha and the surrounding municipal areas.

DOHA				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
7	9	6	8	7.8

Government support, legal issues and public opinion, Continued

MADRID

The Bid Committee will be composed of representatives from a range of stakeholders including Madrid City Council, the NOC and NPC, the National Government of Spain, the Regional Government, the IOC members in the country and other bodies and institutions representing Spanish society.

The bid has the formal support at all levels of government – national, regional and municipal. Formal support has also been expressed from a number of organisations from the sports and business communities.

The four guarantees requested have been provided.

The Madrid 2016 bid states that there are no legal obstacles to organising and hosting the Olympic Games.

An opinion poll commissioned by the bid committee shows 89% support for the bid nationally and 87% for the City of Madrid. The IOC poll shows 90% support in Madrid and the surrounding municipal areas.

MADRID				
Government support & commitment		Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Minimum	Maximum	
7	9	8	9	9.0

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Government support, legal issues and public opinion":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	6.2	7.9
PRAGUE	4.3	6.7
TOKYO	7.0	8.5
RIO DE JANEIRO	7.3	8.8
BAKU	5.7	7.4
DOHA	7.0	8.7
MADRID	7.5	9.0

2 → General infrastructure

Weighting = 5

General infrastructure

Introduction

The Olympic Games are the largest sports event in the world and the most complex in terms of infrastructure, logistics and operations, involving approximately 300 individual competitions, four to eight million spectators, over 30 competition venues and numerous training venues. In addition, there are between 150,000 and 200,000 accredited persons, including the workforce, travelling to and from competition and non-competition venues.

With regard to transport, there is an additional traffic flow of between 1.5 million and 2 million journeys per day. A high capacity road and public transport system is required for the city to be able to cope with the specific demands of the Olympic Games, as traffic loads and public transport needs place additional pressure on everyday metropolitan demands.

This assessment takes into account transport infrastructure and the city's airport(s), as well as the International Broadcast Centre (IBC) and Main Press Centre (MPC). The considerable time and investment required to develop major infrastructure, as well as their integration into a city's long-term development plans, have also been considered. (Competition venues and the Olympic Village(s) are dealt with under separate sections.)

Population figures mentioned have been sourced from the information provided by the Applicant Cities.

The following sub-criteria and weighting factors have been used:

a)	**Transport infrastructure**	**85%**
b)	**Airport**	**5%**
c)	**IBC/MPC**	**10%**

General infrastructure, Continued

Introduction (continued)

Transport Infrastructure

For transport infrastructure, two sub-criteria have been assessed, using the following weightings:

- existing transport infrastructure – magnitude and performance 60%
- planned and additional general transport infrastructure 40%

With regard to the latter, a feasibility factor of between 0.1 and 1.0 has been attributed reflecting the Working Group's judgement of the feasibility of a city completing the infrastructure in time for the 2016 Olympic Games (i.e. risk factor, including financing).

Airport

The weighting is related directly to current and projected capacities (passengers and cargo) of a city's airport(s) to cope with specific Games-time demands, as well as road and rail links to the city.

IBC/MPC

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

General infrastructure, Continued

CHICAGO

The Chicago metropolitan area has a population of 8.0 million which is expected to grow approximately 8% by 2016.

Transport Infrastructure

Chicago presents itself as one of the world's major transportation hubs. Each day five million vehicles utilise the region's 6,117 km of motorways and urban arterials. Its extensive 957 km rail network and bus system has a relatively low traffic volume of 1.6 million passengers per day.

The Chicago Application File states that the city expects to spend USD 27 billion on motorway and transit projects by 2016. However, the Working Group found that this figure was not consistent with the existing, planned and additional transport infrastructure project figures listed in the Application File (total amount of USD 2.7 billion).

In general, venues along Michigan Lakefront appear to be well connected to the major coastal motorway (Lake Shore Drive) but are not in close proximity to rail lines and stations. The Working Group had difficulty in identifying the location of transport projects and therefore assessing the coherence between transport projects and the Olympic Games concept.

A clear description of the principles of venue accessibility, for the Olympic Family, spectators, volunteers and workforce was not provided.

Airport

Chicago has two airports serving the city. The main airport is O'Hare International which has sufficient capacity to accommodate the additional traffic engendered by the Olympic Games. Current and proposed improvements will enhance the capacity of the airport and improve transport links with the city.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

Chicago proposes to house the IBC and MPC in an existing conference centre, (McCormick Place) close to a number of competition venues and the Olympic Village. Eleven sports competitions would also take place at McCormick Place. The venue has the space and facilities to support this large and complex operation. As McCormick Place is reported to be the world's third largest convention centre, clarification would be required concerning the period available for IBC/MPC fit-out should Chicago become a Candidate City.

CHICAGO								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
6	8	5	7	0.8	8.5	9.5	7	9

General infrastructure, Continued

PRAGUE

The City of Prague has a population of 1.2 million which is expected to grow approximately 4% by 2016.

Transport Infrastructure

In relation to the size of the population, Prague has a very significant transport development programme (USD 21 billion) to be in place by 2016 irrespective of the Olympic Games. USD 13.6 billion of this ambitious transport programme relates to road and motorway systems. Prague's diversified public transport system (metro, trams, buses and suburban trains) currently carries around 3.2 million passengers per day. A USD 5.2 billion development programme is on-going to extend the subway by 18 km and improve the tramway system.

There appears to be little coherence between the general Olympic venue concept and the improvements to the transport service obtained by such a huge investment. Games venues are significantly dispersed throughout Prague, indicating the lack of a well thought-out Games plan. Such dispersement would adversely affect transport efficiency.

The Working Group believes that the timeframe to construct, test and operate all these transport systems by 2016 could be a major challenge.

Airport

The current capacity of Prague's main airport is considered to be insufficient to accommodate Olympic Games traffic, although proposed improvements to runways and passenger terminals will substantially improve capacity. There is also concern about the transportation links to the city (currently by bus only). A new fast rail link and metro extension are proposed and these upgrades would be critical to the success of Games' operations.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

New facilities, yet to be built, are proposed for the IBC and MPC. Whilst the proposed location appears to be good, insufficient basic information has been provided (e.g. size) and it is unclear whether the facilities would share joint support facilities or be stand-alone.

PRAGUE								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
4	6	7	9	0.6	6	7.5	4	7

General infrastructure, Continued

TOKYO

The City of Tokyo has a population of 12.8 million which is expected to grow approximately 2% by 2016.

Transport Infrastructure

Tokyo, one of the biggest metropolitan areas in the world, is served by an extremely dense and efficient rail system. With 1,035 km of rail lines, Tokyo's network carries 23 million passengers per day.

The Olympic Games proposal is based on a two-zone concept within an 8 km radius. All proposed venues in the Heritage Zone are served by Tokyo's existing transport system. The Tokyo Bay Zone would be served partly by new transport infrastructures. Major Olympic traffic generators such as the Olympic Village, the IBC/MPC and the Olympic Stadium are located at the intersection of the two zones with a high accessibility potential. Other clusters, including many 1964 Tokyo Olympic Games venues, are served by numerous stations on various subways lines.

Investments to improve the transport system amount to USD 9.2 billion, of which USD 2.3 billion is for infrastructure serving the Tokyo Bay Zone. All transport projects listed in the Application File form part of "Tokyo's Big Change - The 10 Year Plan" which is to be implemented irrespective of the Olympic Games. No additional transport projects would be required to host the 2016 Olympic Games.

Airport

Tokyo is served by two high-capacity international airports (Narita International Airport and Tokyo International Airport) which have sufficient capacity to accommodate the additional traffic engendered by the Olympic Games. Existing transportation links with Tokyo are considered to be good, and travel times will be significantly enhanced when the proposed new high-speed rail link to Narita airport is completed.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The concept for the IBC and MPC is good and the proposed location for this facility is very convenient for Olympic Games venues. However, insufficient detail was provided as to how the 23 hectare site would be utilized and estimates of the size for each venue were not provided.

TOKYO								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
8	9.5	8	9	0.9	8.5	9.5	6	8.5

General infrastructure, Continued

RIO DE JANEIRO Rio de Janeiro (metropolitan area) has a population of 11.5 million which is expected to grow approximately 3% by 2016.

Transport Infrastructure

The topographical situation of Rio de Janeiro is a major challenge for transport systems. To overcome these challenges, Rio's concept is based on four zones with fairly strong transport systems. To better link three of the four zones, Rio proposes the construction of 100 km of Bus Rapid Transit (BRT) corridors. The fourth link, Copacabana-City centre-Maracana-Deodoro, would be served by improved metro and suburban rail.

Out of a total transport investment of USD 2.6 billion, USD 2.1 billion is budgeted for general transport developments, including three BRT lines. Approximately USD 500 million is allocated for two additional Olympic BRT corridors. Based on proven Brazilian transport innovation and developments, the proposed extensive BRT system would provide an efficient answer to Olympic Games transport requirements. However, the provision of an adequate number of high capacity buses would have to be guaranteed.

Airport

With ever-increasing air traffic, the existing Antonio Carlos Jobim international airport serving Rio de Janeiro would currently not be able to cope with the additional traffic engendered by the Olympic Games. However, proposed improvements to runways and passenger terminals will improve capacity. Existing and proposed transport links with the city of Rio were considered to be inadequate and in need of improvement.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The location of the IBC/MPC is considered to be good and overall the proposals meet with the standards required. Transport routes to some venues may prove problematic.

RIO DE JANEIRO								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
5	7	7	9	0.8	5	7.5	6	8

General infrastructure, Continued

BAKU

The City of Baku has a population of 2.0 million which is expected to grow approximately 9% by 2016.

Transport Infrastructure

Baku's rather limited transport system, both road and rail, is planned to be extensively improved by 2016.

Baku's public transport system carries 1.7 million passengers per day, 65% by bus and 35% by subway. To improve capacity USD 1.4 billion is targeted to double the subway system by 35 km. A new rail connection and improved rail links to the airport are also planned.

This very ambitious transport development programme should provide access to the coast, the location of the majority of Olympic Games venues and related facilities. As such, Baku's transport and urban development proposals appear quite coherent. The Working Group nevertheless feels that the delivery of these extensive and inter-dependent projects by 2016 could represent a significant challenge.

Airport

The capacity of the main airport serving Baku would have to be significantly increased to meet Olympic Games requirements. Current plans listed in the Application File to increase passenger capacity would appear to be insufficient to meet Games-time demands.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The concept and location for the IBC and MPC close to many Olympic venues and Games-time activities was considered to be good. However, insufficient details were provided with regard to the proposed size and layout of facilities.

BAKU								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
4	6	6	8	0.5	4	7	5	8

General infrastructure, Continued

DOHA

Doha has a population of approximately one million which is expected to grow 140% by 2016.

Transport Infrastructure

To respond to the rapidly expanding population, Doha has constructed a modern and extensive road and motorway system. This programme is on-going with over 100 km of multi-lane motorways, including an eight-lane, 45 km Doha Bay tunnel crossing, to connect the new airport south of the city to fast developing areas to the north, to be in place by 2016.

A simple bus system created for the 2006 Asian Games will be complemented by a new four-line 85 km advanced metro system. Ground transport development costs amount to approximately USD 10.6 billion (56% for motorways and 44% for the new metro system).

Olympic Games precincts and clusters are located in such a way as to take full advantage of both the road system and the new subway network.

In addition to the Olympic Games, the projected population expansion (140%) of Doha represents a significant challenge in terms of the provision of services and infrastructure, including transport infrastructure.

Airport

Doha is currently building a new, high-capacity airport close to the city that will be capable of meeting Olympic Games requirements. The existing and proposed road network would provide quick access to the City of Doha and the proposed light rail link would provide an additional rapid means of transport for passengers.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The concept for the IBC and MPC is good and, overall, the proposals meet with the standards required.

DOHA								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
6	8	6	9	0.7	8	9	6.5	8.5

General infrastructure, Continued

MADRID

Madrid (metropolitan area) has a population of 6.2 million which is expected to grow by approximately 8% by 2016.

Transport Infrastructure

Madrid has a well-developed motorway (200 km), subway and suburban rail (750 km) and a four-line high speed rail system. Combined public transport systems carry approximately 3.8 million passengers per day.

Almost all proposed Olympic venues are located within a 10 km radius comprising 2 precincts and a relatively long River Zone, well served by high capacity transport systems. 70 km of additional motorways and 60 km of new rail lines are planned between now and 2016.

Total transport development costs amounting to USD 8.7 billion are to be invested irrespective of the bid.

Airport

Madrid is well served by Barajas International Airport which has the capacity to accommodate Olympic Games traffic. Transportation links between the airport and Madrid are rapid and efficient.

International Broadcast Centre (IBC) / Main Press Centre (MPC)

The IBC and MPC would be accommodated in two new halls to be constructed in the large and conveniently located IFEMA Exhibition Centre. Clarification would be required concerning the period available for IBC/MPC fit-out should Madrid become a Candidate City.

MADRID								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
8	9	8.5	9.5	0.9	8.5	9.5	8	9

General infrastructure, Continued

Telecom-munications

The IOC Candidature Acceptance Procedure for Applicant Cities does not include questions on telecommunications. It was considered that replying to detailed questions in this area in Phase I would require Applicant Cities to undertake in-depth studies which should rather be dealt with by Candidate Cities in Phase II. For this reason, no specific grades have been assigned to telecommunications.

Nevertheless, telecommunications is an important component of the general infrastructure necessary to organise Olympic Games. Therefore, the IOC has commissioned the Audiovisual and Telecommunications Institute (IDATE) to provide a background report on the telecommunications situation in each of the countries of the Applicant Cities. The report deals with matters such as regulation, fixed and mobile telephony, data network and Internet, international telecom and TV network. It also takes into account the level of telecommunications infrastructure and services development in the Applicant Cities and in the region where the 2016 Olympic Games would take place. The period of time between this assessment and the hosting of the 2016 Olympic Games, a very long time for a dynamic and rapidly changing industry, naturally gives rise to some uncertainties.

The IDATE report indicates that the seven Applicant Cities can be divided into the following categories:

Cities/countries which already offer a very good level of general telecom infrastructure and service availability to support the 2016 Olympic Games.	Chicago Tokyo Madrid
Cities/countries which appear to offer a satisfactory level of development with modernisation plans underway that would support the 2016 Olympic Games.	Prague Rio de Janeiro Doha
Cities/countries for which the level of telecommunication platforms and services is less advanced and would require clear planning and commitment to develop all necessary telecom aspects to support the organisation of the 2016 Olympic Games.	Baku*

* If Baku is selected as a Candidate City, the city will have to provide all necessary information including a development plan and the relevant guarantees to ensure that the telecommunications infrastructure will be able to support the organisation of the 2016 Olympic Games.

General infrastructure, Continued

Summary table The following table lists the grades attributed to each Applicant City for the criterion "General infrastructure":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	5.5	7.4
PRAGUE	4.2	6.0
TOKYO	7.6	8.9
RIO DE JANEIRO	5.3	7.2
BAKU	3.8	5.6
DOHA	5.5	7.5
MADRID	7.9	8.9

3 → Sports venues

Weighting = 4

Sports venues

Introduction

The Working Group assessed the sports venues and sports concept taking into account the following sub-criteria and weighting factors:

a) Existing venues **35%**

The use and adequacy of existing venues, including plans for venue upgrading.

b) Planned and additional venues **35%**

Planned – New venues currently under construction or planned to be constructed, irrespective of the Olympic Games.

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

Sub-criterion b) was balanced by a feasibility factor based on the potential of completing the project in terms of time, cost and quality to meet Olympic Games requirements and post-Games legacy.

c) Olympic Games sports concept/legacy **30%**

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

Sports venues, Continued

Introduction (continued)

Terminology note:
The IOC technical manuals use the following terms:

- **Precinct:** A number (more than one) of venues or facilities in close geographical proximity within a secure perimeter.
- **Cluster:** A number (more than one) of venues and facilities in close geographical proximity, which do not require a secure perimeter.
- **Competition venue:** A site of primary importance, operated by the OCOG, located within a secure perimeter.

In line with IOC venue capacity guidelines, the Working Group agreed that the benchmark venue requirements (which the Applicant Cities were made aware of) should be as follows:

SPORT/DISCIPLINE		IOC STANDARD	NO. VENUES
Archery		4,000	1
Athletics/Ceremonies		60,000	1 *A
Badminton		5,000	1 *B
Basketball	Preliminaries	8,000	1
	Finals	15,000	
Boxing		6,000	1
Canoe Kayak Flatwater		10,000	1 *C
Canoe Kayak Slalom		8,000	1
Cycling Track		5,000	1
Cycling BMX		5,000	1
Cycling Mountain Bike		2,000	1
Cycling Road		1,000	0
Equestrian Jumping/ Dressage		12,000	1
Equestrian Cross Country		0	
Fencing		4,000	1
Football	Preliminaries	20,000	4
	Preliminaries	20,000	
	Preliminaries	20,000	
	Preliminaries	20,000	
	Finals	50,000	*A
Gymnastics Artistic / Trampoline		12,000	1

Sports venues, Continued

SPORT/DISCIPLINE		IOC STANDARD	NO. VENUES
Gymnastics Rhythmic		5,000	*B
Handball	Preliminaries	6,000	1
	Finals	10,000	
Hockey		10,000	1
Judo		8,000	1 *E
Modern Pentathlon	Shooting / fencing	3,000	*B
	Swimming	12,000	*F
	Ride/run	10,000	0
Rowing		12,000	*C
Sailing		0	1
Shooting		3,000	1
Swimming		12,000	1 *F
Synchronised swimming		5,000	*F
Diving		5,000	*F
Water Polo		5,000	1
Table Tennis		5,000	1 *H
Taekwondo		5,000	*H
Tennis	Centre court	10,000	1
	Court 1	5,000	
	Court 2	3,000	
Triathlon		2,500	1
Volleyball		15,000	1
Volleyball Beach		12,000	1
Weightlifting		5,000	1
Wrestling		8,000	*E
		TOTAL NUMBER:	**30**

* refers to possible sharing of a venue e.g. *A shares with *A, *B shares with *B, and so on.

Note:

1. In order to have a valid comparison of sports venues, the percentage of existing, planned and additional facilities (permanent and temporary) was calculated for each city. Note: Percentages may not add up to 100% due to rounding.
2. Road courses are not included in the venue count, except triathlon.
3. A venue providing multiple halls for different indoor sports was counted separately by each hall/sport.
4. A venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. rowing/canoe-kayak flat water/marathon swimming).
5. Football venues were counted to a maximum of four preliminary venues plus the Applicant City Olympic Stadium/Finals venue where listed.
6. One hockey venue may include two fields.

Sports venues, Continued

CHICAGO

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
14	0	1	5	10	30
47%	0%	3%	17%	33%	

Chicago proposes four zones, primarily on a north/south axis on the shores of Lake Michigan, in and around the city of Chicago:

- the Central City cluster: 10 venues/18 sports
- the North Zone: 3 venues/4 sports
- the West Zone: 3 venues/5 sports
- the South Zone: 2 venues/2 sports, including the Olympic Stadium

21 sports/disciplines are located within 10 km of the Olympic Village.

Four major additional venues require private funding and a fifth (the aquatics centre) seeks public/private funding. The construction budgets appear low and may warrant review.

Chicago's venue plans are aimed at creating a new centre for Olympic and Paralympic sport and youth education. The plan gives priority to the use of existing facilities and an appropriate fiscal, social and environmental legacy.

CHICAGO						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	7.5	6	7	0.9	6	8

Sports venues, Continued

PRAGUE

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
5	12	8	1	6	32
16%	38%	25%	3%	19%	

Prague proposes two clusters:

- Prague Olympic Park: 6 venues/10 sports
- Sports Centre SK Slavia: 2 venues/3 sports

with the remaining sports spread across the city in stand-alone venues.

32 sports/disciplines are located within 10km of the Olympic Village.

The concentration of venues on the edge of the historical old town (a popular tourist area) could present some operational challenges.

The significant construction programme requiring substantial private funding will be a major task, as will the planned one-year construction timetable for the 60,000 seat Olympic Stadium, which will be very difficult to achieve.

The venues have been planned as part of the Strategic Development Plan for the City of Prague, with an emphasis on inspiring and catering for increased youth participation in sport.

PRAGUE						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	7	5	7	0.6	6	8

Sports venues, Continued

TOKYO

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
17	5	0	5	5	32
53%	16%	0	16%	16%	

Tokyo proposes a compact city based plan with:

- the Sea Forest precinct: 3 venues/5 sports
- the Dream Island cluster: 4 venues/6 sports
- the Musubi cluster: 5 venues/8 sports
- the Yoyogi cluster: 4 venues/6 sports
- the Palace cluster: 2 venues/4 sports

23 sports/disciplines are located within 10 km of the Olympic Village.

With 22 existing venues, the construction programme is not demanding.

Several of the venues built for the 1964 Olympic Games will be renovated providing an on-going legacy from these Games.

Newly constructed facilities on the Tokyo Bay waterfront combined with existing convention/exhibition facilities and the legacy of the 1964 Olympic Games, contribute significantly to “Tokyo’s Big Change – The 10 Year Plan”.

TOKYO						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	8.5	7	9	0.95	7	9

Sports venues, Continued

RIO DE JANEIRO

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
8	10	8	4	3	33
24%	30%	24%	12%	9%	

Rio de Janeiro proposes four zones, spread across the extended city:

- Barra - Rio Olympic Park precinct: 10 sports; Rio Centro precinct: 6 sports
- Deodoro - X-Park precinct: 7 venues/7 sports
- Maracana cluster: 4 venues/4 sports
- Copacabana Beach cluster: 2 venues/3 sports

20 sports/disciplines are located within 10 km of the Olympic Village.

In addition to the investment made in sports infrastructure for the 2007 Pan-American Games, a further 12 venues are to be constructed from 2009 to 2015. This would have to be managed in terms of cost, time and resources.

A sound legacy plan has been developed through the creation of the National Olympic Training Centre catering for up to 20 sports post-Games, and the X-Park, an adventure sports park for high performance training and community participation, in close proximity to densely populated areas.

RIO DE JANEIRO						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	7.5	6.5	8	0.85	6	8

Sports venues, Continued

BAKU

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
1	6	9	7	8	31
3%	19%	29%	23%	26%	

Baku proposes a very compact venue plan based on:

- the Olympic Park precinct: 12 venues/15 sports
- the Corniche cluster: 6 venues/6 sports
- Baku City, with 9 stand-alone venues (11 sports) near the city centre.

31 sports/disciplines are located within 10 km of the Olympic Village.

The Olympic Park precinct of 15 sports, together with the Olympic Village, IBC, MPC and the Media Village, are all located in an area of less than 3 km^2 and may thus present significant operational challenges.

With a lack of facilities meeting international standards, Baku faces a very challenging and intense construction programme in the period 2009-2015, as 16 new venues need to be built and 6 existing venues upgraded. All venues are to be publicly funded.

The development of the Olympic Park, from the remediation of the Bibi-Heybat Oil Field and the new sports venues would create a major sports legacy for the city and the nation.

BAKU						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
3	5	3	7	0.6	5	8

Sports venues, Continued

DOHA

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
19	2	3	2	5	31
61%	6%	10%	6%	16%	

Doha, based on the 2006 Asian Games experience, proposes a city-centric venue plan for all sports, using five precincts and a cluster:

- Doha Olympic Park: 7 venues/9 sports
- Qatar Club: 4 venues/4 sports
- Al-Gharaffa Club: 4 venues/4 sports
- Al Rayyan Club: 2 venues/3 sports
- Lusail: 3 venues/3 sports
- West Bay Lagoon cluster: 2 venues/3 sports

20 sports/disciplines are located within 10km of the Olympic Village.

Given the small number (five) of new venues to be constructed and the use of five temporary venues, the construction plan is achievable, with all work publicly funded.

Doha seeks to provide a lasting legacy for young men and women throughout the Arab-speaking world to participate in sport and to promote the vision of Qatar as an academic, sports and major tourist centre of the Middle East.

Particular attention would need to be given to promoting the Games both nationally and internationally and to spectator attendance to ensure the best possible athlete experience.

DOHA						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	8.5	7	9	0.9	7	8

Sports venues, Continued

MADRID

Existing venues		Planned	Additional	Temporary	Total No.
No permanent work required	Permanent work required		Bid Dependant		
17	6	4	6	1	34
50%	18%	12%	18%	3%	

Madrid proposes a venue plan based on using 23 existing venues:

- Olympic Park precinct: 5 venues/5 sports
- IFEMA precinct: 7 venues/8 sports
- River Zone, which includes 2 clusters of venues at the Casa de Campo (4 sports) and the Club de Campo (2 sports)

20 sports/disciplines are located within 10 km of the Olympic Village.

The use of separate venues for rowing and canoe kayak flat water warrants review given the additional operational costs incurred for the Olympic Games and in legacy mode.

With ten venues to be built, the construction programme is achievable and is primarily public funded.

The sports legacy is based on encouraging increased participation in sport and physical activity in all communities, regardless of age or ethnicity.

MADRID						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	8	9	0.95	8	9

Sports venues, Continued

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Sports venues":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	5.8	7.2
PRAGUE	5.0	6.3
TOKYO	6.9	8.7
RIO DE JANEIRO	5.8	7.4
BAKU	3.2	5.6
DOHA	6.8	8.2
MADRID	7.9	8.8

4 → Olympic Village(s)

Weighting = 3

Olympic Village(s)

Introduction

In evaluating the Olympic Village(s) criterion, the Working Group assessed the cities on the basis of the three following sub-criteria and weightings:

a) Location **40%**

Travel distances to competition venues, excluding the venues for football preliminaries and sailing when outside the Host City

b) Concept **40%**

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

The Village concept was assigned a feasibility factor, based on the likelihood of the proposed projects being completed

c) Legacy **20%**

- Post-Games use
- Financing

The Olympic Village is one of the most important venues, and as the heart of the Games for the athletes, the location vis-à-vis the competition venues is of the utmost importance. At this stage of the bid process, very general information is required. In phase two, Candidate Cities will need to demonstrate their understanding of the very complex issues with regard to the scope and size of such a project, from the perspective of both Games operations and legacy.

The majority of cities have shown a good understanding of Olympic Village requirements, including legacy.

Olympic Village(s), Continued

CHICAGO

A one village lakefront location concept is proposed with 16,800 beds consisting of new, accessible residential buildings built on a 42.5 hectare site. The building types are not specified.

The average travel distance from the Olympic Village to the competition venues would be 14 km, excluding the venues for the football preliminaries. Equestrian and modern pentathlon would be 84 km from the Olympic Village, with shooting 90 km away. No additional village/accommodation has been proposed for these athletes, contrary to IOC requirements.

The Olympic Village would be financed by a public-private partnership and post-Games would be converted to affordable, moderate and market rate housing.

CHICAGO						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	6	9	0.9	8	9

PRAGUE

The Olympic Village would be new university style accommodation, to be built in the historic centre of Prague, occupying a 32 hectare site with 16,000 beds. The location may present some operational challenges with regard to traffic, transport and security.

The average travel distance between the Olympic Village and the competition venues would be 12 km.

A second Olympic Village at Lipno is proposed for sailing, 209 km from the Olympic Village. The rowing, flat water canoe-kayak, marathon swimming (56 km) and shooting (87 km) venues would be over one hour away from the Olympic Village. Contrary to IOC requirements, there is no proposal for an additional village/accommodation for these athletes.

The village would be financed from a combination of municipal government and private sector funds. Post-Games use would be student campus accommodation with some accommodation converted to luxury residential dwellings.

PRAGUE						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	8	4	7	0.8	8	9

Olympic Village(s), Continued

TOKYO

Tokyo proposes a waterfront Olympic Village which would be central to all venues with 17,000 beds.

The average travel distance between the Olympic Village and the competition venues would be 9 km, excluding the venues for the football preliminaries.

The Olympic Village would consist of new residential buildings on 31 hectares of land owned by the city. The maximum height of accommodation for the athletes would be nine storeys.

The Olympic Village would be financed by the private sector as part of a large-scale sustainable redevelopment project. Post-Games the Village would become a new residential area.

TOKYO						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8.5	9.5	7	9	0.9	8	9.5

RIO DE JANEIRO

The Olympic Village would be located on the shores of a lagoon and would consist of a new, accessible apartment-style complex with 17,500 beds.

The average travel distance between the Olympic Village and the competition venues, excluding the possible venues for the football preliminaries, would be 20 km.

The Olympic Village would be funded by a joint public-private partnership following the model used for the 2007 Pan-American Games.

Post-Games, the village would provide new apartment style residential accommodation in the fastest growing area of the city.

RIO DE JANEIRO						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	6	8	0.85	8	9

Olympic Village(s), Continued

BAKU

The Olympic Village would be new, low-rise apartment style accommodation (maximum four storeys) built on a 77 hectare waterfront site, centrally located to the venues, with 16,500 beds.

The average travel distance between the Olympic Village and the competition venues, excluding the venues for the football preliminaries, would be 6 km.

Construction would be funded as a joint public-private venture as part of an overall redevelopment and rehabilitation project, part of Baku's strategic housing policy.

Post-Games, the village would become a new residential area.

BAKU						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8.5	9.5	6	8	0.75	8	9.5

DOHA

A centrally located Olympic Village is proposed occupying a 67 hectare site with 18,000 beds in four to six storey buildings. There are plans to accommodate additional officials in a 16 storey hotel in the village.

The average travel distance from the Olympic Village to the competition venues would be 11 km.

The finance and construction of the village has been guaranteed by a private company and the construction would follow high sustainability standards.

Post-Games, the village would become new housing area.

DOHA						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	7	9	0.9	8	9

Olympic Village(s), Continued

MADRID

The Olympic Village would consist of new residential buildings (four to six storeys) and would be adjacent to the Olympic Park. An additional Olympic Village is planned in Valencia for sailing (350 km from the main Olympic Village). The number of beds is not specified for either village.

The Olympic Park would be within walking distance of the Olympic Village. The River Zone venues would be approximately 15 km from the Olympic Village. The average travel distance between the Olympic Village and the sports venues would be 12 km (excluding venues for football preliminaries and sailing).

Construction would meet high sustainability standards and the project would be financed by private and public investments.

Post-Games, the village would be converted into state subsidized housing around the sports facilities of the Olympic Park. Part of the village would be developed as a sports university.

MADRID						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	7	9	0.9	8.5	9.5

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Olympic Village(s)":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	7.0	8.6
PRAGUE	4.9	7.2
TOKYO	7.5	8.9
RIO DE JANEIRO	6.0	7.7
BAKU	6.8	8.1
DOHA	6.9	8.6
MADRID	7.4	8.7

5 → Environmental conditions and impact

Weighting = 2

Environmental conditions and impact

Introduction

The environmental assessment reflects each city's current general environmental conditions and the various impacts the hosting of the Olympic Games would have on each city.

As such, it should be noted that the legacy of a city hosting the Olympic Games – an important element of Olympic Games environment and sustainability – is taken into consideration in other sections of this report as it is relevant to several criteria assessed by the Working Group.

Within the criterion of Environmental Conditions and Impact, the following sub-criteria and weighting percentages were used:

a) Current environmental conditions **40%**

This assessment is based on existing conditions, including meteorological information provided by the Applicant Cities.

b) Environmental impact **60%**

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

Environmental conditions and impact, Continued

CHICAGO

Overall, Chicago has reasonable environmental conditions, with many distinctive and innovative environmental programmes in place. For instance, even though the USA has not ratified the Kyoto Protocol, the City of Chicago has a commitment to achieve reductions in greenhouse gas emissions in line with the Protocol. Air quality remains a challenge, with occurrences of high levels of pollution.

Meteorological conditions are reasonable during the proposed Games-time.

Chicago is committed to having carbon-neutral Games, and environmental legacies would include the introduction of sustainable technologies. There is a strong emphasis on the use of existing and temporary venues to lessen impact and increase sustainability. However, the role of public transport in a Chicago Games is unclear.

Environmental permits and reviews are required by law at every level of government, and initial Environmental Impact Assessments (EIAs) have been completed for all proposed competition venue sites, the Olympic Village and the IBC/MPC.

CHICAGO			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6	8	6	8

PRAGUE

Environmental conditions in Prague are generally reasonable, with a city Strategic Plan in place involving several long-term measures, including an integrated public transport system and the rehabilitation of former industrial areas. Air quality is improving, but remains a challenge, with regular high levels of pollution.

Meteorological conditions would generally be reasonable during the proposed Games-time, but the average incidence of rain would be relatively high, with falls, however, quite light on average.

There are no detailed specific Olympic environmental programmes in the Application, although the rehabilitation of degraded areas is planned, including the site of the Olympic Village. Prague would bring forward the introduction of some environmental projects if it was awarded the Olympic Games.

Construction is subject to laws equivalent to or stricter than EU legislation, and Environmental Impact Assessment procedures and Strategic Environmental Assessments exist for projects, concepts and plans.

PRAGUE			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6	8	5	7

Environmental conditions and impact, Continued

TOKYO

Environmental conditions in Tokyo are generally good. Green zones have expanded and strong wastewater recycling, emission controls and public transport systems are in place. Air quality is acceptable.

Meteorological conditions during the proposed Games-time would be reasonable.

Tokyo plans an Olympic "carbon-minus" (reduced emissions) programme involving new technology and renewable energy plans, and will mainly use existing or temporary venues to reduce environmental impact. It will also implement further water purification measures and use zero or low-emission vehicles.

Venues were selected taking into account an initial environmental and sustainable development study and Tokyo would undertake initial Environmental Impact Assessments (EIAs) should Tokyo become a Candidate City. EIAs are required for large-scale projects in Japan.

TOKYO			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
7	8.5	8	9

RIO DE JANEIRO

In Rio de Janeiro, several new environmental programmes are in place – including new remediation works, investment in energy efficiency, sanitation systems and low-emission fuels, and improved public transport systems. In addition, enforcement of regulations is improving, leading to better conditions. However, challenges remain in regard to air and water quality, waste management and land encroachment. Rio de Janeiro still has regularly high levels of air pollution.

Meteorological conditions during the proposed Games-time would be acceptable.

Rio plans to introduce a broad Sustainability Plan centred on a 2016 Games. A programme to improve water quality in waterways in the city would be undertaken, and there would be green procurement, construction and operational guidelines. The Games would be a catalyst for the acceleration of current and planned environmental programmes. The use of existing venues would lessen impact.

Environmental Impact Statements (EISs) are required by law prior to construction.

RIO DE JANEIRO			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
5	7	6	8

Environmental conditions and impact, Continued

BAKU

Although programmes are now being put in place to make improvements, the current environmental conditions of Baku are poor, as reflected in the Application File. There has been severe degradation of the Caspian Sea, and significant water and soil pollution in the past. Levels of air pollution appear to be high, although information in the Application was not specific in this regard.

As regards meteorological conditions during the proposed Games-time, average wind strengths and temperatures are very high (e.g. 36°c at 3 p.m.).

Programmes to improve water quality in the Caspian Sea, introduce vehicle emission controls and adjust environmental regulations are now underway and a sustainability strategy is being developed.

Baku aims to use the Olympic Games as a catalyst for much stronger environmental protection measures and to lead to major urban rehabilitation, with the centrepiece being the rehabilitation of the badly polluted 465 hectare Bibi-Heybad oilfield, where the Olympic Park precinct is planned.

There are no formal Environmental Impact Assessment (EIA) processes in Azerbaijan outside of the oil industry, but the Application states than an "Integrated Development Plan" is being carried out for the Bibi-Heybad Oilfield and that Environmental Impact Statements would be carried out during the relevant planning stages of the Olympic Games.

BAKU			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
3	4.5	5	7

DOHA

Environmental conditions in Doha are generally good, with substantial investment having taken place in waste water treatment and solid waste disposal. There are major on-going projects for water conservation and by 2016 all new construction in Qatar will be required to use a percentage of power from alternative energy sources. Air quality is acceptable.

Doha proposes holding the Olympic Games from 15 to 30 October which is outside of the period specified by the IOC (15 July to 31 August). Meteorological conditions during the period proposed by Doha would be acceptable.

Doha would conduct an international sustainable-design competition to ensure innovative environmental technology in the construction of venues, villages and the IBC/MPC. Doha also plans to use the Olympic Games to showcase new technologies in waste water reclamation, water conservation and renewable resources.

Approximately 70% of the proposed venues already exist, limiting environmental impact.

All new Olympic venues are undergoing Environmental Impact Assessments (EIAs) as all construction in Qatar is subject to EIAs prior to construction.

Environmental conditions and impact, Continued

DOHA			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
7	8.5	6	8

MADRID

Overall, environmental conditions in Madrid are good, with a comprehensive set of sustainability strategies and environmental protection measures in place and an urban renewal programme underway. Parks cover a significant portion of the city. More than 80% of public buses will run on alternative energy by 2010. Air quality in Madrid is acceptable.

Meteorological conditions during the proposed Games-time would be reasonable.

A focus of the Application is the rehabilitation of major areas of Madrid, with Olympic infrastructure contributing to the regeneration of the environment and urban regeneration programmes accelerated for a 2016 Games. Large areas would be made available for green space for sport, leisure and recreation. Environment and sustainability would be one of five legacy themes. The impact of new venues on the environment would be minimised by environmental design and use of technology.

Environmental Impact Assessments (EIAs) are compulsory under Spanish and EU laws, and a strategic environmental evaluation would be carried out on all Olympic venues, including studies of carbon footprint minimisation.

MADRID			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6.5	8.5	8	9

Environmental conditions and impact, Continued

Summary table The following table lists the grades attributed to each Applicant City for the criterion "Environmental conditions and impact":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	6.0	8.0
PRAGUE	5.4	7.4
TOKYO	7.6	8.8
RIO DE JANEIRO	5.6	7.6
BAKU	4.2	6.0
DOHA	6.4	8.2
MADRID	7.4	8.8

6 → Accommodation

Weighting = 5

Accommodation

Introduction

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

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

In evaluating the accommodation criterion, the two following sub-criteria and weightings were taken into account.

a) Number of rooms (80%)

The assessment took into consideration the following accommodation:

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

For hotel rooms and/or media village(s) and/or other types of accommodation which do not exist today but would be required to host the 2016 Olympic Games, a feasibility factor was introduced representing the Working Group's belief that plans would be fully implemented.

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

Cities were graded as follows: the IOC's benchmark of 40,000 rooms was measured against the number of existing and planned rooms (as mentioned above) multiplied by a feasibility factor for planned accommodation. For example, if the number of qualified rooms is 40,000, the city's grade is 6.

Accommodation, Continued

Introduction (continued)

b) Accommodation concept (20%)

The assessment took into consideration the following aspects:

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

CHICAGO

The number of existing hotel rooms (75,062) largely exceeds the IOC benchmark.

Media would be accommodated in hotel rooms. For those seeking lower cost accommodation, the bid has identified 1,550 university campus rooms (out of the estimated 19,500 rooms for the media).

Rates (provided by Smith Travel Research, the leading US provider of hotel information and data) are reasonable. Should Chicago become a Candidate City, these would need to be formally secured.

CHICAGO			
Number of rooms		Concept	
Minimum	Maximum	Minimum	Maximum
10	10	7	9

Accommodation, Continued

PRAGUE

Taking into consideration existing rooms and the feasibility of planned rooms being delivered by 2016, there is a shortage of 3, 4, and 5 star hotel rooms.

The number of existing 3 star hotel rooms is unclear as 1 and 2 star hotel rooms have been included in the figure provided.

A media village is planned, in proximity to the Olympic Park. The number of rooms is not specified. Post-Games, the village would be converted into various types of accommodation.

Rates (provided by AHR – the Czech Association of Hotels and Restaurants) are reasonable. Should Prague become a Candidate City, these would need to be formally secured.

PRAGUE						
Room type	Existing	Planned			Concept	
	Number of rooms	Number of rooms	Feasibility			
			Min	Max	Min	Max
3-5 ★	31,897*	9,579	0.4	0.5	4	7
Media village	-	Not provided	-	-		
Other	-	-	-	-		

* including 1 and 2 star hotels

TOKYO

The number of existing hotel rooms (109,090) largely exceeds the IOC benchmark.

Media would be accommodated in hotel rooms.

Rates (provided in the Application File) are reasonable. Should Tokyo become a Candidate City, these would need to be formally secured.

TOKYO			
Number of rooms		Concept	
Minimum	Maximum	Minimum	Maximum
10	10	8	10

Accommodation, Continued

RIO DE JANEIRO

Taking into consideration existing and planned hotel rooms, there is a shortage in the number of 3, 4 and 5 star rooms. To overcome this shortage, Rio proposes to use cruise ships and condominium apartments.

Media would be accommodated in a combination of media villages and hotels. Two villages, of 3 or 4 star hotel equivalent, would provide 9,196 mostly individual rooms that would be converted into residential housing post-Games.

Rates (provided by the Brazilian Hotel Industry Association) are on the high side. Should Rio become a Candidate City, rates would need to be formally secured. The use of cruise ships, which generally causes logistic and cost issues, would also have to be addressed.

RIO DE JANEIRO						
Room type	Existing	Planned			Concept	
	Number of rooms	Number of rooms	Feasibility			
			Min	Max	Min	Max
3-5 ★	23,445	4,642	0.7	0.9	5	7
Media villages	-	9,196	0.7	0.8		
Other	-	7,506	0.6	0.9		

BAKU

Taking into consideration existing and planned hotel rooms, there is a significant shortage in the number of 3, 4 and 5 star rooms.

To meet this shortage, Baku proposes to construct a media village for 20,000 persons adjacent to the Olympic Park.

A 20,000 room Spectator Village and an 8,000 room Olympic Family Village would also be built in the vicinity of the Olympic Park.

Post-Games, both villages would gradually be converted into housing according to the specific demands of the market.

Due to the very low number of existing facilities, delivering the accommodation plan would appear to be very challenging.

Rates (provided by the Ministry of Culture and Tourism) are reasonable. Should Baku become a Candidate City, these would need to be formally secured.

Accommodation, Continued

BAKU (continued)

BAKU						
Room type	Existing	Planned			Concept	
	Number of rooms	Number of rooms	Feasibility			
			Min	Max	Min	Max
3-5 ★	1,823	4,079	0.5	0.7	2	4
Media village	-	20,000	0.3	0.6		
Other	-	28,000	0.3	0.6		

DOHA

Taking into consideration existing rooms and the feasibility of planned rooms being delivered by 2016, there is a shortage in the number of 3, 4 and 5 star hotel rooms.

To meet this shortage, the bid proposes a large number of rooms (6,000) in cruise ships and an 18,000 bed media village. This village would be financed by the University of Qatar and a guarantee has been provided in this respect. Post-Games, some rooms will offer housing for university students, with the majority of apartments being sold or leased.

The Working Group expressed concern regarding the lack of low cost accommodation for spectators.

Rates (provided by the Qatar Tourism Authority) are reasonable. Should Doha become a Candidate City, these would need to be formally secured. The use of cruise ships, which generally causes logistic and cost issues, would also have to be addressed.

DOHA						
Room type	Existing	Planned			Concept	
	Number of rooms	Number of rooms	Feasibility			
			Min	Max	Min	Max
3-5 ★	12,985	31,567	0.4	0.6	5	8
Media village	-	18,000	0.5	0.8		
Other	-	6,000	0.5	0.7		

Accommodation, Continued

MADRID

The number of existing and planned rooms exceeds the IOC benchmark.

Media would be accommodated in a combination of hotels and two media villages. One of these would be constructed adjacent to the MPC/IBC with 5,000 temporary rooms. The second village would provide 4,000 rooms which, post-Games, would be used as social housing. Both villages would offer the equivalent of 4 star accommodation.

Rates (provided by the Madrid Hoteliers' Association) are reasonable. Should Madrid become a Candidate City, these would need to be formally secured.

MADRID						
Room type	Existing	Planned			Concept	
	Number of rooms	Number of rooms	Feasibility			
			Min	Max	Min	Max
3-5 *	40,472	4,182	0.7	0.9	7	9
Media villages	-	9,000	0.6	0.8		
Other	-	9,402	0.5	0.7		

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Accommodation":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	9.4	9.8
PRAGUE	5.1	5.8
TOKYO	9.6	10
RIO DE JANEIRO	5.5	6.4
BAKU	2.6	4.8
DOHA	5.5	7.7
MADRID	7.8	8.8

7 → Transport concept

Weighting = 3

Transport concept

Introduction

The assessment is based upon the potential performance of the proposed transport system at Games-time. This is evaluated from an operational point of view, taking into account previous Olympic Games experience. The two following sub-criteria and weighting factors were used:

a) Distances and travel times **50%**

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

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

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

b) Transport organisation and traffic management at Games-time **50%**

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

Transport concept, Continued

CHICAGO

Distances and travel times

The Chicago Application File states that its plan "creates one of the most compact and convenient Games in history". A quite compact central cluster containing the IBC/MPC, the Olympic Village and venues for 18 sports would result in very favourable travel times.

The average travel distance from the Olympic Village would be 14 km, with an average travel time of 15-20 minutes.

Three sports (equestrian, modern pentathlon and shooting) are over 80 km from the Olympic Village.

Transport organisation and traffic management at Games-time

Most venues along Lake Michigan coastline are well connected by roads and motorways, but appear to be some distance from rail stations.

Transport plans for the Olympic Family, in particular athletes and the media, are relatively detailed. An ample network of existing roads with dedicated Olympic lanes is shown on map B, though no indication is provided as to the length of the Olympic lane system.

There is a lack of detail concerning inter-cluster transport. Should Chicago be selected as a Candidate City, careful traffic management in the central cluster as well as within and between the other relatively large clusters, would be required.

Few indications have been provided about spectator, volunteer and workforce transport operations.

CHICAGO			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
5.5	7.5	5	8

Transport concept, Continued

PRAGUE

Distances and travel times

For venues within the City of Prague, travel distances and times are quite reasonable.

The average travel distance from the Olympic Village would be 12 km, with an average travel time of 15-20 minutes.

Four sports/disciplines are over 50 km from the Olympic Village (marathon swimming, rowing, shooting and flat water canoe kayak). Sailing would take place at Lipno (209 km from Prague) where an Olympic Village is planned.

Transport organisation and traffic management at Games-time

Aside from a brief reference to reserved airport corridors, reserved traffic lanes, a preference for public transport and park and ride facilities (though these are not indicated on the map), there does not appear to be an Olympic transport plan and no information is provided about specific transport strategies for key client groups. In addition, there is no indication about the potential use of new infrastructure to be developed as part of the significant 2007-2016 transport investment programme for the Olympic Games.

PRAGUE			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
5.5	8	4	6

Transport concept, Continued

TOKYO

Distances and travel times

As a result of a strong rail system and a well-developed motorway network, there would be good access to all competition and non-competition venues in both the Heritage and Tokyo Bay zones. Given the size of metropolitan Tokyo, there would be relatively short travel distances and reasonable travel times.

One sport (shooting) is more than 25 km from the Olympic Village.

The average travel distance would be 9 km, with an average travel time of 15-20 minutes.

Transport organisation and traffic management at Games-time

"Tokyo's Big Change - The 10 Year Plan" defines the main transport improvements to be delivered between now and 2016. The Olympic project is integrated into this strategy with no additional investment but with extensive traffic management policies, techniques and measures.

The focus of Tokyo's approach will be on advanced traffic management systems acting both on the demand and supply sides of transport and traffic. Transport operations at Games-time would be coordinated from a command centre involving all transport and security agencies with access to a centralised Intelligent Transport System.

TOKYO			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
8	9	7	8

Transport concept, Continued

RIO DE JANEIRO

Distances and travel times

Due to its particular topography and urban development on all sides of the Tijuca National Park, the distances between Rio de Janeiro's four Olympic zones are relatively long. A large component of Rio's Games concept is, however, centred in Barra, where distances and travel times between competition and non-competition venues are quite reasonable.

The average travel distance would be 20 km, with an average travel time of 25-30 minutes. The delivery of the proposed Bus Rapid Transit (BRT) lines by 2016 would be essential.

Transport organisation and traffic management at Games-time

As a general policy, spectators and workforce will use public transport. In addition to the new, 4 line BRT system, Rio plans to implement 150 km of Olympic lanes connecting the four Olympic zones and the airport.

RIO DE JANEIRO			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
5	7	6	8

Transport concept, Continued

BAKU

Distances and travel times

Baku proposes a very compact Games concept, with short travel distances and low travel times between all venues. The development of the subway serving the new shoreline developments and Olympic venues would greatly improve mobility and access.

The average travel distance would be 6 km, with an average travel time of 5-10 minutes.

Transport organisation and traffic management at Games-time

The very compact venue concept is aimed at minimizing traffic demand. However, such concentration could lead to traffic management difficulties and congestion. This could partly be alleviated by the proposed dedicated ferry service. The compactness of the plan is linked to the fact that venues can be directly accessed by public transport, mostly rail. Dedicated Olympic lanes (network length not provided) would facilitate the movement of accredited persons.

BAKU			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
7	9	5	8

Transport concept, Continued

DOHA

Distances and travel times

As a result of its fast developing motorway system, which would link all Olympic competition and non-competition venues, travel times would be reasonable. Significant improvements to the public transport network, with the construction of a new 85 km metro system, will further improve and diversify mobility and access. With the exception of the three competition venues at Lusail, 34 km from the Olympic Village, all competition and non-competition venues would be well connected by both motorway and modern, public transport.

The average travel distance would be 11 km, with an average travel time of 10-15 minutes.

Transport organisation and traffic management at Games-time

The majority of Doha's Olympic Games transport policies form part of a long-term plan, the "Qatar Master Transportation Plan for 2026", and include motorways and the new 85 km metro system. In addition, Doha plans to implement a 120 km Olympic lane network.

A state-of-the-art Traffic Management System is planned to ensure that road and rail systems operate at peak performance for the Olympic Games.

As stated in the Application File, public transport in Qatar is a rather new concept in a largely automobile dominated society and its acceptance may take some time.

DOHA			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
7	8.5	6	8

Transport concept, Continued

MADRID

Distances and travel times

Due to a strong rail system and a well-developed motorway network, all competition and non-competition venues would be accessible with reasonable travel times. One sport (canoe kayak flat water) is over 25 km from the Olympic Village. The concentration of the majority of the main Olympic traffic generators in the Core Zone contributes to reduced travel distances.

The average travel distance would be 12 km, with an average travel time 10 to 15 minutes.

Transport organisation and traffic management at Games-time

Madrid has some of the world's most advanced policies with regard to environmentally friendly transport and traffic strategies and measures. These policies are fully integrated into the Olympic transport plan which also contains measures for pedestrians and cyclists.

A 400 km Olympic lane network would facilitate travel between all competition and non-competition venues for accredited persons.

MADRID			
Distances and travel times		Transport organisation and traffic management at Games-time	
Minimum	Maximum	Minimum	Maximum
8	9	8	9

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Transport concept":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	5.3	7.8
PRAGUE	4.8	7.0
TOKYO	7.5	8.5
RIO DE JANEIRO	5.5	7.5
BAKU	6.0	8.5
DOHA	6.5	8.3
MADRID	8.0	9.0

8 → Safety and security

Weighting = 3

Safety and security

Introduction

The Olympic Summer Games represent one of the largest security operations in the world. Preparation takes many years of planning and the installation and absorption of new technologies can be complex. Training and rehearsing operational plans and procedures are time-consuming. Security agencies must be capable of absorbing this level of activity. In the context of the Olympic Games, the security operation includes the emergency services of the city/region/country that would respond to any critical incident threatening the safety or security of the population generally, including any person attending the Olympic Games. Safety and security also includes the management of critical incidents, civil disasters or other events that threaten the safety of the population and the consequence management arrangements and capabilities in place.

The human resources required for the security operation are very large and the personnel normally has to be deployed over an extended period of time, which could last for 50 days, 24 hours per day (from the date of the first "lock down" to the end of the Paralympic Games). Deployment on this scale has a significant impact on the city's ability to provide normal, everyday law enforcement to the community.

The whole operation places the security forces of any country under considerable strain. The ability to withstand this pressure, respond to identified risks and prepare for critical incidents and their consequences over an extended time frame and theatre of operations, is an important requirement for Olympic Games security.

The Olympic security operation assessment is based upon the potential performance of the security agencies proposed by the Applicant Cities. This is assessed for both the planning and operations periods of the Olympic Games.

Previous experience of the security forces in planning for and managing security operations for large scale sports and other events and the challenges that such environments present, are also taken into consideration.

In the challenging and uncertain world security environment, many countries have invested in training and equipment for security forces to combat the threat and incidence of terrorism. This development has been taken into account in the overall grading of the assessment.

The assessment is based upon information provided in the Application Files, as well as background security reports.

Safety and security, Continued

Introduction (continued)

In addition, the following sub-criteria were taken into consideration:

a) The incidence and likelihood of terrorism;

b) The levels of known recorded crime and other public safety issues;

c) The overall technical and professional competencies of the main security forces and the proposed command and control;

d) The existing investment in security and related technology and the proposals to improve in this area to meet the Olympic Games security requirements;

e) The complexity of the proposed Olympic Games "theatre of operations"* and the required security response.

* The theatre of operations refers to the entire Olympic Games geographic area of activities and all of the villages, venues, facilities, transportation systems and public places used to support the Olympic Games.

The amount of resources, logistic and technical support, adequately trained personnel and their deployment are all affected by the complexity of the overall proposals, including the geographical spread of venues and facilities, the terrain and the transport network.

Thus the overall complexity of a security planning and operational response for the proposed Olympic Games theatre of operations is given due consideration in the assessment and weighted accordingly.

In carrying out an assessment of the risk of terrorism in the Applicant Cities, the Working Group concluded that any city in the world can be subject to a terrorist attack either by local or international terrorist groups. However, some Applicant Cities were considered to be more at risk due to the current uncertain security situation and the threat levels in neighbouring countries in the region which could impact the Olympic Games. The ability of cities to deal with and manage this risk was taken into account. Nevertheless, the Working Group was sensitive to the difficulty of trying to assess the security situation eight years before the 2016 Olympic Games. However, the risk to Candidate Cities will need to be continuously monitored to take into account changing world circumstances.

The Working Group also took into account the fact that proposals for security operations in the build-up to and during the Olympic Games can be amended more easily to meet the assessed threat than, for example, the provision of fixed Olympic Games infrastructure.

It would not be appropriate in a public document to detail all the issues of security raised and considered by the Working Group. However, some comments can be made.

Safety and security, Continued

CHICAGO

Command and control arrangements for the various agencies from city, state and federal resources were clearly explained. No estimates of the number of security forces to be deployed for the Olympic security operation were provided but the resource pool was considered to be adequate for the task. The proposed theatre of operations appeared to present no unmanageable planning or operational problems and the American security agencies have broad experience in major event operations.

CHICAGO	
Minimum	Maximum
7.1	8.2

PRAGUE

The command of security forces would be vested in a special attorney appointed by the Czech Government. The majority of the security forces would be drawn from the national police, supplemented by members of the defence forces and private security. The number of security personnel to be employed in Olympic Games security was not stated. Given the nature of the theatre of operations, more information on the availability of sufficient police resources to ensure the high level of security expected would be required if Prague was to become a Candidate City. The security agencies have limited experience of very large major public events.

Map B1 of the Application File shows a public metro station located within the secure perimeter of the Olympic Village. This is not acceptable from a security point of view.

Map A shows a public metro station located within the secure perimeter of the Olympic Park. This could pose significant problems for security and would require much more discussion before this could be agreed.

PRAGUE	
Minimum	Maximum
4.4	6.1

Safety and security, Continued

TOKYO

The command and control of security forces would be designated to the Superintendent-General of the Tokyo Police. Sufficient resources are available to carry out the task of securing the Olympic Games. The proposed theatre of operations does not appear to pose any problems for planning or operations. The possibility of earthquakes occurring from time to time was noted as was the fact that Japan has a highly experienced civil defence and crisis management infrastructure. Japanese security agencies have broad experience of very large public events.

TOKYO	
Minimum	Maximum
7.9	9.0

RIO DE JANEIRO

The National Secretary of Public Security, reporting to the Ministry of Justice, would have overall responsibility for the security of the Olympic Games. Building on the recent experience of the 2007 Pan American Games, the operational capability and resources of the security agencies has been improved and technical equipment provided. Brazil will also host the FIFA Football World Cup in 2014 which will further enhance operational experience. Crime in parts of Rio de Janeiro was considered to be an issue for the safety of people attending the Olympic Games. Should Rio be selected as a Candidate City, assurances regarding protection and safety of persons travelling through certain parts of the city would be required.

RIO DE JANEIRO	
Minimum	Maximum
4.6	7.0

BAKU

The overall command of security resources for the Olympic Games would be through the Olympic Games Security Commission headed by the National Security Advisor. The number of security personnel available for deployment for Olympic security was provided and seems to be adequate for the task. The proposed theatre of operations was considered not to pose any significant problems for the security operation. Baku has no experience of providing security for a major event. Note was taken of the security threat and risk environment affecting countries within the region.

BAKU	
Minimum	Maximum
4.4	5.8

Safety and security, Continued

DOHA

The overall command of security forces would be under the Minister of the Interior. The number of security personnel proposed for the Olympic security operation was provided but this estimate may need revising for an operation of the size required for the Olympic Games. The security agencies have experience of providing security for the 2006 Asian Games and the proposed theatre of operations was not considered to pose any significant problems for the security operation. Note was taken of the security threat and risk environment affecting countries within the region.

DOHA	
Minimum	Maximum
5.5	7.1

MADRID

The overall responsibility for security would be vested in the Minister of the Interior with command and control exercised by an Olympic Security Commission. Details of the estimated number of security personnel to be deployed on the Olympic security operation were provided and this number is adequate for the task. The proposed theatre of operations is not considered to pose unmanageable problems for the security operation. Security agencies in Madrid have broad experience in providing security for very large public events. Note was taken of the internal terrorist threat and risk environment in Spain.

MADRID	
Minimum	Maximum
7.1	7.9

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Safety and security":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	7.1	8.2
PRAGUE	4.4	6.1
TOKYO	7.9	9.0
RIO DE JANEIRO	4.6	7.0
BAKU	4.4	5.8
DOHA	5.5	7.1
MADRID	7.1	7.9

9 → Experience from past sports events

Weighting = 2

Experience from past sports events

Introduction

The Working Group assessed each Applicant City's experience from sports events held during the last ten years, with some consideration given to the organisational capacity of the country. In addition to the information submitted by the Applicant Cities, input provided by the Summer Olympic International Federations was taken into consideration.

The assessment was based on the following two sub-criteria and weighting factors:

a)	**Number of major international events organised (with an emphasis on world championships in Olympic sports and multi-sports events)**	**60%**
b)	**Quality of the events (with an emphasis on the IFs' experience and spectator attendance)**	**40%**

CHICAGO

Chicago has limited experience in organising major international sports events. Events hosted include the AIBA Boxing World Championships (2007), as well as some FIFA Football Women's World Cup matches (1999). Chicago has no experience in hosting international multi-sports events but has hosted large national events and professional sports events. (Chicago has seven professional teams in six leagues.) The USA has Olympic experience through hosting the 2002 Olympic Winter Games in Salt Lake City.

CHICAGO			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
5	8	6	8

Experience from past sports events, Continued

PRAGUE

Prague has limited experience in organising major international sports events. Events hosted include the ICF Canoe/Kayak Slalom World Championships (2006) and the IIHF Ice Hockey World Championships (2004). Prague has no experience in hosting international multi-sports events but has hosted junior international and continental championships.

PRAGUE			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
4	6	5	7

TOKYO

Tokyo has experience in organising major international sports events, including the FIVB Volleyball World Championships (2006), the FIBA Basketball World Championships (2006) and the ISU Figure Skating World Championships (2007). It was noted that Japan has experience in hosting large international events such as the IAAF Athletics World Championships (2007) and the FINA Swimming World Championships (2001), as well as co-hosting the FIFA Football World Cup (2002). Japan has Olympic experience through hosting the 1998 Olympic Winter Games in Nagano.

TOKYO			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
6	8	6	8

RIO DE JANEIRO

Rio de Janeiro has experience in organising major international sports events, including the FIVB Beach Volleyball World Championships (2003) and the IJF Judo World Championships (2007), as well as several world cup events. Rio has good experience in hosting international multi-sports events through the Pan-American Games (2007) and the South American Games (2002).

RIO DE JANEIRO			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
7	8.5	6	7

Experience from past sports events, Continued

BAKU

Baku has limited experience in organising major international sports events. Events hosted include the FIG Gymnastics World Championships (2005) and the FILA Freestyle and Greco-Roman Wrestling World Championships (2007). Baku has no experience in hosting international multi-sports events but has hosted a number of junior world championships and continental championships.

BAKU			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
3	6	5	7

DOHA

Doha has experience in organising international sports events, including the FIE Fencing World Team Championships (2006), the IWF Weightlifting World Championships (2005) and the ITTF World Table Tennis Championships (2004), as well as international and regional events. Doha has good experience in hosting international multi-sports events such as the Asian Games (2006) and the West Asian Games (2005).

DOHA			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
6	8	6	7

MADRID

Madrid has good experience in organising major international sports events, including the WTF Taekwondo, the FITA Archery and the UCI Cycling World Championships (2005) and the FIH Hockey and BWF Badminton World Championships (2006). Wider experience in Spain was noted, especially the Americas Cup in Valencia (2007) and the multi-sports Mediterranean Games (2005), the FINA Swimming World Championships (2003) and the FEI World Equestrian Games (2002).

MADRID			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
8	9	6	7

Experience from past sports events, Continued

Summary table The following table lists the grades attributed to each Applicant City for the criterion "Experience from past sports events":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	5.4	8.0
PRAGUE	4.4	6.4
TOKYO	6.0	8.0
RIO DE JANEIRO	6.6	7.9
BAKU	3.8	6.4
DOHA	6.0	7.6
MADRID	7.2	8.2

10 → Finance

Weighting = 3

Finance

Introduction

The aim of this criterion is to provide an overall assessment as to whether an Applicant City's intention to provide government funding, together with private sector commercial revenues would provide the financial support required to organise the 2016 Olympic Games.

The financing of the major infrastructure required for the Olympic Games has been taken into account under the following headings: General Infrastructure, Sports Venues and Olympic Village(s).

For the purpose of this assessment, the following two sub-criteria have been taken into consideration:

a) **Government contributions and financial plan (information provided by the Applicant City) in relation to the country's financial ability to deliver (Coface Country Risk rating*).**

b) **Feasibility of commercial revenue projections.**

In addition to the above, the budgets of both phases of the bid process were also considered, although no grades were attributed.

As both Applicant and Candidate Cities will be required to present the IOC with detailed audited accounts at the end of the bid process, the IOC asks the Applicant and Candidate Cities to provide details of their budgets in their bid documents. These budgets will be compared with the audited accounts presented following the election of the host city and will assist the IOC in establishing a clearer picture of bid expenditure.

Bid expenditure budgets range from USD 6.2 million to USD 19 million for the Applicant City phase and from USD 14.6 million to USD 37 million for the Candidate City phase, with total bid budgets ranging from USD 22.3 million to USD 49.3 million.

Finance, Continued

a) Government contributions and financial plan in relation to the country's financial ability to deliver.

Applicant Cities were requested to provide information on their overall financial plan for the Olympic Games together with potential government support in the following areas:

- provision of services (medical, security, transport, etc.)
- competition and non-competition venues
- infrastructure developments
- underwriting of a potential OCOG deficit

CHICAGO

Chicago's OCOG budget would be financed mainly from the private sector.

The non-OCOG budget would include federal funding for security planning and operations. In addition, the Application File states that certain budget line items such as transportation, spectator screening and services and certain Paralympic functions should qualify for federal support. A financial guarantee of USD 500 million from the City of Chicago covering any potential shortfall in the OCOG budget has also been committed.

The City of Chicago commits to deliver all city services needed to stage the Olympic Games (including security, transportation, emergency and medical services) "at ordinary rates". In addition, the city has agreed to provide to the OCOG – at market rental rates or better – all city-owned competition venues, facilities and properties included in the project that are commercial operations. Venues with no commercial operations (such as public parklands) would be provided free of charge.

PRAGUE

Prague's OCOG budget would be financed mainly from the private sector.

The Application File states that the Czech Government is expected to provide a guarantee covering any potential shortfall in the OCOG budget and that it would provide an undertaking that all investments in operational areas such as security, customs, immigration, transport and medical services would be provided at no cost to the OCOG.

The City of Prague and other relevant public authorities would provide all publicly-owned competition and non-competition venues to the OCOG free of charge.

The funding of new permanent venues would be secured from public and private sources depending on their nature and use.

The level of government and public support for the bid has been considered in the context of the deliverability of the financial plan.

Finance, Continued

TOKYO

Tokyo's OCOG budget would be financed entirely from the private sector.

The Application File states that the Japanese Government would provide financial support and all security, medical, customs, immigration and other government-related services to the OCOG at no cost. The Tokyo Metropolitan Government would cover any potential shortfall in the OCOG budget.

The Japanese Government, the Tokyo Metropolitan Government and other related local government entities would provide all publicly-owned venues to the OCOG at no cost or at a rental cost to be pre-approved by the IOC.

In addition, all infrastructure required to stage the Olympic Games (including competition, non-competition and training venues) would be funded by the public and private sectors though precise contributions would depend on the detailed commercial arrangements for each project and post-Games use.

The Tokyo Metropolitan Government has established a USD 3.5 billion fund for the construction and maintenance of city-owned venues and other infrastructure to be used for the Olympic Games. The Japanese Government has committed to cover up to 50% of construction costs of the major venues that will be built by the Tokyo Metropolitan Government.

RIO DE JANEIRO

Rio de Janeiro's OCOG budget would be financed from both the public and private sectors.

A guarantee has been submitted by the President of the Federative Republic of Brazil to cover any potential shortfall in the OCOG budget, supported by the governments of the State and the City of Rio de Janeiro.

Guarantees have also been submitted from all levels of Government (federal, regional and local) to provide all government-related services to the OCOG at no cost, to make available all publicly-owned competition and non-competition venues to the OCOG at no cost or at a rental cost to be pre-approved by the IOC and to finance and deliver the necessary Games-related infrastructure.

Finance, Continued

BAKU

Baku's OCOG budget would be financed entirely from the private sector.

The Application File states that the OCOG budget would be guaranteed by the Government of Azerbaijan and, if necessary, would be subsidized by the public authorities. The Government would also guarantee any potential shortfall in the OCOG budget.

The bid states that the public authorities would provide all government-related services at no cost to the OCOG, and that they would fully cover the costs of all new infrastructure and competition venues on the basis that these would constitute a legacy for the city. The public authorities would also make available all publicly-owned competition and non-competition venues to the OCOG either at no cost or at a rental cost to be pre-approved by the IOC.

In addition, facilities planned as residential areas post-Games such as the Olympic Village and other village-style accommodation (Media Village, Olympic Family Village and Spectator Village) may be (co-)financed by private real estate investors.

DOHA

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

The Government of Qatar has provided a guarantee to cover any potential shortfall in the OCOG budget. Guarantees have also been submitted by the Government of Qatar to provide all government-related services to the OCOG at no cost. The Government would also act as the ultimate guarantor to finance all necessary infrastructure, including competition and non-competition venues, and all transportation infrastructure.

Commitments have been made that all publicly-owned competition and non-competition venues would be made available to the OCOG at no cost or at a rental cost to be pre-approved by the IOC.

A financial guarantee has been provided by Qatari Diar Real Estate to fully finance the construction and fit out of the permanent facilities of the Olympic Village. A financial guarantee has also been provided by Qatar University to fully finance the construction and fit out of the permanent facilities of the Media Village and the IBC/MPC. These venues would be made available to the OCOG at no rental cost.

Finance, Continued

MADRID

Madrid's OCOG budget would be financed entirely from the private sector.

The Spanish Government, the Regional Government of Madrid, the Madrid City Council and the City Councils of other cities with Olympic venues have committed to providing the necessary financial resources to guarantee the success of the Olympic Games.

The Application File states that the Spanish Government, the Regional Government of Madrid and Madrid City Council have committed to the following: to cover any potential shortfall in the OCOG budget; to make the necessary investment to develop the competition venues, transportation, medical services, accommodation and telecommunications; and to lease all facilities belonging to them "where possible", at no cost to the OCOG.

The Spanish Government has committed to participate in the development of the Olympic Games security plan.

***Coface Country Risk Rating**

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

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

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

The respective Coface Country Risk Ratings are listed below in the order of drawing of lots:

United States (Chicago)	A1
Czech Republic (Prague)	A2
Japan (Tokyo)	A1
Brazil (Rio de Janeiro)	A4
Azerbaijan (Baku)	C
Qatar (Doha)	A2
Spain (Madrid)	A1

Finance, Continued

b) Feasibility of the commercial revenue projections

The feasibility of the commercial revenue projections made by the Applicant Cities is graded as feasible or optimistic.

This grade does not express whether the amounts projected, together with the IOC financial contribution (television rights and TOP Marketing Programme) and projected government subsidies would enable the Applicant Cities to present a balanced budget.

Applicant City	Grade	Commercial Revenue Projection (in USD million)
CHICAGO	Optimistic	3,000
PRAGUE	Optimistic	969
TOKYO	Feasible	1,557
RIO DE JANEIRO	Feasible	750
BAKU	Optimistic	930
DOHA	Feasible	784
MADRID	Optimistic	1,611

Summary table

The following table lists the grades attributed to each Applicant City for the criterion "Finance":

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	6.5	8.0
PRAGUE	4.8	6.7
TOKYO	7.0	8.5
RIO DE JANEIRO	6.0	7.7
BAKU	4.8	6.4
DOHA	6.7	8.6
MADRID	6.5	8.5

11 → Overall project and legacy

Weighting = 3

Overall project and legacy

Introduction

The Working Group concluded its assessment of the Applicant Cities with a general review of the concept proposed by each city for the organisation of the 2016 Olympic Games.

This review took place after the assessment of all other criteria and the Working Group thus had the opportunity to confirm its general opinion of each city's overall Olympic project and the legacy that the Olympic Games would leave in each city/region.

A minimum and maximum grade was awarded to each city, as shown below:

Applicant Cities	Minimum grade	Maximum grade
CHICAGO	5.0	8.0
PRAGUE	4.0	5.0
TOKYO	7.0	9.0
RIO DE JANEIRO	5.5	8.0
BAKU	3.0	5.0
DOHA	5.0	7.0
MADRID	8.0	9.0

Conclusion

Conclusion

The Olympic Movement is very pleased that seven cities have applied to host the 2016 Olympic Games.

In applying to host the 2016 Olympic Games, these cities are seeking to host the largest and most complex sports event in the world as the Olympic Games effectively constitute organising approximately 40 world championships simultaneously in multiple locations over 16 days with one of the largest security operations in the world.

The responsibility of the Working Group has been to provide a technical analysis on which cities have the potential to host successful Olympic Games in 2016 and, therefore, meet the qualification to be considered by the Executive Board as Candidate Cities.

In drawing its conclusions, the Working Group wishes to re-emphasize that its task is not to suggest any final judgment on which city should host the Olympic Games in 2016.

The Working Group recognises and appreciates the considerable effort made by the cities to prepare their responses to the IOC questionnaire.

The capability of a city to host the Olympic Games is principally the product of:

- its basic capacity to implement such a large and complex project in terms of infrastructure and resources
- the concept which the city proposes for the Olympic Games – that is, the existence of a viable overall plan to implement the concept;
- the support which the project has from the general public, the public authorities and key stakeholders;
- the ability to deliver results in terms of organisation, planning and operational performance; and
- the ability to achieve a high-quality outcome in relation to such factors as service standards, Olympic values and legacy.

The assessment that the Working Group has made of the 11 criteria leads to the following judgment of the respective capabilities of the Applicant Cities in these terms.

Conclusion, Continued

The Working Group has reached the following conclusion which reflects the overall assessment of each city in relation to the benchmark that was set. In each case, the Applicant Cities are listed in the order of drawing of lots established by the IOC Executive Board in 2007.

- The Working Group believes that Chicago, Tokyo, Rio de Janeiro, Doha* and Madrid have the potential to host the 2016 Olympic Games.
- The Working Group concludes that Prague and Baku do not have the requisite level of capability at this time to host the 2016 Olympic Games.

*Doha proposes dates which fall outside of the period specified by the IOC (15 July – 31 August). The Working Group has commented on meteorological conditions during the dates proposed by Doha (14 to 30 October), but has not made an assessment on the potential risk of holding the Olympic Games at this time. The Working Group feels this is a matter for the Executive Board's consideration.

Clearly, each of the cities that the Executive Board selects as a Candidate City will need to elaborate and refine its proposals in anticipation of the more detailed and comprehensive evaluation that will take place during the candidature phase.

It is important to state that the Working Group's conclusion applies only to 2016. The cities assessed as not having the capacity at this time may well have the potential to host a future Olympic Games, though these cities will have to develop their infrastructure, review their concept and increase their organisational experience in hosting world class individual and multi-sports events.

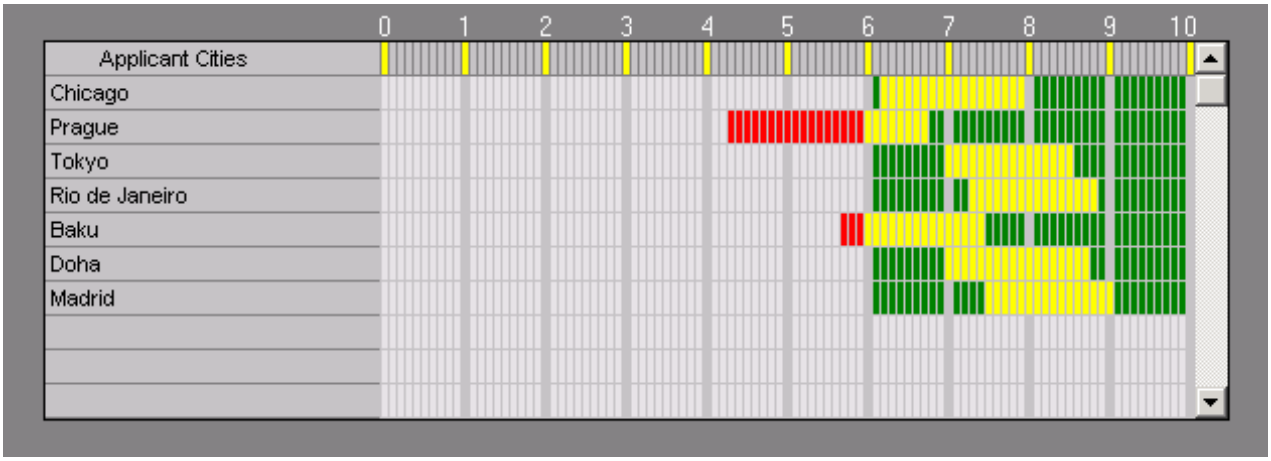
Charts

Charts

The charts showing the position of each Applicant City for each criterion and the final result follow.

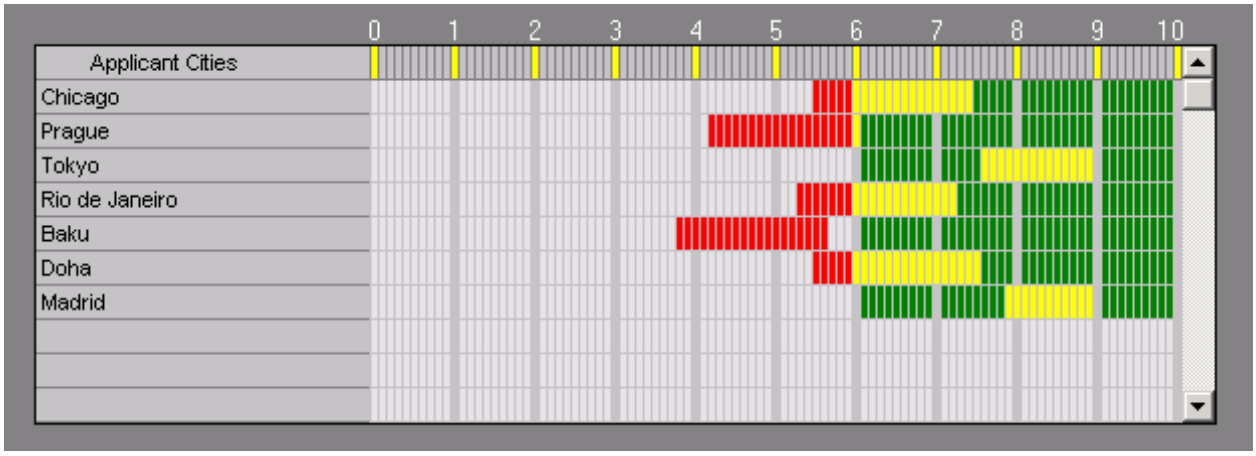
Charts, Continued

Criterion **1 - Government support, legal issues and public opinion (weighting = 2)**



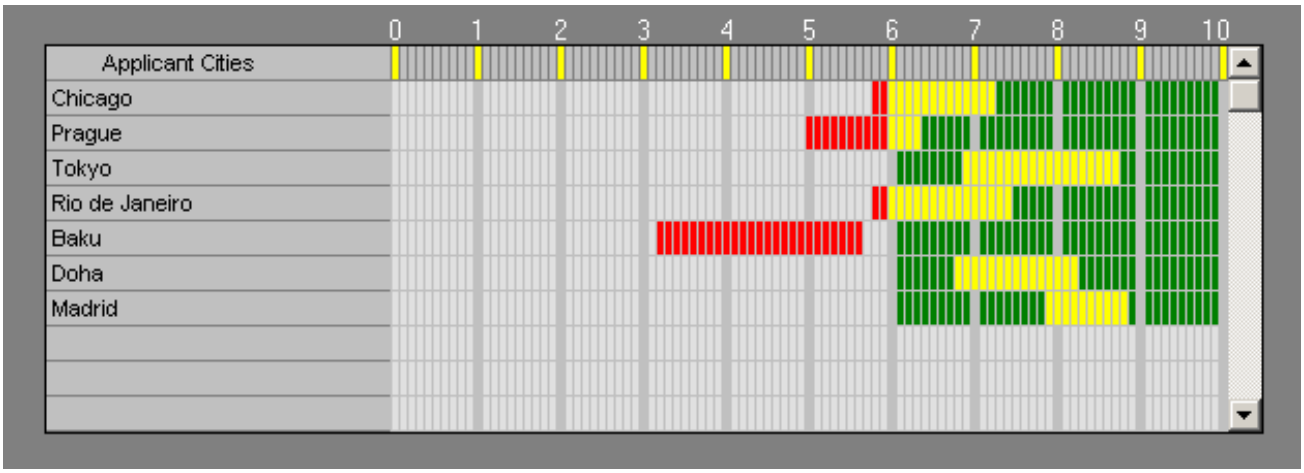
Charts, Continued

Criterion **2 – General Infrastructure (weighting = 5)**



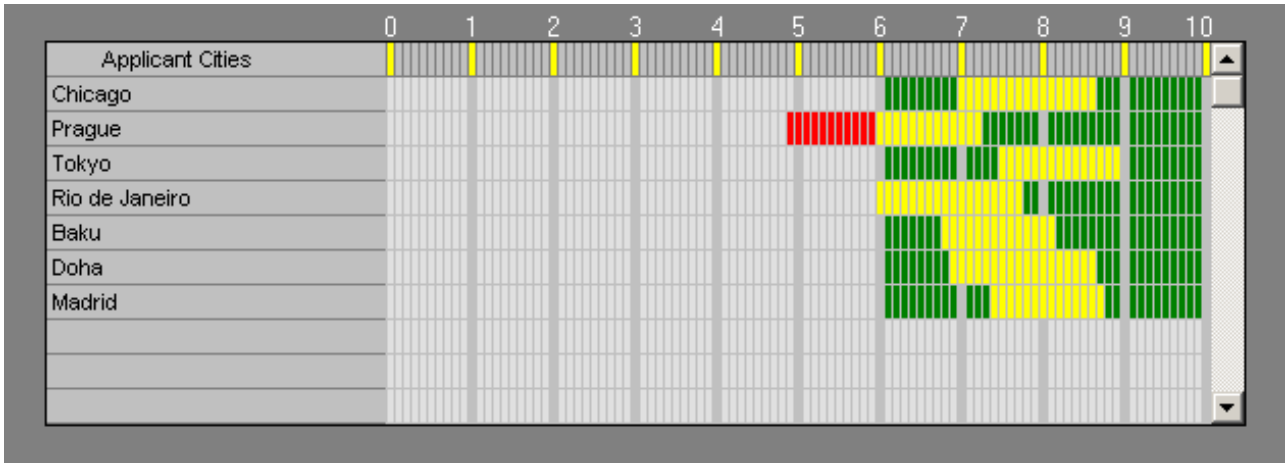
Charts, Continued

Criterion **3 – Sports venues (weighting = 4)**



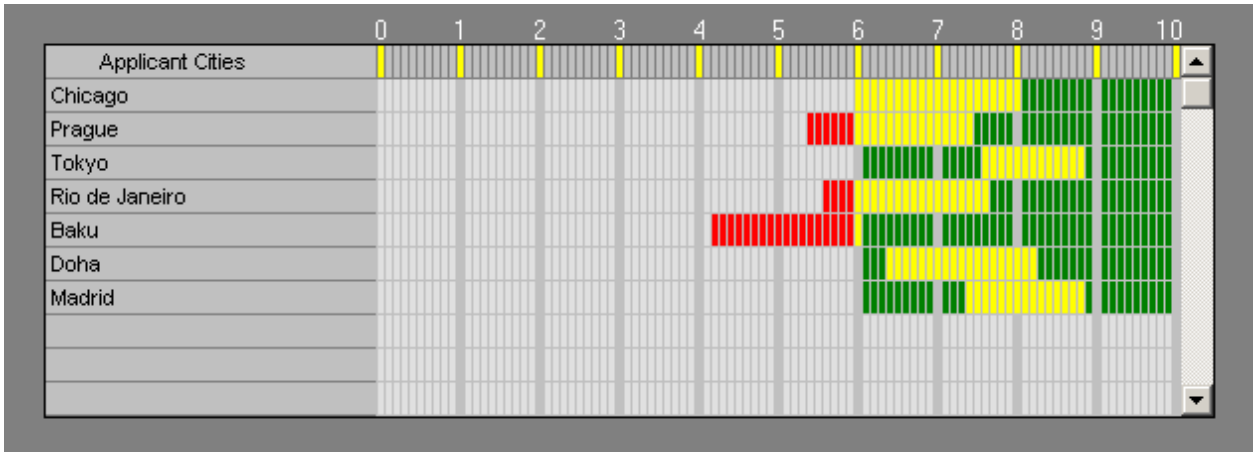
Charts, Continued

Criterion **4 – Olympic Village(s) (weighting = 3)**



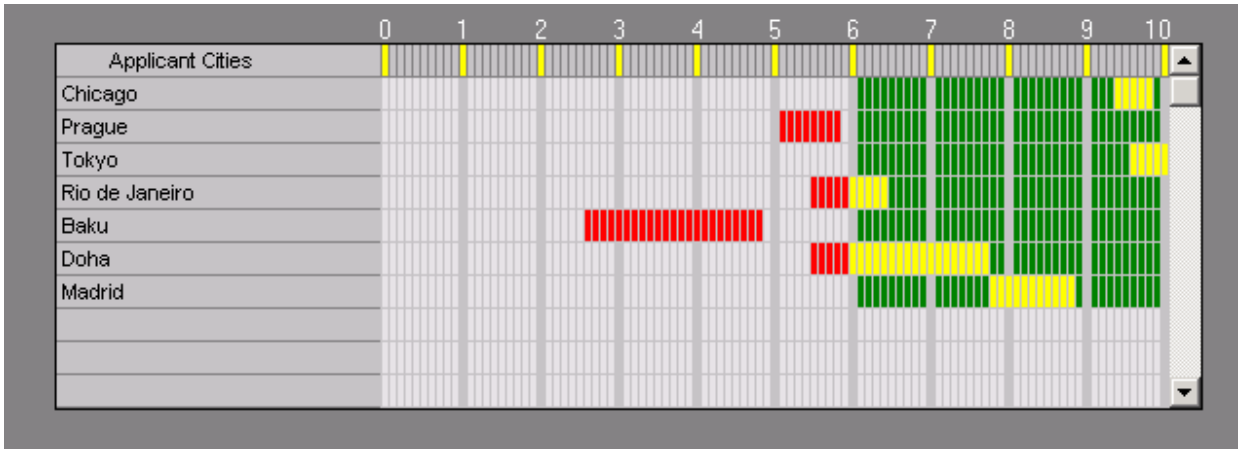
Charts, Continued

Criterion **5 – Environmental conditions and impact (weighting = 2)**



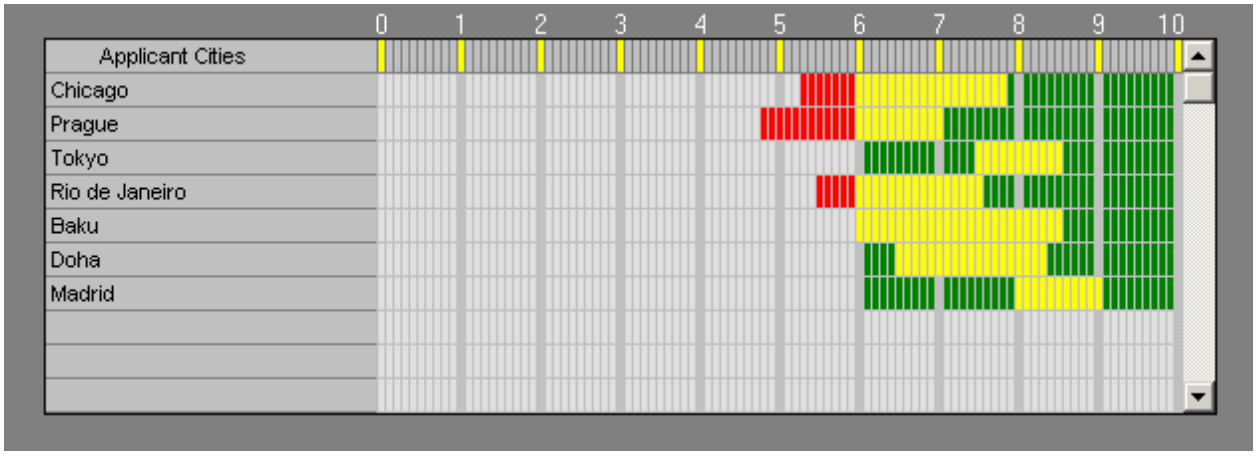
Charts, Continued

Criterion **6 – Accommodation (weighting = 5)**



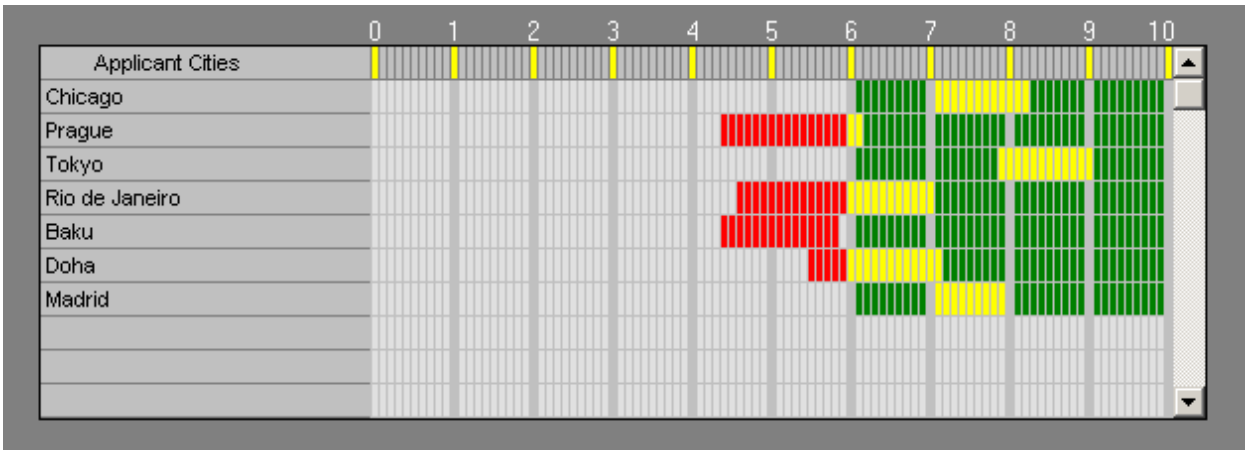
Charts, Continued

Criterion **7 – Transport concept (weighting = 3)**



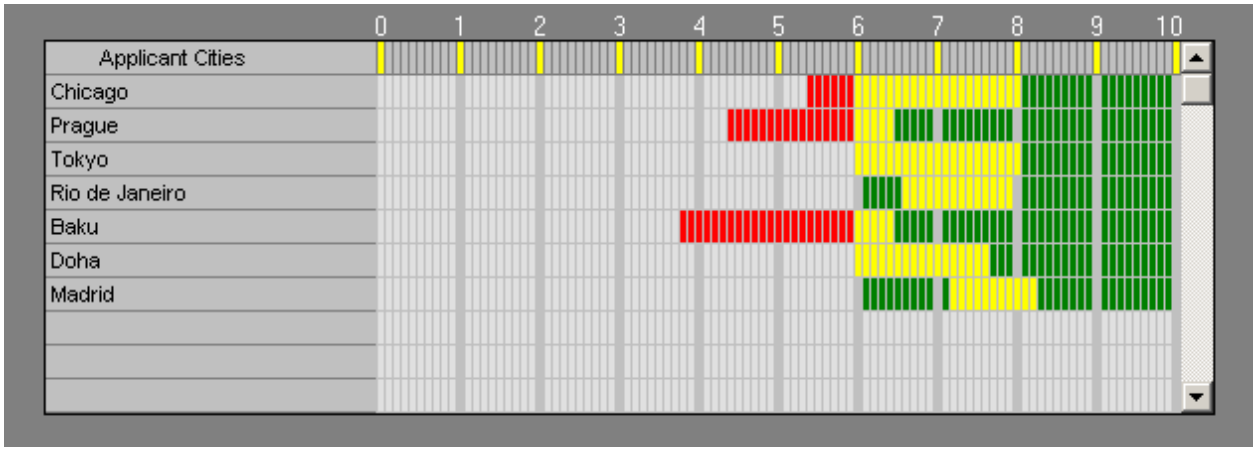
Charts, Continued

Criterion **8 – Safety and security (weighting = 3)**



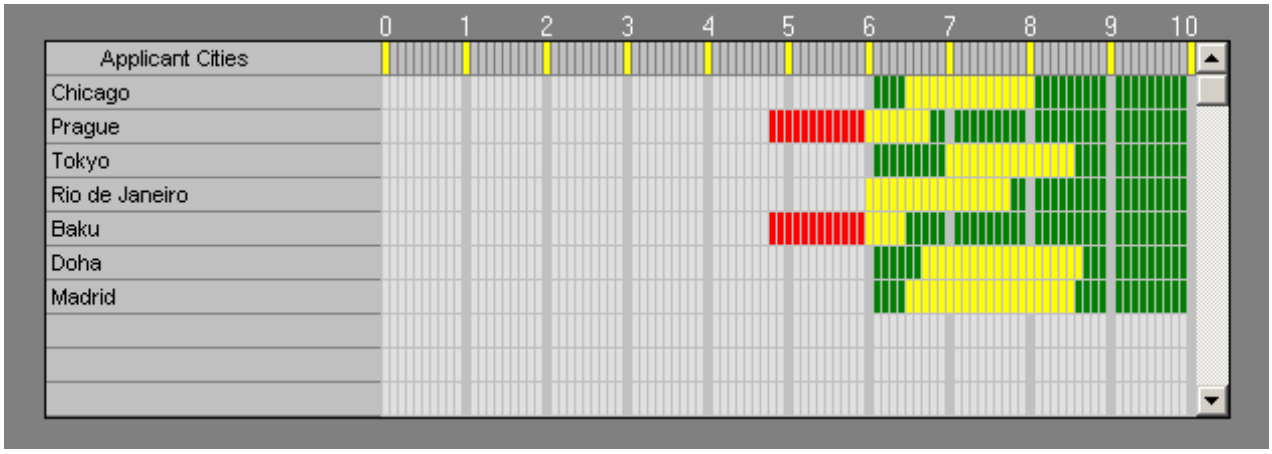
Charts, Continued

Criterion **9 – Experience from past sport events (weighting = 2)**



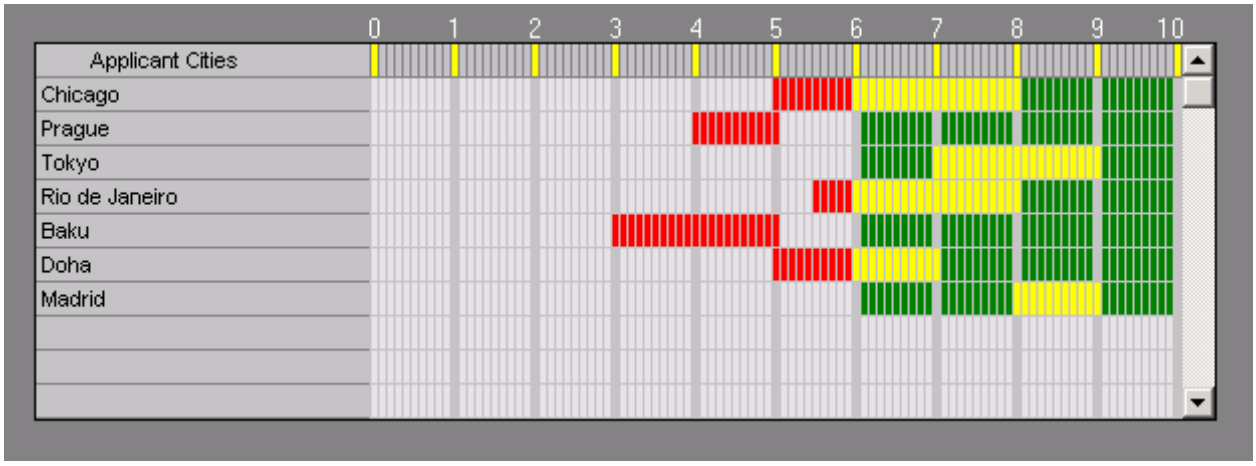
Charts, Continued

Criterion **10 – Finance (weighting = 3)**

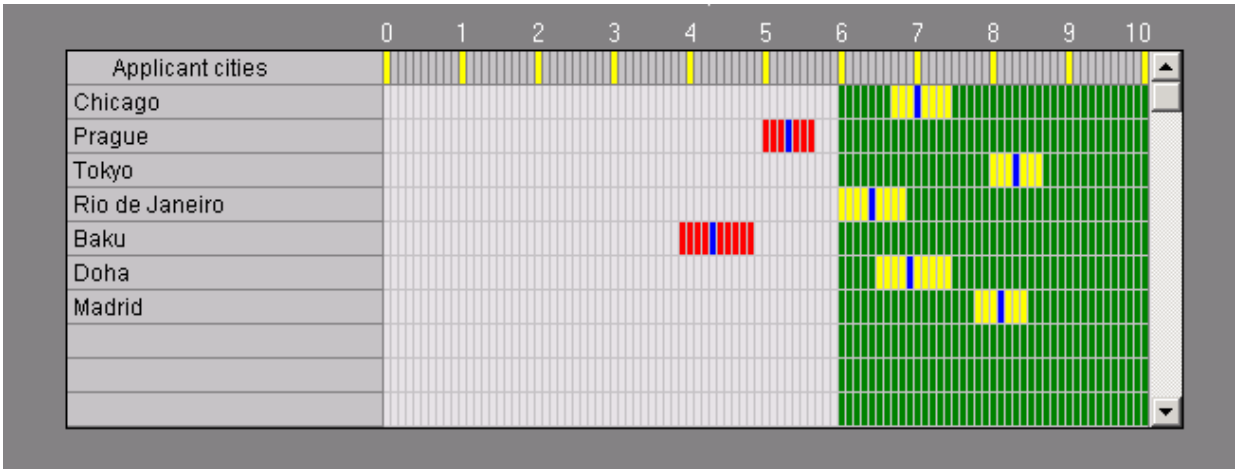


Charts, Continued

Criterion **11 - Overall project and legacy (weighting = 3)**



Final result



Signature page

THE MEMBERS OF THE WORKING GROUP

(in alphabetical order)

THE MEMBERS OF THE WORKING GROUP, Continued