Games of the XXX Olympiad in 2012

REPORT BY THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP TO THE IOC EXECUTIVE BOARD

Lausanne, 12 March 2004

INTERNATIONAL OLYMPIC COMMITTEE
www.olympic.org

NOTE TO THE READER

The original version of the present report was drafted in English. This is the version that was approved by all the members of the Working Group. Consequently, in the event of a discrepancy between the French and English texts of the present report, the English text shall be deemed authentic.

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Introduction

Introduction

Applicant Cities

The Games of the XXX Olympiad will be celebrated in 2012 (hereafter the "2012 Olympic Games"). Nine cities (hereafter the "Applicant Cities") have applied to become Candidate Cities to host the 2012 Olympic Games, namely (in the order of drawing of lots carried out by the Executive Board of the International Olympic Committee (IOC) on 24 September 2003):

Paris (FRA)	Havana (CUB)
Leipzig (GER)	London (GBR)
New York (USA)	Madrid (ESP)
Moscow (RUS)	Rio de Janeiro (BRA)
Istanbul (TUR)	

Acceptance of Candidate Cities

In accordance with Rule 37 of the Olympic Charter and its Bye-law:

"All cities applying to become Candidate Cities to host the Olympic Games shall be subject to a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the details of such procedure. The IOC Executive Board shall determine which cities shall be accepted as Candidate Cities."

For the 2012 procedure, the IOC Executive Board will decide which Applicant Cities shall be accepted as Candidate Cities on 18 May 2004, in Lausanne, Switzerland.

Executive Board instructions

The IOC Executive Board has instructed the IOC administration to

- Prepare and send to all Applicant Cities 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 2012.

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 the preparation of its decision.

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Support to Applicant Cities

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

- An information seminar held in Lausanne on 6-10 October 2003. 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 database which holds detailed information and statistics on previous editions of the Olympic Games

The improved quality of the Applicant Cities' submissions reflects the benefits of these services.

Working Group

In order to perform its task and prepare this report, the IOC has commissioned a certain number of studies and 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):

Professor Philippe BOVY	IOC Transport expert Retired Professor of transportation Swiss Federal Institute of Technology, Lausanne Expert on the 2000, 2002, 2004, 2006, 2008 and 2010 IOC Coordination Commissions Member of the 2008 and 2010 IOC Working Groups
Mr. Sergey BUBKA	IOC Member Chairman of the IOC Athletes' Commission Member of the IOC Evaluation Commission for 2008
Mr. Spyros CAPRALOS	Executive Director, Organising Committee for the Games of the XXVIII Olympiad in Athens in 2004
Mr. Bob ELPHINSTON	Secretary General of the Australian Olympic Committee Inc. General Manager of Sport, Organising Committee for the Games of the XXVII Olympiad in Sydney in 2000 Member of the IOC Evaluation Commission for 2008 Member of the 2010 IOC Working Group
Mr. Kelly FAIRWEATHER	IOC Sports Director

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Introduction, Continued

Mr. Robert FASULO	Director of ASOIF (Association of Summer Olympic International Federations) Member of the IOC Coordination Commissions for 2004 and 2008
Mr. Gilbert FELLI	IOC Olympic Games Executive Director
Mr. Sandy HOLLWAY	Chief Executive Officer, Organising Committee for the Games of the XXVII Olympiad in Sydney in 2000
Mr. Dapeng LOU	Vice-President of the International Association of Athletics Federations Sports Director, Organising Committee for the Games of the XXIX Olympiad in Beijing in 2008
Mr. Olav MYRHOLT	IOC Environment expert Advisor to the 1998, 2000, 2002, 2004, 2006, 2008 and 2010 IOC Coordination Commissions Member of the 2008 and 2010 IOC Working Groups Member of the IOC Evaluation Commissions for 2004, 2006 and 2010
Mr. Sam RAMSAMY	IOC Member President of the National Olympic Committee of South Africa
Mr. Peter RYAN	IOC Security consultant Commissioner of Police and Commander of Games Security, Sydney 2000
Mr. Walter SIEBER	Vice-President, Canadian Olympic Committee General Manager of Sport, Organising Committee for the Games of the XXI Olympiad in Montreal in 1976
Mr. Thierry SPRUNGER	IOC Director of Finance and Administration
Mr. Philippe VERVEER	IOC Director of Technology

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Independence

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

Applicant City responses

All nine Applicant Cities replied to the IOC's questionnaire within the deadline set by the IOC (15 January 2004).

All members of the Working Group received all documentation sent by each Applicant City.

Working Group Meeting

The Working Group met in Lausanne on 9-12 March 2004.

Following presentations made by experts and IOC Directors, the Working Group decided to assess the Applicant Cities on the basis of a number of technical assessment criteria which were pre-established by the IOC Executive Board in September 2003. Weightings, varying between 1 and 5 (5 being the highest), were attributed to each criterion as follows:

		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	4
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.

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Introduction, Continued

Working Group Meeting (continued)

The value given to a weighting is a combination of two factors: 1) it reflects the importance of the criterion in the organisation of the Olympic Games and, 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 to determine the capability of each city to organise successful Olympic Games in 2012 given the time and resources available.

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

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 have been made aware of the IOC Games Study Commission's report and its impact on the 2012 Olympic Games was discussed with the cities during the seminar hosted by the IOC in October 2003. 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 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 backed up by a software decision-making programme.

"Decision Matrix" was selected from a number of options to assist with the assessment of the ten Applicant Cities for 2008, based on its experience with projects of a similar nature. This software was also successfully used by the IOC in the assessment of the 2010 Applicant Cities.

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 Applicant Cities on the basis of a number of IOC-specific criteria.

Decision Matrix was formed in 1983 for the purpose of developing decision software catering to large and very specific decision problems in organisations.

The Decision Matrix software programme uses modern graphic-user interfaces to display results in an easily interpretable fashion.

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 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.

Dr Norbert GASS, the creator of the OlympLogic programme, was present during the Working Group meeting to oversee the application of the Decision Matrix software.

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 Olympic Host 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.

Continued on next page

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 proposal 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 2012 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 nine Applicant Cities according to the 11 technical criteria 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 nine 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 possible Candidate City for the 2012 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 at this point to host the 2012 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 2012 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 possibly lacking the capability to host the 2012 Olympic Games.

Glossary

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

Term	Definition
Benchmark	Minimum required grade (on a scale of 0 to 10). The Working Group set the benchmark at 6.
Feasibility	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.
"Fuzzy"	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.
Grade	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.)
Main criteria	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
Sub-criteria	Sub-division of a criterion by the Working Group in order to facilitate the assessment.
Weighting	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.

0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1.0
Unfeasible	Low probability			Moderate probability		High probability			Feasible

0	1	2	3	4	5	6	7	8	9	10
Unsatisfactory ◄----------►					Average ◄----------►				Satisfactory	

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

In terms of government support (national, regional and local), the assessment took into account statements made by governments, letters received by the IOC providing various commitments, the make-up of the Candidature Committees (including the level of government involvement in the structure) and the capacity of these governments to follow through to make statements of support an operational reality.

Financial support by governments is dealt with under criterion 10 - Finance.

In relation to legal matters, the assessment included the adequacy of existing laws and the capability and recognition of the need to provide new laws, if required, to hold the Olympic Games. Commitment to the Olympic Charter was important, and given by all cities and countries.

It is noted that all cities will also be required to comply with the IOC's Code of Ethics during phase two of the candidature and, ultimately, when hosting the Olympic Games.

It is also pointed out that the governments of all Applicant Cities have signed the Copenhagen Declaration regarding the World Anti-Doping Code, and that their governments have paid their 2003 contribution to the World Anti-Doping Agency (WADA).

Consideration was given to compliance with the World Anti-Doping Code but no grades were given in this respect.

As regards public opinion (including both public support and opposition), the Working Group used the data provided by MORI* in the research study it conducted for the IOC.

Consideration was given to input from the Summer Olympic International Federations as confirmation of the views formed by the Working Group.

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Government support, legal issues and public opinion, Continued

Introduction (continued)

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

1	Government support and commitment	70%
2	Legal aspects, including compliance with the Olympic Charter	15%
3	Public opinion	15%

* The IOC commissioned independent opinion polls in each of the Applicant Cities from MORI (Market and Opinion Research International). MORI conducted similar polls for the IOC for the 2008 and 2010 bid procedures.

PARIS

The Paris bid for the 2012 Games is an initiative of the Mayor of Paris, and has the support of the President and the Prime Minister, the Municipal Government and the relevant regional Council, as well as the NOC. The bid states that there is support across all political divisions.

Letters have been provided from the French Government, the NOC and the city supporting the bid.

In phase two, the Candidature Committee would be chaired by the Mayor and involve government, NOC and private sector representatives.

The existing legal basis for sport and for the conduct of the Olympic Games is satisfactory, and new provisions (e.g. to streamline administrative procedures) would be considered favourably.

Polling by the Bid Committee finds that 75% of Parisians and 67% of the French population support the bid. The IOC poll found 72% support, with 7% opposed. Main reasons for the support are the economy, jobs, promotion of the city and general support for sport and the Olympic Games.

PARIS					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	8	9	6.5

Continued on next page

Government support, legal issues and public opinion, Continued

LEIPZIG

The President and the Chancellor of Germany, the Federal Government and the relevant State and City Governments have given support to Leipzig's bid. This is reflected in joint declarations by the governments at various levels and the NOC. The bid states that it enjoys non-partisan political support.

The Bid Committee is a limited liability company in which the shareholders are the NOC, the Free State of Saxony and the relevant cities (Leipzig and Rostock). The NOC President chairs the Supervisory Board, which includes various working groups and involves industry, as well as government representatives.

The necessary legislation for hosting the Olympic Games is in place, and no new laws are therefore proposed.

Polling by the bid shows 89.6% support in Germany and 95% support in Saxony. The IOC poll shows 82% support with 10% opposition. The main reasons for support are the economy, jobs, promotion of the city and the belief that Leipzig provides suitable conditions for the Olympic Games. The main reasons for opposition are concerns about the cost.

LEIPZIG					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	7.5	8.5	7.2

NEW YORK

The City and State of New York and the United States Government have expressed support for the bid. The New York State Legislature has passed supportive legislation. The bid is confident that an interagency group coordinated from the White House would provide various essential services. Letters of support from the US President, the Mayor and the NOC have been provided.

The Board of the Candidature Committee would continue to include a wide range of private sector, community and sport (including NOC and IOC) representatives. There would be a range of working groups and advisory groups, which would include representatives of government agencies.

In addition to existing laws supporting the Olympic Movement and sport, the bid proposes to seek modifications of existing State legislation to facilitate several operational aspects of the Olympic Games. Legal teams are working on this.

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Government support, legal issues and public opinion, Continued

NEW YORK (continued)

A significant effort has been made to reach out to community groups and there is evidence of political, trade union, media, business and nationality group support. The bid states that the "Olympic X-Plan" (the bid's transport concept) has received overwhelming public support. Bid polling finds 73% support and 18% opposition in New York. The IOC poll shows 68% support and 11% opposition with the main reasons for support being promotion of the city, the economy, jobs and general support for the Olympic Games and sport; the main reasons for opposition are overcrowding and traffic problems.

NEW YORK					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	6	8	5.7

MOSCOW

The Moscow bid originated with the City Government and the Mayor and enjoys support at national government level. Letters have been received from the Head of Government, the Mayor and the NOC President.

The Bid Committee is headed by the Mayor and includes Federal Government and NOC representatives. There are a number of specific committees. IOC members and other public figures would also be involved in a future Candidature Committee.

Existing laws are said to be sufficient for the conduct of the Olympic Games, but there are proposals to strengthen protection against ambush marketing and to protect Olympic intellectual property.

Bid polling shows 90% support in Moscow and 89% in Russia. The IOC poll shows 76% support and 5% opposition. Promotion of the city and country and the honour of holding the Olympic Games are main reasons for support.

MOSCOW					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	8	9	7.1

Continued on next page

Government support, legal issues and public opinion, Continued

ISTANBUL

The President and Prime Minister of Turkey have expressed support for the Istanbul bid and the National Minister for Youth and Sports (Deputy Prime Minister) chairs the Bid Committee. The Governor of Istanbul and the Mayor, along with the NOC President are Vice-Presidents of the bid. Olympic legislation supports the bid. Letters of support have been provided by the Prime Minister, the NOC President and the Mayor.

The Bid Committee is fundamentally governmental in character, though specialised working groups may involve private sector and community experts.

In addition to the existing "Olympic Law", the bid does not preclude the possibility of new legislation, if required. The Constitution contains a provision on "Sports for All".

Bid polling (conducted in 2000) shows 89% public support in Istanbul and 88% in Turkey. The IOC poll shows 82% support, mainly for economic reasons (promotion of the country, jobs, tourism) and 2% opposition.

ISTANBUL					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.85	8	9	8

HAVANA

The bid states that it enjoys the unlimited support of the Cuban Government. The bid is supported by the President of Cuba and the various Municipal Governments. Letters of support have been provided by the Federal and Regional Governments and the NOC.

The Bid Committee is chaired by the President of the Provincial Assembly. The bid's organisational chart suggests a largely governmental organisation, with sports representatives.

The bid states that existing legislation is sufficient for the conduct of the Olympic Games. Sport is seen as a right in the Constitution.

Bid polling shows 96% public support in Havana and 90.6% in Cuba. The IOC poll shows 90% support.

HAVANA					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	7.5	8.5	9

Continued on next page

Government support, legal issues and public opinion, Continued

LONDON

The bid has the support of the Prime Minister, the Mayor and the municipal authorities. Letters of support have been provided by the Government, the Mayor and the NOC. Support exists across political divisions at national and city levels.

The Candidature Committee would include representatives of three key stakeholders – the NOC, the Government and the Mayor. It includes business, government and sports representatives.

Existing laws are believed to be sufficient for hosting the Olympic Games but further legislation will be introduced, if necessary.

The bid refers to support from business (81% of 300 businesses polled), trade unions, sports bodies and community groups. Public polling shows 82% support in London and 81% national support. The IOC poll, however, is lower with 67% support and 13% opposition. Main reasons for support are given as promotion of the city and country, the economy and jobs and support for the Olympic Games and sport in general. Main reasons for opposition are concerns about the cost and traffic.

LONDON					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	8	9	5.4

MADRID

The bid has the support of all levels of government – national, regional and municipal – as reflected in a number of formal decisions, including motions passed by Congress and the Senate. Letters of support have been received from the NOC and the Madrid City Council.

A foundation, chaired by the Mayor, involves civil society, as well as government and sports representatives.

The Candidature Committee would involve the various levels of government as mentioned above, as well as other bodies and institutions representing Spanish society. There would be commissions on sports, athletes and environment.

The bid considers the legal base to be sufficient, but it would be possible to introduce new legislation, if required. Various laws support sport in general, and the basic legislation for the Barcelona Games is still in force.

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Government support, legal issues and public opinion, Continued

MADRID (continued)

The bid refers to support from business and community groups, and its polling shows public support at 88% in Madrid and 82.6% in Spain. The IOC poll shows 85% support, the main reasons being promotion for the city and country and the economy/jobs. There is 2% opposition.

MADRID					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.9	8	9	8.3

RIO DE JANEIRO

The bid has support from the President of Brazil, the Governor of the State and the Mayor. The country's legislature also supports the bid. Letters of support have been submitted by the President, the Mayor and the NOC President.

The Candidature Committee would be co-chaired by the Mayor and the NOC President and include representatives of all levels of government and sports representatives.

In addition to existing laws supporting the bid and sport in general, new laws would be introduced, if required.

Bid polling shows 94% public support in Rio and 83% in Brazil. The IOC poll shows 87% support, with the main reasons being the economy, jobs, tourism and promotion, and 2% opposition.

RIO DE JANEIRO					
Government support & commitment			Olympic Charter & legal aspects		Public opinion
Minimum	Maximum	Feasibility	Minimum	Maximum	
8	9	0.8	8	9	8.5

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Government support, legal issues and public opinion, Continued

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
Paris	7.2	8.0
Leipzig	7.2	8.0
New York	6.2	7.1
Moscow	6.7	7.5
Istanbul	7.2	7.9
Havana	7.0	7.7
London	6.5	7.2
Madrid	7.5	8.3
Rio de Janeiro	7.0	7.7

2 → General infrastructure

Weighting = 5

General infrastructure

Introduction

The Summer Olympic Games are the largest sports event in the world with 28 International Federations effectively organising the equivalent of 44 world championships simultaneously in multiple venue locations during 16 days of competition. Transport requirements for 150,000 to 200,000 accredited persons and often more than 500,000 spectators per peak day place considerable pressure on any metropolitan transport system.

High capacity road and public transport infrastructures are required to handle Olympic traffic loads superimposed on general metropolitan traffic. Since developing transport infrastructure is a lengthy process and requires very heavy investment, a two-tier analysis of existing and planned general transport systems and their performance was conducted for each Applicant City.

For the purpose of this evaluation, general infrastructure includes existing and planned land transport, as well as the airport and International Broadcast Centre/Main Press Centre (IBC/MPC) infrastructures.

Based on their respective importance for the Olympic Games, the following sub-criteria and weighting factors have been used:

1	Transport infrastructure	85%
2	Airport	5%
3	IBC/MPC	10%

Transport infrastructure

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

- existing general transport infrastructure and its current performance 60%
- general transport infrastructure planned to be in place in 2012 in relation to the Olympic Games concept presented by each Applicant City 40%

For sub-criterion b), which pertains to the future situation in 2012, a feasibility factor with values between 0.1 and 1.0 was given. This factor reflects the technical and financial potential ability of the city to complete all planned transport and supporting infrastructure by 2012.

Continued on next page

General infrastructure, Continued

Introduction (continued)

Airport

The main gateway airport is judged according to its ability to handle peak Olympic traffic in 2012. Consideration has been given to how the airport is linked to the city by motorway and by rail public transport. The relative low weighting of 5% does not relate to the importance and performance of the airport, but to its use by Olympic participants and visitors.

IBC/MPC

The following considerations have been taken into account in the evaluation of this (these) major non-competition venue(s):

- location in relation to media accommodation, Olympic Village and competition venues
- Post-Games legacy

PARIS

Paris is the centre of the Ile de France region with a population of 11.1 million, which is expected to grow 3.6% by 2012.

Transport infrastructure

During most of the year, the reserve capacity on the central expressway system (Boulevard Périphérique) and most radial motorways is limited, but significant improvements are registered at the end of July/early August due to substantial vacation traffic reductions. Paris has a very powerful and dense public rail transport system with 14 subway lines and a high performance Regional Express Rail (RER) system serving the suburbs, the region and the international airports.

Paris' well-developed public transport system makes the transport concept feasible with a comparatively low level of planned transport investment.

Airport

Charles de Gaulle, the main Olympic gateway airport, has substantial capacity and would handle Olympic-related traffic. The airport is generally well linked to Paris, although some rail capacity and service improvements may be required to cope with 2012 Olympic traffic.

IBC/MPC

The IBC/MPC will be located in two neighbouring buildings in close proximity to the main Olympic Games venue cluster which includes eight competition venues.

Continued on next page

General infrastructure, Continued

PARIS (continued)

PARIS								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
8	9	5	6	0.9	8.5	9.5	8	9

LEIPZIG

The population of Leipzig is stable at 519,000 in the city, with an additional 111,000 within a radius of 15km.

Transport infrastructure

Considerable transport investments are currently being made to upgrade existing transport networks at city and regional levels (USD 4.6 billion) to bring these up to national standard.

These transport facilities are designed for a city of less than 1 million inhabitants.

Other major transport investments are planned over the next seven years (USD 2.6 billion). The proposed 2012 transport system does not appear to have sufficient capacity for the Olympic Games.

Airport

Leipzig-Halle Airport has a new double runway with a 24-hour service and is situated 20km from the centre of Leizpig. It is in proximity to two motorways and a railway connection is planned. Given the capacity of the airport, it will be a challenge to meet Olympic Games requirements.

IBC/MPC

The IBC and MPC are planned as separate facilities 1.7km apart, in good proximity to nearby Olympic venue clusters and to the city centre.

LEIPZIG								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
3	5	7	9	0.6	6	7	7	8

Continued on next page

General infrastructure, Continued

NEW YORK

New York City has a population of 8.1 million (2002 figures), which is expected to rise by 6% to 8.6 million by 2012 (10.6 million taking into account the neighbouring State of New Jersey which has direct transport links to New York).

Transport infrastructure

The biggest challenge for New York City transport has always been the geographical barriers created by the Hudson River on Manhattan West side and the East River separating Manhattan from Long Island. Railroads, subways and motorways cross these barriers with bridges and/or tunnels. The limited number of river crossings (bridges and tunnels) contributes to acute concentrations of traffic on New York's major transport facilities. Ferry services have been growing steadily to bypass land transport bottlenecks and endemic road traffic congestion.

An urban transport and development plan, the "X Plan", is proposed and incorporated into the Olympic bid. The major transport feature is a new high capacity East-West suburban rail connection. This will go from Long Island to Manhattan Grand Central Station and will take pressure off the existing East River underground crossing. The transport investment is quite considerable. The North-South axis of the "X Plan" consists of water transportation mostly on the East River. The "X Plan" is innovative but, given its special nature, an assessment of the proposed infrastructure performance and capacity would be required in order to ascertain its adequacy for Olympic Games transport requirements.

Airport

With three major airports, New York is one of the most accessible cities in the world. A long-term project culminated in December 2003 with the opening of a public transport link between John F. Kennedy Airport and the New York subway and commuter rail systems.

IBC/MPC

The proposed IBC will be a newly constructed facility on Manhattan West side, with the MPC being housed nearby in an existing facility. Both are in close proximity to nine sports venues, the Olympic Stadium and media accommodation.

NEW YORK								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
5	7	6	8	0.75	8.5	9.5	8	9

Continued on next page

General infrastructure, Continued

MOSCOW

Moscow has a stable to slightly declining population of approximately 10 million. All Olympic venues, including sailing and football, are proposed within the city.

Transport infrastructure

Both the Moscow subway and main roadway systems are radio-concentric with no major geographical obstacles other than the Moskva River. The major transport infrastructure ratio (total major network transport infrastructure kilometre length per million population) is currently rather modest compared to other major metropolitan areas. However, Moscow's public transport infrastructure, such as the subway, is well developed.

Moscow's transport system is undergoing major and rapid improvements. Very large transport investments are being made in rail projects such as subways, suburban rail or high-speed rail rehabilitation and/or extensions. Some major improvements concern the motorway and major urban arterial road network to cope with chaotic and rapidly growing automobile traffic loads.

Airport

Moscow has three airports. The bid proposes Vnukovo as the main Olympic gateway airport as it is closer to Olympic venues. A new intra-metropolitan high-speed rail line will connect this upgraded airport to Moscow city centre. There is also sufficient capacity at Sheremetyevo and Domodedovo international airports.

IBC/MPC

The newly built IBC/MPC will be located near the Olympic and Media Villages, in the geographical centre of the Olympic project.

MOSCOW								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
5	7	5	8	0.7	6	8	8	9

Continued on next page

General infrastructure, Continued

ISTANBUL

Istanbul is one of the world's fastest growing metropolises, with a population of approximately 10 million straddling the Bosphorus. This is expected to increase by 20% to 12 million by 2012. The arterial road and public transport systems are under great pressure to meet rapidly growing traffic demands.

Transport infrastructure

The existing transport infrastructure ratio is very low for such a metropolis. The ratio is based on the length of motorway and main rail public transport facilities in relation to the population.

Substantial major transport infrastructure is planned to strengthen both the highway/expressway system and the rail system (metro, light-rail and suburban rail).

The improved or new transport facilities will be challenged to keep pace with the fast urbanisation of Istanbul and these transport investments might be questionable in view of the limited number of transport projects carried out since the last bid.

If Istanbul were to carry out all planned improvements by 2012, the general infrastructure would fit reasonably well with the proposed Games concept.

Airport

Taking into account some capacity improvements, Atatürk International Airport would appear to be able to handle Olympic traffic.

IBC/MPC

The IBC/MPC is planned to be part of the existing World Trade Centre. It is within close proximity to the airport and 16km from Olympic Park.

ISTANBUL								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
2	4	7	9	0.3	7	8	6	7

Continued on next page

General infrastructure, Continued

HAVANA

Havana has a stable population of 2 million.

Transport infrastructure

Havana's transport system, especially as regards public transport, is limited and would need comprehensive improvements to meet the huge transport and logistic requirements of the Olympic Games.

Some road upgrades are planned for 2012, without significant public transport investment.

The general transport infrastructure planned for 2012 does not appear to be sufficient in relation to the extremely dispersed Games concept proposed.

Airport

Although important developments are proposed by 2012, the Jose Martí Olympic gateway airport will be challenged to handle the huge amount of traffic generated by the Olympic Games.

IBC / MPC

The IBC/MPC is planned to be located in an existing building, EXPOCUBA. However, the location is not ideal, being more than 15km from most competition venues.

HAVANA								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
1	3	1	3	0.7	3	5	6	7

Continued on next page

General infrastructure, Continued

LONDON

The London Metropolitan Area is expected to grow marginally (2.8%) from 7.3 to 7.5 million by 2012.

Transport infrastructure

London has one of the world's most extensive rail and underground systems. The main transport infrastructure ratio of London is one of the highest amongst Applicant Cities. Nevertheless, rail public transport is often obsolete and considerable investments must be made to upgrade the existing system in terms of capacity and safety. Urban expressways and main arterial road facilities lack the capacity to provide reasonable travel times and speeds.

In terms of transport developments, the Games concept is coherent with rather substantial public transport major improvements (capacity and performance) in the East London section of the metropolitan area. It seems, however, that the importance of the new Channel line link between Stratford Station and King's Cross may be over-estimated as regards Olympic transport. The priority of this new major transport link will be to accommodate long distance high-speed passenger trains, and not local traffic, unless operations are completely altered for the Olympic Games. Further study will be required regarding accessibility for the Olympic Family and the general public to venues other than those in East London.

Airport

Heathrow International Airport, one of the busiest international airports in the world, and a principal European hub, will be the Olympic gateway airport and will be able to handle Olympic-related traffic. Large investments will substantially increase its capacity. New Heathrow Express Rail links are also part of the accessibility improvements. Other London airports are available, including London City which is very close to the proposed Olympic Park and connected via the new Docklands light-rail extension.

IBC/MPC

The IBC/MPC will be newly built in the proposed Olympic Park within 7km of 17 competition venues. The project is part of the regeneration plan for the area with post-Games commercial use.

LONDON								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
5	7	6	8	0.75	8.5	9.5	8	9

Continued on next page

General infrastructure, Continued

MADRID

Madrid metropolitan area has a population of 5.5 million, which is expected to grow by 6% to 5.8 million by 2012.

Transport infrastructure

One of the advantages of Madrid and its metropolitan area, is the fact that public and private bodies participating in the urban and transport development process have been integrated in a consolidated body, the Madrid Regional Consortium which coordinates and plans public transport mobility, as well as the overall management of all transport infrastructure.

Madrid is located on a high plateau with no significant geographical obstacles. Its transport system is radio-concentric with 11 motorways connecting Madrid to the rest of Spain and three high-speed rail lines (one existing to Seville, one almost completed to Barcelona and one planned to Lisbon, Portugal). Both motorway and rail systems are well developed.

Approximately 95% of the transport facilities that may be used during the Olympic Games exist, are under construction or will be constructed irrespective of the Olympic Games, as part of Madrid's general transport development plan. If all planned transport infrastructure systems are completed according to schedule, the planned transport system will be most efficient for use by Madrid's metropolitan population. The system will have ample capacity for the Olympic Games.

Airport

Madrid-Barajas Airport is one of the most rapidly growing airport hubs in Western Europe. It is already linked to motorways and to Madrid's modern subway line. The airport has the advantage of being close to the Olympic Village and to the eastern Olympic venue cluster. The airport is 12km from the city centre.

IBC/MPC

The proposed IBC/MPC will be located in the IFEMA trade fair grounds, where eight sports will take place, close to the main eastern Olympic cluster.

MADRID								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
7.5	8.5	8	9	0.9	8.5	9.5	8	9

Continued on next page

General infrastructure, Continued

RIO DE JANEIRO

The population of Rio is expected to remain stable at 6 million inhabitants. The metropolitan population of Rio is expected to grow by 8% from 11.1 million to 12 million by 2012.

Transport infrastructure

The physical and geographical situation of Rio creates challenges in terms of urban transport networks, with transport facilities constricted to the area between the ocean and the nearby mountains. Alternatively, transport facilities have to go around the vast Tijuca Forest. The current traffic situation is problematic as almost all public and private transport systems are superimposed and have to use the overcrowded road system. The Rio metro subway system is limited to two short lines which serve a small proportion of Rio's urban areas. The suburban rail system, which has been and still is undergoing major upgrades (electrification, track renewal, etc.), serves only Rio's northern and north-western suburbs, but very little of the proposed Olympic areas.

Motorway and major rail infrastructures which are planned to connect the eastern (Rio Central Business District to Copacabana), northern (Maracanã and Deodoro) and western (Barra) areas of Rio pass through geographical bottlenecks and/or very densely urbanised areas and are, therefore, challenging and costly to build.

If all transport infrastructure elements (motorway and high performance rail) proposed for 2012 are in place, the transport concept is sound in principle but will be challenged to meet the transport capacity needed to cope with Rio's basic traffic demands (without the Olympic Games) given the very heavy concentration of flows. In addition, given Rio's history of difficulties in the field of heavy rail and urban motorway development, and the very high cost of these infrastructures, the probability of having a full dual system (motorway + high performance rail) in place in seven years time appears to be optimistic.

Rio de Janeiro Municipality will cover a large proportion of the transport infrastructure investment.

Airport

Rio Galeão – Tom Jobim International Airport has double runways and is located approximately 18km from Rio city centre and 31km from Barra Olympic Park. A specific rail connection is planned between these locations to bypass the heavy traffic loads on the motorway and road networks. The airport has sufficient capacity for the Olympic Games.

IBC/MPC

The proposed IBC/MPC will be newly built within the large Barra Olympic cluster (18 sports competitions). Following the Olympic Games, this building complex is planned to be sold as commercial space.

Continued on next page

General infrastructure, Continued

RIO DE JANEIRO (continued)

RIO DE JANEIRO								
Transport infrastructure					Airport		IBC/MPC	
Existing		Planned and additional						
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum	Minimum	Maximum
2	4	7	9	0.4	7	8	8	9

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

Applicant Cities	Minimum grade	Maximum grade
Paris	6.8	7.8
Leipzig	4.0	5.5
New York	5.3	7.0
Moscow	4.8	6.8
Istanbul	2.7	4.1
Havana	1.5	3.2
London	5.3	7.0
Madrid	7.5	8.5
Rio de Janeiro	3.1	4.6

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 application to host the Olympic Games. The budget for these venues should not be included in the Olympic Games budget.

Additional – Number of 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 and quality to meet the Olympic Games requirements and post-Games legacy.

c) 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 the new venues, were considered important, bearing in mind the IOC's wish that cities do not build venues which might become "white elephants".

Continued on next page

Sports venues, Continued

Seating capacities

The Working Group agreed that the benchmark venue requirements and spectator capacity standards (which the Applicant Cities were made aware of) should be:

SPORT / DISCIPLINE		IOC STANDARD	NO. VENUES
Archery		4,000	1
Athletics/Ceremonies		60,000	1 *A
Badminton		5,000	1 *B
Baseball		8,000	1 *G
Basketball	Preliminaries	8,000	1
	Finals	12,000	
Boxing		6,000	1
Canoe Kayak Flatwater		10,000	1 *C
Canoe Kayak Slalom		8,000	1
Cycling Track		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	Preliminaries	2,000	1
	Finals	4,000	
Football	Preliminaries	20,000	4
	Preliminaries	20,000	
	Preliminaries	20,000	
	Preliminaries	20,000	
	Finals	50,000	*A
Gymnastics Artistic		12,000	1 *D
Gymnastics Rhythmic		5,000	*B
Gymnastics Trampoline In either Artistic or Rhythmic venue		5,000	*D
Handball	Preliminaries	5,000	1
	Finals	8,000	
Hockey	Field 1	8,000	1
	Field 2	5,000	
Judo		6,000	1 *E
Modern Pentathlon	Shooting/fencing	3,000	*B
	Swimming	12,000	*F
	Ride/run	10,000	*G
Rowing		10,000	*C
Sailing		0	1
Shooting		3,000	1

Continued on next page

Sports venues, Continued

Seating capacities (continued)

SPORT / DISCIPLINE		IOC STANDARD	NO. VENUES
Softball		8,000	1
Swimming		12,000	1 *F
Synchronised swimming		5,000	*F
Diving		5,000	*F
Water Polo		5000	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		2000	1
Volleyball Indoor		12,000	1
Volleyball Beach		12,000	1
Weightlifting		5,000	1
Wrestling		6,000	*E
		NB TOTAL:	**31**

* 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 was calculated for each city.
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. Football venues were counted to a maximum of four existing venues plus the Applicant City Olympic Stadium/Finals where listed.
5. One hockey venue may include two fields.

Continued on next page

Sports venues, Continued

PARIS

The Paris plan comprises a total of 31 venues for the Olympic Games, through effective sharing of venues. There is a good use of 13 (42%) existing venues with two planned venues (canoe-kayak slalom and volleyball) to be constructed by 2011. Paris proposes 16 (52%) additional venues including 11 temporary venues based on a good legacy plan for the city/region with permanent venues planned for specific sports needs e.g. velodrome, shooting, aquatics and superdome.

The sports concept with two clusters – west (10 venues, 16 sports/disciplines) and north (8 venues, 13 sports/disciplines) each 6km from the Olympic Village appears well planned. With the exception of sailing (468km), the rowing/canoe kayak flatwater venue (41km) is the furthest venue from the Olympic Village.

PARIS						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	8	6	8	0.9	8	9

LEIPZIG

The sports concept is based on the use of 17 (46%) existing venues. Thirteen existing venues have planned upgrades with a reasonable budget allocated.

Three clusters are proposed, with the Olympic Park cluster (12 sports) located 2.5km from the Olympic Village and 1.5km from the city centre. All venues are within 30km of the Olympic Village with the exception of cycling (mountain bike, 33km), sailing (361km) and equestrian (123km).

The city plans to build eight venues (22%) including sport-specific facilities, for canoe kayak slalom and flatwater and shooting, and the expansion of the existing Old Exhibition Centre and Leipzig Trade Fair halls.

Leipzig plans 12 additional venues (32%) of which only five will be permanent, further adding to the sports and city legacy, including the development of the New Lake District as a venue for field and water sports.

The proposal for 37 venues appears excessive and costly and the funding of upgrading and planned and additional venues at a total cost of USD 1.756 billion over the 2004-2011 period, may present a significant challenge.

LEIPZIG						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	6	8	0.8	6	8

Continued on next page

Sports venues, Continued

NEW YORK

New York proposes a total of 31 venues – utilising 19 (61%) existing venues, two planned venues (an Olympic Stadium and an indoor sports stadium) and 10 (32%) additional venues (7 permanent and 3 temporary) for the Olympic Games.

The sports concept is based on the "X Plan", where all but five competition venues would be located along the intersecting transport routes involving road and river, as opposed to a concept of "venue clusters".

Venue upgrading and new venue projects budgeted at a cost of USD 2.765 billion through a combination of public and private spending over the 2005–2011period, may present a challenge.

All venues are within 42km of the Olympic Village.

New permanent venues have been planned to meet the legacy demands of New York in order to expand Midtown Manhattan and the region into a dynamic sports, tourism and residential area.

NEW YORK						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	8	7	8	0.9	5	8

MOSCOW

Moscow proposes a total of 29 venues. It will upgrade 14 (48%) existing venues, built primarily for the 1980 Olympic Games, whilst a further five (17%) are planned between 2003 and 2007. Ten (35%) additional venues will be required of which seven will be permanent – all publicly funded as a legacy of the Olympic Games.

The sports concept is compact with most venues within four clusters along the Moskva River, which runs through the city. The furthest venue from the Olympic Village is sailing (49km), whilst the Olympic Park, containing the Olympic Stadium and nine sports is just 6km from the Olympic Village.

The proposed shared use of venues and venue capacities require review.

The total upgrading and new construction estimates of USD 1.127 billion may be on the low side, considering the construction costs in Moscow.

MOSCOW						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	6	8	0.8	6	8

Continued on next page

Sports venues, Continued

ISTANBUL

Out of 33 venues, 17 (51.5%) existing venues will be used, with a further 16 (48.5%) additional venues required for the Olympic Games, of which 11 will be permanent.

The sports concept is based on the Olympic Park (13 venues), 4km from the Olympic Village, and a more spread out Southern Complex, which is 16km from the Olympic Village.

All venues are within 29km of the Olympic Village, with the exception of equestrian (57km), sailing (53km), beach volleyball (50km) and football (40km).

The construction cost estimates of USD 163 million appear to be very conservative for these 11 permanent and five temporary venues and only one existing venue will be upgraded (USD 15 million).

The triathlon venue on Prince Islands requiring bus/ferry transport may need to be reviewed.

The construction of major sports facilities in Istanbul in recent years and the potential of a further 11 specialist sports facilities could provide a great legacy for the city and its young and rapidly growing population.

ISTANBUL						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	5	7	0.6	5	7

HAVANA

Havana will use 25 (70%) existing venues. However, most would appear to need significant upgrading and an increase in spectator capacities to meet IOC venue guidelines. Greater shared use of venues would be beneficial.

There is currently no planned construction of new facilities irrespective of the Olympic Games. Eleven (30%) additional venues (ten permanent, one temporary) are required. These new facilities would serve as a legacy for sport.

The proposed cost estimates of USD 194 million for both upgrading and new construction may be inadequate to meet Olympic Games requirements.

The sports concept comprises 36 venues spread across the city of Havana, the furthest from the Olympic Village being tennis (30km), diving and synchronised swimming (30km) and the Olympic Stadium (28km).

HAVANA						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	6	7	0.5	4	7

Continued on next page

Sports venues, Continued

LONDON

The sports concept is well planned with the use of 20 (61%) existing venues, based on three main areas – the Olympic Park (16 sports), central axis (four sports) and the west sector (five sports). London proposes 33 venues in total. The Olympic Park includes the Olympic Village, providing a very good competition environment for the majority of athletes.

The inclusion of Greenwich Park, Hyde Park, Regents Park, Swinley Forest and Horse Guards' Parade as existing sports venues is unclear, given that no budget is allocated for upgrading/construction, or construction dates provided.

The use of existing world-class venues for sailing (245km), mountain bike and shooting (72km) and rowing and canoe – kayak flatwater (54km) further adds to the spread of venues from the Olympic Village.

Only one venue (3%) is currently planned (Wembley Stadium - football finals), and is under construction, but a further 12 additional venues (36%) would be required for the Olympic Games, nine of which would be permanent.

These new venues, supported by upgraded existing sports facilities would leave London and the country with a significantly enhanced sports legacy.

LONDON						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	6	8	0.8	6	8

MADRID

Madrid has planned a very compact sports concept around three clusters – east, west and central - based on using 23 (70%) existing venues. In total, Madrid proposes 33 venues. An adequate budget has been allocated for the upgrading of all existing venues.

Nine sports competitions will take place in Olympic Park, and the Olympic Stadium is just 2km from the Olympic Village. All venues are within 20km of the Olympic Village apart from sailing (550km) and rowing/canoe – kayak flatwater (50km).

Five (15%) venues are planned irrespective of the Olympic Games, with construction to take place between 2003 and 2012. These will be publicly funded and will provide Madrid with a comprehensive range of specialist sports facilities.

Five (15%) additional (three permanent and two temporary) venues will be required for the Olympic Games, with adequate budgets planned, complementing an excellent sports legacy for Madrid.

Continued on next page

Sports venues, Continued

MADRID (continued)

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

RIO DE JANEIRO

Rio has a low number (12) of existing venues (39%). However, importantly, through preparing for the 2007 Pan-American Games, ten (32%) sports venues are currently under construction or their construction will commence shortly. All of the permanent venues will be completed by 2007.

Nine (29%) additional venues will be required for the Olympic Games, of which three will be permanent. This gives a total of 31 venues.

The Rio sports concept covers four regions of the city in venue clusters, with Barra Olympic Park (18 sports including the Olympic Stadium) as a focal point, just 3km from the Olympic Village.

This high-density cluster of venues in Barra, together with the Olympic Village, MPC, IBC and Media Villages, may present significant operational challenges.

With the exception of road cycling and sailing (39km), volleyball and water polo (35km), all venues are in close proximity to the Olympic Village.

The venues under construction and those planned for the Olympic Games will provide Rio with a very positive sports legacy.

RIO DE JANEIRO						
Existing venues		Planned and additional venues			Sports concept & legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	6	9	0.8	6	8

Continued on next page

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
Paris	6.7	8.0
Leipzig	5.2	7.1
New York	6.2	7.7
Moscow	5.2	7.1
Istanbul	4.3	6.0
Havana	3.7	5.4
London	5.2	7.1
Madrid	7.4	8.7
Rio de Janeiro	4.9	7.0

4 → Olympic Village

Weighting = 4

Olympic Village

Introduction

In evaluating the Olympic Village criterion, the following three sub-criteria were taken into account. Each sub-criterion was given a weighting factor as shown:

a) Location – 50%

Travel distances to venues

b) Concept – 30%

- Number of villages/accommodation
- High-rise versus low-rise
- Area of land available
- Surrounding environment
- Temporary versus permanent

The Village concept was assigned a feasibility factor, based on the likelihood of completing the projects as proposed by the Applicant Cities.

c) Legacy – 20%

- Post-Games use
- How the Village will be financed

Continued on next page

Olympic Village, Continued

PARIS

Paris proposes one Olympic Village and an ancillary sailing village at La Rochelle (468km). The main Olympic Village will be located within the city, adjacent to a 10-hectare park with direct access to the ring road. This accommodation will be constructed on a 50-hectare site and will be a major urban rehabilitation scheme. The number of rooms/beds and the form or structure of the buildings are not indicated.

The average distance to all venues is 11.5km, not including sailing at La Rochelle, and the Olympic Village is 7km from the Olympic Stadium. The Village is very well situated between two clusters with 24 sports competitions less than 10km away. With the exception of sailing, the only two venues more than 30km from the Olympic Village are rowing/canoe (41km) and mountain bike (33km).

Post-Games, the Village will provide high-quality housing built on one of the last remaining areas of land requiring redevelopment in Paris. The funding model is not specified.

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

LEIPZIG

Leipzig proposes one Olympic Village and two ancillary villages, for sailing (950 persons) and equestrian (200 persons), 0.3km and 5km respectively from their competition venues. The main Village is set on a 124-hectare site which includes a 13-hectare pool at Lindenau Harbour, an existing landscaped park. The development provides for a total capacity of 16,000 in 2-4 storey buildings and 2-6 room apartments. Provision has been made for a 70-hectare leisure and recreation area. The majority of the Olympic Village will be constructed on an industrial wasteland site

The average distance to all venues in Leipzig is 15km and the Olympic Village is only 4km from the city centre and 3.9km from the Olympic Stadium. In total, 17 sports competitions are less than 10km from the Olympic Village. Three venues are more than 30km from the Olympic Village: cycling – mountain bike (33km), equestrian (123km) and sailing (361km).

The Village legacy will be a new housing estate on an environmentally improved site. A funding plan is in place with USD 536 million committed by the Leipzig Housing Association.

LEIPZIG						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	7	9	0.9	7	9

Continued on next page

Olympic Village, Continued

NEW YORK

New York proposes one Olympic Village in the suburb of Queens, across the river from midtown Manhattan, and additional accommodation for equestrian, 6km from the equestrian centre. The main Village is situated on a waterfront site with water on three sides, 5km from the Olympic Stadium. A total of 4,400 apartments are planned in what is thought to be high-rise apartment blocks as indicated by the location. No information is given on the size of Village. A training area is located in a park, 1.6km outside the Village. The concept raises some concern regarding the athletes' experience at the Games and needs to be studied in greater detail.

The average distance to the venues is 13.8km. Fifteen sports competitions are 10km or less from the Olympic Village, and 20 sports competitions are more than 10km away. It is proposed that 95% of the athletes will travel by dedicated trains and ferries to the venues. The feasibility of this scheme will need further analysis.

The development will be financed by a combination of private and public funding and will provide post-Games housing for New York residents. The Queens West Development Corporation owns the land.

NEW YORK						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	8	5	7	0.9	7	9

MOSCOW

Moscow proposes one Olympic Village and short-term accommodation for sailing which is 49km away. The average distance to the venues is 13km and the Olympic Village is 6km from the Olympic Stadium. Twenty-six sports competitions are 10km or less from the Olympic Village, which will benefit the athletes in terms of travel.

The Village is located in a green area on an 80-hectare site in the north of the city. The type of building structure is not specified. The capacity of the proposed Olympic Village exceeds requirements.

The Olympic Village will be funded in cooperation with the city, which owns the land. The post-Games use is for private housing.

MOSCOW						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
8	9	6	8	0.8	6	8

Continued on next page

Olympic Village, Continued

ISTANBUL

Istanbul proposes one Olympic Village for 16,000 athletes and officials, housed in 4-storey buildings. No details are given on the site except that it would be connected to the urban rapid transit system and is situated 4km from the Olympic Stadium.

The average distance from venues is 19.2km, with 13 sports competitions 10km or less from the Olympic Village. The distances to equestrian (57km) and sailing (53km) indicate that additional accommodation would be necessary. The plans for day accommodation require further clarification. Beach volleyball (50km) requires further study to determine whether there is a need for athlete accommodation closer to the venue.

The government is responsible for the financing and construction of the Village, which is part of a broader housing project which answers a need for housing in the Halkali area.

ISTANBUL						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	4	7	0.8	6	8

HAVANA

Havana proposes one Olympic Village for 16,000 athletes and officials, housed in 3-4 storey apartment buildings. There is a general lack of information on the site and the structures to be developed. The average distance to the venues is 12.5km, and athletes in 19 sports competitions will have 10km or less to travel. It should be noted that all venues are less than 30km from the Village. The Olympic Village is situated 28km from the Olympic Stadium, which would present some issues for a large number of athletes.

The Olympic Village is to be funded by the government. The post-Games use provides for a residential complex of public housing.

HAVANA						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	3	6	0.7	6	8

Continued on next page

Olympic Village, Continued

LONDON

London proposes one Olympic Village 2km from the Olympic Stadium in the Olympic Park and an ancillary sailing village (245km) near the competition venue at Weymouth-Portland. The Olympic Village is very compact (35 hectares) using eight-storey blocks of one and two bedroom apartments totalling 16,800 beds with an additional 1,000, if required. The Village is adjacent to the Olympic transport hub in Stratford.

Thirteen sports competitions are 10km or less from the Village, with a total average distance of 19.2km. Athletes competing in shooting (72km), canoe/kayak (flatwater) and rowing (54km) and mountain bike (72km) will have the option of using additional accommodation. Four venues are over 50km from the Olympic Village, making athlete travel in general quite challenging. It is therefore essential that appropriate additional accommodation is provided.

Post-Games, the Olympic Village will provide affordable housing for teachers and medical personnel. The Village will be funded jointly by public and private initiatives as part of a larger redevelopment project in the East London area.

LONDON						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
5	8	6	8	0.9	7	9

MADRID

Madrid proposes one Olympic Village and additional accommodation in hotels for sailing in Palma de Mallorca, 550km away. The Village is well situated close to the Olympic Stadium (1.6km) with easy access to the Olympic Ring Road. The average distance to the venues is 11.5 km (not including sailing), with 16 sports competitions under 10km from the Village. Rowing and canoe/kayak are more than 30km away.

The proposed 85-hectare site is located on 250 hectares of public land. 17,500 athletes and officials are to be housed in five-storey (maximum height) apartment blocks, which will be constructed on a former mineral exploitation site to be rehabilitated through environmental improvements.

The project will involve joint funding by public/private sources and will be used for public and private housing following the Games. In addition, part of the Village will become university campus accommodation which would be a positive legacy.

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

Continued on next page

Olympic Village, Continued

RIO DE JANEIRO

Rio proposes one Olympic Village with one, two and three bedroom apartments catering for 16,992 athletes and officials on a 59-hectare site with 5% of the land used for the residences and 95% for open spaces. The Olympic Village, 3km from the Olympic Stadium, is set in parkland 3km from the coast with an average distance of 14.5km to the venues.

Four sports competitions are more than 35km from the Olympic Village (road cycling (39km), water polo (35km), sailing (39km) and volleyball (35km)). In addition, 19 sports competitions are 10km or less from the Village.

The Village will be funded by a combination of private and public sources and will provide a good legacy as a residential complex.

RIO DE JANEIRO						
Location		Concept			Legacy	
Minimum	Maximum	Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	6	8	0.8	7	9

Summary table

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

Applicant Cities	Minimum grade	Maximum grade
Paris	6.8	8.3
Leipzig	6.3	8.2
New York	5.3	7.7
Moscow	6.6	8.0
Istanbul	4.2	6.3
Havana	4.3	6.4
London	5.5	8.0
Madrid	7.3	8.7
Rio de Janeiro	6.3	8.2

5 → Environmental conditions and impact

Weighting = 2

Environmental conditions and impact

Introduction

The Working Group concluded that the environmental assessment would reflect current environmental conditions in the city, the consequences of land use, resource consumption, new construction and infrastructure, versus the utility of new development in the context of the city's needs, as well as positive environmental initiatives and mitigation efforts.

The sub-criteria and weighting factors used were:

a) Current environmental conditions – 40%

The assessment is based on current environmental conditions and meteorological information provided by the Applicant Cities.

b) Environmental impact – 60%

The environmental impact of the Olympic Games in a city is based on several factors and variables. Given the complexity of the matter, the assessment was based on a broad impression of the information provided by the Applicant Cities. Good, relevant projects created to improve environmental conditions or to balance expected negative impact of the Olympic project could bring a positive environmental legacy to the City.

Continued on next page

Environmental conditions and impact, Continued

PARIS

Paris will use the Games to redevelop a former industrial part of the city. The additional Olympic-related infrastructure and development fit well with the overall regeneration plans. The Olympic Village will be an exemplary environmental project for urban development.

Paris has fairly high air and noise pollution levels mainly from vehicular traffic. Indications are given about a comprehensive Olympic environmental programme, focused on solving citywide problems.

PARIS			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6	8	7	9

LEIPZIG

Leipzig has good environmental conditions, with relatively low air pollution levels.

Principles of sustainability are incorporated into Leipzig's urban development strategy and venue plans. 70% of the venues required for the Olympic Games will be located on reclaimed mining or brown fields land. The Olympic Village will be designed as a zero-emission village, and will satisfy housing needs for Leipzig. Low-emission vehicles will be used in the Olympic Village.

LEIPZIG			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
8	9	7	9

NEW YORK

An environmental policy for the Olympic Games has been drawn up with the involvement of volunteer organisations. Neglected riverbanks will be reclaimed and turned into parklands, and new environmental standards for housing will be introduced.

The rowing venue will be a major environmental rehabilitation project. Funds for remedial action at venues are included in the budget.

New York has considerable air and noise pollution from vehicular traffic. The waterways are polluted, but improving.

Continued on next page

Environmental conditions and impact, Continued

NEW YORK (continued)

NEW YORK			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
5	7	5	8

MOSCOW

Environmental guidelines have been used for developing Moscow's venue plan, with a focus along the "Olympic River". Olympic environmentally friendly construction guidelines will also set new standards and regulations throughout Moscow. The Olympic Village will meet the most up-to-date environmental standards. Various projects are proposed for alternative vehicle fuels and for increasing greenery coverage.

Moscow's severe air and water pollution situation is improving. The last ten years have seen a more active government involvement in combating various forms of pollution.

MOSCOW			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
4	7	5	8

ISTANBUL

Urban, social and environmental sustainability planning is at the base of venue plans. Development of the Olympic Park will showcase model projects in the field of sustainability.

Istanbul's Olympic projects aim to respond to the social needs of the city. Environmental activities are included in the budget.

Environmental conditions in Istanbul are improving through government and private interventions in areas such as reforestation, cleaning up waterways and solid waste management. Air pollution and water supply remain a challenge in the city, essentially as a result of its rapid growth.

Continued on next page

Environmental conditions and impact, Continued

ISTANBUL (continued)

ISTANBUL			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
4	7	5	8

HAVANA

The Olympic Games in Havana would lead to many improvements in the city through better infrastructure and environmental projects. The government and population show a very positive attitude towards environmental improvements, but limitations are imposed by the economic situation.

Havana has a humid tropical climate, and high temperatures can be expected.

While there is little traffic congestion, some air pollution originates from the low quality of vehicles and from industry. While there has been a successful focus on providing drinking water and cleaning up rivers, as well as extensive reforestation projects, solid waste and sewage management remains incomplete.

HAVANA			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
5	7	5	7

LONDON

The Games will be built on principles of sustainability and environmental quality, and a detailed programme is presented. Venue selection has been conducted according to principles of sustainability. The Olympic Park area constitutes London's largest ever environmental reclamation and transformation project.

The Olympic Village, part of London's housing strategy, will be an example of environmental excellence. A 600-hectare ecopark will be established in the Lea Valley in order to showcase sustainable solutions to resources, waste, water and energy management.

London's heavy road traffic causes severe air pollution.

Continued on next page

Environmental conditions and impact, Continued

LONDON (continued)

LONDON			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6	8	8	9

MADRID

Sustainability is a cornerstone of the bid, regenerating a derelict mining area for its Olympic Park. Targeted areas of environmental improvements relevant to the Games include the establishment of green zones and addressing citywide issues.

Air and noise pollution in the traffic-congested city is the most challenging environmental problem for Madrid.

MADRID			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
6	8	8	9

RIO DE JANEIRO

Olympic development projects will take place in locations designated for urban renewal and improvement. Environmentally sustainable design principles will be implemented in all projects. Traffic- and industry-related air pollution is a challenge. New suburban rail links are expected to take some of the pressure off the roads.

About one third of the population in Rio suffers from inadequate access to clean water and proper sanitation. Sewage treatment projects and an extension of sanitary facilities are expected to improve conditions in the city. It is anticipated that the Olympic Games would act as a catalyst for improvement projects.

RIO DE JANEIRO			
Conditions		Impact	
Minimum	Maximum	Minimum	Maximum
4	7	6	8

Continued on next page

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
Paris	6.6	8.6
Leipzig	7.4	9.0
New York	5.0	7.6
Moscow	4.6	7.6
Istanbul	4.6	7.6
Havana	5.0	7.0
London	7.2	8.6
Madrid	7.2	8.6
Rio de Janeiro	5.2	7.6

6 → Accommodation

Weighting = 5

Accommodation

Introduction

The accommodation assessment is based upon the Summer Olympic Games requirements (by constituent group) previously provided to the Applicant Cities by the IOC and experience from the Athens and Sydney Olympic Games, as well as information provided by the Applicant Cities.

A benchmark for Olympic Games accommodation requirements has been fixed as follows:

	Rooms
Minimum number of rooms required for the 2012 Games in 3 – 5 star hotels or equivalent	29,000
+ a contingency (approximately 15%) for rooms not available due to the regular needs of the city/region, business, etc.	5,000
+ spectators	6,000
	40,000

In the Candidature Acceptance Procedure provided by the IOC to the Applicant Cities, the IOC specified that the number of rooms required for the various constituent groups (not including athletes and officials) was 31,500. In carrying out its assessment, the Working Group decided to reduce this number to 29,000, thus following the Olympic Games Study Commission recommendations to reduce the size and complexity of the Olympic Games in the future. The remaining rooms, including all lower categories of hotel rooms, are expected to cover the needs of the OCOG, as well as those of spectators.

For hotel rooms, media villages and/or cruise ships which do not exist today but are planned for 2012, feasibility factors were introduced representing the Working Group's belief that plans will be matched by reality.

Continued on next page

Accommodation, Continued

Introduction (continued)

The assessment took into consideration existing and planned hotel rooms within a radius of 50km of the city centre, planned media villages and cruise ship utilisation.

The Working Group noted that media accommodation represents an important proportion of the total needs, as the benchmark provides for between 15,000 and 17,000 rooms for media (broadcasters, written press and photographers), which is by far the largest constituent group.

The 3-5 star room rates provided by each city were evaluated against a benchmark which the Working Group based on the room rates provided by the Beijing bid in 2000, adjusted for inflation to 2003 (3 star = USD 149; 4 star = USD 214; 5 star = USD 274). However, hotel rates have not been taken into account in the grades.

PARIS

There is a more than adequate number of hotel rooms within a radius of 10km of the city centre to cover all needs. There is no need for new hotel construction or the construction of a media village.

The rates provided for hotels are higher than the benchmark for the 5 star category.

PARIS	
Minimum	Maximum
10.0	10.0

LEIPZIG

The number of existing hotel rooms is insufficient (25,650). To make up the shortfall, 9,750 new hotel rooms and a media village with 7,000 rooms are planned.

Securing the private funds needed to increase the number of hotel rooms by such a number will be a considerable challenge, as it may not be possible for a city of this size to fill such rooms after the Olympic Games.

The rates provided are below the benchmark in all categories.

LEIPZIG				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	25,650	9,750	0.4	0.5
Media village	-	7,000	0.7	0.9
Cruise ships	-	-	-	-

Continued on next page

Accommodation, Continued

NEW YORK

There is a more than adequate number of hotel rooms within a radius of 10km of the city centre to cover all needs. There is no need for new hotel construction or the construction of a media village.

The hotel rates provided are higher than the benchmark in all categories.

NEW YORK	
Minimum	Maximum
10.0	10.0

MOSCOW

The number of existing hotel rooms (23,000) is below the benchmark. To make up the shortfall, Moscow plans to construct a media village with 17,000 rooms and 22,000 new hotel rooms, which is thought to be a considerable investment when compared to the number of existing rooms.

The rates provided are higher than the benchmark in the five star category.

MOSCOW				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	23,014	22,030	0.3	0.5
Media village	-	17,000	0.7	0.9
Cruise ships	-	-	-	-

ISTANBUL

The number of existing hotel rooms (27,350) is below the benchmark. The construction of 9,700 hotel rooms is planned, as well as a 15,000-room media village.

Rates are higher than the benchmark in the five star category.

Continued on next page

Accommodation, Continued

ISTANBUL (continued)

ISTANBUL				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	26,382	9,729	0.4	0.5
Media village	-	15,000	0.6	0.8
Cruise ships	-	-	-	-

HAVANA

The number of existing hotel rooms (8,300) is well below the benchmark. The number of planned hotel rooms is 12,400 (150% more than the existing number of hotel rooms). This appears to be an extremely optimistic scenario. The construction of a Media village with a capacity for 10,000 persons is also planned, and will be financed by the government. The bid proposes to use six cruise ships with a total capacity of 12,000 rooms, which appears to be unrealistic.

No room rates were provided.

HAVANA				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	8,316	12,447	0.3	0.5
Media village	-	10,000	0.5	0.7
Cruise ships	-	12,000	0.4	0.5

LONDON

There is a more than adequate number of hotel rooms within a radius of 10km of the city centre to cover all needs. There is no need for new hotel construction or the construction of a media village.

Hotel rates are higher than the benchmark in the four and five star categories.

LONDON	
Minimum	Maximum
10.0	10.0

Continued on next page

Accommodation, Continued

MADRID

The number of existing hotel rooms meets the benchmark. In addition, the construction of 28,300 hotel rooms is planned. With these additional rooms, there will be no need to construct a media village.

The rates provided are below the benchmark in all categories.

MADRID				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	41,588	28,315	0.4	0.5
Media village	-	-	-	-
Cruise ships	-	-	-	-

RIO DE JANEIRO

The number of existing hotel rooms (19,100) is well below the benchmark. The number of planned hotel rooms (4,000), the two media villages with a total of 17,152 rooms and five cruise ships with 3,500 rooms would increase Rio's accommodation capacity to meet the benchmark, but may present a challenge.

The rates are below the benchmark in all categories.

RIO DE JANEIRO				
Room type	Existing	Planned		
	Number of rooms	Number of rooms	Feasibility	
			Minimum	Maximum
3-5 ★ hotels	19,114	4,010	0.7	0.8
Media village	-	17,152	0.5	0.7
Cruise ships	-	3,500	0.8	0.9

Continued on next page

Accommodation, Continued

Summary table

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

Applicant Cities	Minimum grade	Maximum grade
Paris	10.0	10.0
Leipzig	5.2	5.5
New York	10.0	10.0
Moscow	6.2	7.4
Istanbul	5.9	6.5
Havana	3.3	4.1
London	10.0	10.0
Madrid	7.9	8.4
Rio de Janeiro	5.0	5.6

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 following two 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 was assigned a feasibility factor to reflect the adequacy of answers to the questionnaire, map legibility and the reliability of urban travel times between major traffic generators.

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.

PARIS

Distances and travel times

Due to its reasonably compact two Olympic venue cluster system, the average distance between Olympic competition and non-competition venues is one of the shortest of all Applicant Cities. This is a positive factor in terms of Olympic Games transport and traffic management. However, the average bus travel speeds assumed by Paris (51km/h) appear unrealistic.

Transport organisation and traffic management at Games-time

Advanced traffic management systems and techniques are proposed to alleviate very dense and heavy traffic flows between the main Olympic clusters and the Olympic Village in particular. Detailed Olympic transport operational planning will be required to assess if these are feasible.

Continued on next page

Transport concept, Continued

PARIS (continued)

The Paris ring road has no additional capacity and concentric flows are not well served by public transport. A detailed transport and Olympic traffic scheme will have to be proposed for the various constituent groups, Olympic logistical traffic, spectators, workforce and other Olympic non-ticketed visitors.

PARIS				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
8.5	9.5	0.95	5	7

LEIPZIG

Distances and travel times

Although many venues are concentrated in several Olympic clusters in close proximity to the city centre, the proportion and number of stand-alone venues (including Dresden) are rather high. The average distances between Olympic competition and non-competition venues are similar to those of other Applicant Cities. However, the assumed average bus travel speeds given by Leipzig (50km/h) appear unrealistic.

Transport organisation and traffic management at Games-time

Clear explanations will be required on how the proposed transport system will function for the Olympic Games. The Olympic lane network is presented as an essential component, although no details are provided. This transport concept, with 40,000 park and ride spaces, may present a challenge in terms of legacy.

LEIPZIG				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
6	8	0.95	5	8

Continued on next page

Transport concept, Continued

NEW YORK

Distances and travel times

The Olympic "X Plan" seems relatively favourable in terms of average distances for athletes and other constituent groups between Olympic competition and non-competition venues. However, the feasibility of the concept hinges upon operational and security factors, including contingency travel plans. These issues are particularly sensitive for athlete transportation, as access to competition venues will often require multiple transfers between transport modes (ferry, rail and road), thus complicating transport operations and increasing travel times. The average travel distance is similar to the other Applicant Cities. The assumed average travel speed is 33km/h.

Transport organisation and traffic management at Games-time

The concept presents many questions which have not been addressed in relation to both dedicated Olympic rail and ferry transportation. These include the proportion of east-west trains dedicated to Olympic traffic, whether there will be stations reserved for Olympic use or whether these will be shared with the public and if dedicated trains will run 24 hours a day, as well as possible transport alternatives. The feasibility of using water transport for the athletes needs further study.

NEW YORK				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	0.7	4	7

MOSCOW

Distances and travel times

Due to its reasonably compact five Olympic venue cluster system, the average distances between Olympic competition and non-competition venues are slightly shorter than in other Applicant Cities. Games transport and traffic management is a positive factor. However, the assumed average bus travel speeds (58km/h) appear unrealistic.

Transport organisation and traffic management at Games-time

More information will be required regarding the transport operation strategy and the system of Olympic lanes which would be an essential Games-time transport component given the current very high level of road congestion which is not expected to improve.

MOSCOW				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	0.6	4	7

Continued on next page

Transport concept, Continued

ISTANBUL

Distances and travel times

Due to its extremely dispersed Olympic venue concept (with the exception of Olympic Park), the average travel distances are substantially longer than most Applicant Cities. Moreover, the assumed average urban bus travel speeds (61km/h) appear unrealistic.

Transport organisation and traffic management at Games-time

Details regarding the transport concept for all constituent groups and spectators will be required. Due to the overall concept, which is rather spread out, travel distances and times are long and will complicate Olympic transport services.

ISTANBUL				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	0.7	4	6

HAVANA

Distances and travel times

Due to its spread-out Olympic venue concept, the average travel distances are long. Moreover, the assumed average bus travel speeds of 53km/h appear unrealistic.

Transport organisation and traffic management at Games-time

Only very general transport and traffic considerations have been provided.

HAVANA				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
4	6	0.6	3	6

Continued on next page

Transport concept, Continued

LONDON

Distances and travel times

With the exception of Olympic Park and some venues in East London, the average travel distances are amongst the longest of all Applicant Cities. In addition, the assumed average bus travel speeds of 55km/h appear unrealistic.

Transport organisation and traffic management at Games-time

Whilst East London transport operations appear to be manageable, connections to other venues will be challenging for Olympic and spectator transport. Detailed transport operational information will be required to assess their feasibility.

LONDON				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
5	7	0.9	5	7

MADRID

Distances and travel times

Due to its very compact Olympic venue cluster system, the average distance between Olympic competition and non-competition venues is one of the shortest of the Applicant Cities. This major operational aspect of Games-time transport and traffic management is a positive factor. However, the assumed average bus travel speeds of 65km/h appear unrealistic.

Transport organisation and traffic management at Games-time

The basic Olympic transport operational plan is consistent with the Games concept. More detailed transport operational planning will have to be made to show how the main urban Olympic clusters will be served effectively by the various transport modes.

MADRID				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
8.5	9.5	0.95	7	9

Continued on next page

Transport concept, Continued

RIO DE JANEIRO

Distances and travel times

Although a very large number of competition and non-competition venues are located in the proposed new Olympic Barra district, the proportion and number of stand alone venues in other areas is rather high. The average distance between Olympic competition and non-competition venues is similar to other Applicant Cities. However, the assumed average bus travel speeds of 63km/h appear unrealistic.

Transport organisation and traffic management at Games-time

The Olympic operational transport concept seems good for Barra, although the sheer number and size of the venues may generate increased transport congestion and overload. The concept presents considerable challenges for the rest of the Olympic system due to heavy potential congestion both on urban motorways and major arterial roads, as well as on rail or major bus routes on the proposed Olympic Ring, connecting Barra to other parts of the Rio metropolitan area.

RIO DE JANEIRO				
Distances and travel times			Transport organisation and traffic management at Games-time	
Minimum	Maximum	Feasibility	Minimum	Maximum
7	9	0.6	3	6

Summary table

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

Applicant Cities	Minimum grade	Maximum grade
Paris	6.5	8.0
Leipzig	5.4	7.8
New York	4.5	6.7
Moscow	4.1	6.2
Istanbul	3.4	5.1
Havana	2.7	4.8
London	4.8	6.7
Madrid	7.5	9.0
Rio de Janeiro	3.6	5.7

8 → Safety and security

Weighting = 3

Safety and security

Introduction

Olympic Games security is arguably the largest security operation in the world. Preparation takes several years of planning and the installation and absorption of new technologies can be complex. Training and rehearsing operational plans and procedures is time-consuming. Security agencies should be capable of absorbing this level of activity. In the context of the Olympic Games, the security operation includes all the emergency services of the city/state/country that would respond to any critical incident that threatened the safety or security of the population generally, including any person attending the Olympic Games. It also includes the management of critical incidents, civil disasters or other causes that threaten the safety of the population and the consequence management arrangements and capabilities in place.

The human resources employed on the security operation are very large and personnel normally have 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. The potential performance is assessed for both the planning and operations periods of the Olympic Games.

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

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.

Continued on next page

Safety and security, Continued

Introduction (continued)

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 in the world. 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 2012 Olympic Games. However, the risk to successful Candidate Cities will need to be continuously monitored to take account of 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 the provision of fixed Olympic Games infrastructure, for example.

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:

PARIS

Command structure, organisation and responsibilities are clear and should meet operational requirements. The security forces will be under the control of the Paris Prefecture of Police.

Financial resources, government support and technology applications appear to be sufficient.

PARIS	
Minimum	Maximum
7.3	8.3

LEIPZIG

The command of security forces is relatively clear but there will be a need to call upon resources from areas outside the city. The distribution of venues and villages could stretch security resources and make operational planning complex. Financial resources, government support and technology appear adequate.

LEIPZIG	
Minimum	Maximum
6.4	7.4

Continued on next page

Safety and security, Continued

NEW YORK

The command and control of the numerous United States security agencies is problematic but the declared intention in the documentation provided appears to offer a workable solution by nominating the New York City Police Department to lead the security operation. The distribution of venues could create planning difficulties and place a high resource demand on security forces. The proposal for the transportation of athletes might require a complex security arrangement.

NEW YORK	
Minimum	Maximum
6.3	7.2

MOSCOW

The security forces will be under the control of the Ministry of the Interior. The commitment of government to provide the necessary support and technical infrastructure appears to be sufficient.

The task of the security forces is considered to be complex.

MOSCOW	
Minimum	Maximum
5.2	6.4

ISTANBUL

The command and control of the security forces, which will be under the Istanbul Directorate of Security, is clear and should meet operational requirements. The proposed human resource provision appears adequate but requires significant numbers of personnel to be deployed to the city from other regions and also the recruitment of 9,000 new police officers. The training and logistic implications could be significant. The geographical spread of venues and villages may place a strain on the resources of the security forces.

ISTANBUL	
Minimum	Maximum
3.4	4.6

Continued on next page

Safety and security, Continued

HAVANA

The command and control of the security forces will be under the Ministry of the Interior and should meet operational requirements. However, the exact number of security personnel available for the security operation is not indicated. Security technology infrastructure is considered to be weak. The ability to absorb new training and new technology is considered to be problematic, as is the financial resources needed to support these requirements.

HAVANA	
Minimum	Maximum
3.0	4.0

LONDON

The command and control structure of the security forces are clear and should meet operational requirements. A government-led strategic oversight committee will oversee preparations with operational responses led by the London Metropolitan Police. The number of venues and their geographical spread could potentially entail complex planning for security forces.

LONDON	
Minimum	Maximum
6.7	7.7

MADRID

The command and control of security agencies, which will be under the Ministry of the Interior, appears to be clear and should meet operational requirements. The integration of local, regional and national security agencies into the overall security operation will be necessary.

MADRID	
Minimum	Maximum
6.4	7.4

Continued on next page

Safety and security, Continued

RIO DE JANEIRO The security Forces will be under the control of the Federal Government. Many venues in Rio are widespread and the requirement for security could stretch the resources available. The heavy concentration of some key venues in the Barra area may require a complex security solution. The technology and infrastructure to support the security operation will have to be developed. It is considered that the time needed to re-equip, train and implement new systems might not be sufficient.

RIO DE JANEIRO	
Minimum	Maximum
3.9	4.8

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
Paris	7.3	8.3
Leipzig	6.4	7.4
New York	6.3	7.2
Moscow	5.2	6.4
Istanbul	3.4	4.6
Havana	3.0	4.0
London	6.7	7.7
Madrid	6.4	7.4
Rio de Janeiro	3.9	4.8

9 → Experience from past sports events

Weighting = 2

Experience from past sports events

Introduction

The Working Group assessed each Applicant City's experience from past sports events, 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 28 Summer Olympic International Federations was taken into consideration.

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

a)	Number of major international events organised (with an emphasis on world championships in Olympic sports and multi-sports games in the last ten years)	60%
b)	Quality of the events (with an emphasis on the IFs' experience and public support)	40%

PARIS

Paris has successfully organised world championships in five Olympic sports, namely athletics, football, handball, judo and table tennis. The city has excellent experience in a range of other important international events, including the French Open (tennis), the annual finish of the "Tour de France" (cycling) and various other smaller international events. The IF experience in Paris, as well as public support for events, were considered good.

PARIS			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
8	9	7	9

Continued on next page

Experience from past sports events, Continued

LEIPZIG

While Germany's international sports experience as a country is strong, Leipzig's international sports experience is more limited, having only partially organised one world championship in the city (women's volleyball in 2002) and a range of international events on a smaller scale. Rostock, the proposed venue for sailing, organised the 2000 World Yngling Championships.

LEIPZIG			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
4	6	6	8

NEW YORK

In addition to having organised five world championships (archery, football {men and women}, taekwondo and wrestling) and the Goodwill Games, New York has successfully hosted a range of other large-scale events including the US Open (tennis) and other international events. Recent Olympic Summer Games experience in the United States, particularly the 1996 Olympic Games in Atlanta, was also noted.

NEW YORK			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
7	8	5	8

MOSCOW

Moscow has a solid tradition of international sports experience, including the organisation of the 1980 Olympic Games and the 1998 International Youth Games. More recently, Moscow has organised two world championships (artistic gymnastics in 1996 and wrestling in 2002), a tennis Davis Cup final in 1994 and other world events.

MOSCOW			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
5	7	4	7

Continued on next page

Experience from past sports events, Continued

ISTANBUL

Istanbul, and Turkey in general, have limited experience in major international sports events, with Istanbul having organised one world championship (freestyle wrestling in 1999) and a smaller range of other continental events.

ISTANBUL			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
3	6	4	6

HAVANA

Although Havana organised the 1991 Pan American Games, the city has since had few major events of international significance, with one world championship (baseball in 2003) and some other continental events.

HAVANA			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
3	6	3	5

LONDON

Great Britain has experience and a tradition of organising major events, including the 2002 Commonwealth Games in Manchester and several world championships in Birmingham in recent years. However, London's international sports experience is rather limited, with no world championships and few international events having been organised, with the exception of the Wimbledon tennis championships and equestrian events for example. Weymouth-Portland, the proposed sailing venue, organised the World Finn-Class Championships in 2000.

LONDON			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
4	6	6	8

Continued on next page

Experience from past sports events, Continued

MADRID

Madrid has good experience in organising world-class events including a world championship in rhythmic gymnastics (2001) and a tennis Federation Cup final (2001), as well as the finish of the annual Tour of Spain (cycling). Spain's proven experience, through the Barcelona Olympic Games in 1992 and numerous world championships in other cities, was also noted.

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

RIO DE JANEIRO

Rio has some experience in international events, including one world championship (beach volleyball in 2003), a world club championship (football in 2000) and the South American Games (in 2002), as well as various world cups and some continental events. It was also noted that Rio has been awarded the 2007 Pan American Games.

RIO DE JANEIRO			
Number of sports events organised		Quality	
Minimum	Maximum	Minimum	Maximum
5	7	5	7

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
Paris	7.6	9.0
Leipzig	4.8	6.8
New York	6.2	8.0
Moscow	4.6	7.0
Istanbul	3.4	6.0
Havana	3.0	5.6
London	4.8	6.8
Madrid	6.0	7.4
Rio de Janeiro	5.0	7.0

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 is a realistic combination which will provide the necessary financial support required to organise the Olympic Games.

The financing of the major infrastructural investments required has been built into the feasibility components of the following criteria: General Infrastructure, Sports Venues and Olympic Village.

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

a) Government contributions and financing plan (information provided by the Applicant Cities) in relation to financial ability to deliver (Moody's country rating)

b) Feasibility of the commercial revenue projection

In addition to the above, the candidature budgets for both phases I and II were also considered, although no grades were attributed to this element.

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 Applicant and Candidate Cities to provide details of their budgets in their bid documents. These budgets will be compared with the audited accounts presented at the end of 2005 and will assist the IOC in establishing a clearer picture of bid expenditure.

Figures range from USD 0.8 million to USD 19 million for the Applicant City phase and from USD 5.3 million to USD 29 million for the Candidate City phase, with a range of total bid budgets therefore from USD 6 million to USD 48 million.

The Working Group expressed concern at the level of expenditure anticipated by some cities which is contrary to the IOC's wish to reduce bid expenditure.

Continued on next page

Finance, Continued

a) Government contributions and financing plan in relation to financial ability to deliver

Government contributions and financing plan

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

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

PARIS

The French Government, the Ile-de-France Region and the City of Paris commit to take every necessary step, particularly with regard to finance, to ensure the successful organisation of the Olympic Games.

Competition and non-competition venues will be provided by public and/or private authorities according to the type of facility concerned and its post-Olympic use.

The public authorities give the undertaking that the OCOG will not be required to meet any expense that does not directly result from the organisation of the Olympic Games.

The French Government will cover any OCOG deficit.

PARIS	
Minimum	Maximum
6.0	8.0

LEIPZIG

In the guarantee provided in the "Joint Declaration", the Federal and State governments declare that "The Government of the Federal Republic of Germany and the governments of the Free State of Saxony and of the Land of Mecklenburg-Western Pomerania will make their financial contribution so as to ensure the success of the 2012 Olympic and Paralympic Games. All necessary resources will be made available to achieve this goal."

Continued on next page

Finance, Continued

LEIPZIG (continued)

Transport infrastructure will be publicly financed and venue construction will also involve public investme nt.

The public authorities will cover additional costs for public services (medical, transport, security, etc.) not covered by the OCOG budget.

All publicly owned facilities will be made available to the OCOG at no cost.

Any deficit accruing to the OCOG will be underwritten by the public authorities.

LEIPZIG	
Minimum	Maximum
6.8	8.5

NEW YORK

A significant portion of the non-OCOG budget for new infrastructure will be publicly or privately financed independent of the Olympic Games operating budget.

The City of New York and the State of New York have committed to provide sports venues, facilities and services (medical, transport, security, etc.) within their jurisdiction or authority.

In 2001, the City and the State adopted an “Olympic Games Guaranty Fund” to provide USD 250 million to cover any Olympic shortfall.

NEW YORK	
Minimum	Maximum
5.0	7.5

MOSCOW

The City of Moscow, in cooperation with the Federal Government, has agreed to provide the requisite security, medical, customs and other government-related services at no cost to the OCOG.

The City of Moscow will make available all competition and non-competition venues necessary for the Olympic Games at no cost or at a rental cost to be approved by the IOC. The City of Moscow has also agreed to arrange for the financing of the necessary infrastructure development and to cover any Olympic shortfall.

MOSCOW	
Minimum	Maximum
4.4	7.2

Continued on next page

Finance, Continued

ISTANBUL

The "Olympic Law" provides for the inflow of revenues from several public services to the OCOG in amounts necessary for the organisation of the Olympic Games and for the coverage of any potential shortfall.

The "Olympic Law" provides for the cooperation and performance of all public bodies in the provision of governmental services free-of-charge to the OCOG. All security and other government-related services such as medical care, customs, etc., will be provided at no cost to the OCOG, as will the competition and non-competition venues.

ISTANBUL	
Minimum	Maximum
4.2	6.1

HAVANA

According to Cuba's Constitution, "Cuba is a socialist state with a centrally planned economy whose operation guarantees all-encompassing social wellbeing and a high standard of living for the population."

The Cuban Government will ensure that national institutions support the municipalities by including the necessary financial resources in their respective budgets. The City of Havana and its 15 municipalities shall budget for all activities that fall under their jurisdiction. The provincial institutions will adjust their economic and financial plans to include the tasks for which they will be responsible in the organisation of the Olympic Games.

HAVANA	
Minimum	Maximum
3.8	5.4

LONDON

The UK Government and the Mayor of London have agreed to provide USD 4.04 billion of public funding to cover the necessary capital, infrastructure and staging costs of hosting the Olympic Games.

The government commits to provide security, medical and other government-related services at no cost to the OCOG, as well as competition and non-competition venues required by the OCOG, at no cost or at a rental cost to be approved by the IOC.

Continued on next page

Finance, Continued

LONDON (continued)

The government will also be the ultimate guarantor of Olympic funding should there be a shortfall between Olympic costs and revenues.

LONDON	
Minimum	Maximum
6.0	8.0

MADRID

The infrastructure budget, or non-OCOG budget, will be totally financed by the public authorities, as the infrastructure will become part of Madrid's Olympic legacy.

The national, regional and municipal governments have committed themselves to establishing a subsidy plan for OCOG operations; undertaking the required investments in the areas of sports facilities, transport, accommodation and telecommunications; and providing competition venues totally free of any advertising.

MADRID	
Minimum	Maximum
6.0	8.0

RIO DE JANEIRO

The City, State and Federal governments (in some cases in conjunction with the private sector) will invest more than USD 400 million in new sports venues, USD 360 million in housing for villages, USD 3.7 billion in road and rail infrastructure and more than USD 300 million in environmental initiatives.

A commitment is given by the President of Brazil to undertake all necessary infrastructural developments, to provide services and competition and non-competition venues to the OCOG free of charge and to cover any potential OCOG shortfall.

RIO DE JANEIRO	
Minimum	Maximum
3.8	6.7

Continued on next page

Finance, Continued

Moody's country ratings

The Moody's country ratings are indicative of the degree of confidence in a country's economic situation, particularly in relation to government funding, and can be considered to be an objective and measurable rating for countries that will have to make considerable investment to support the staging of the 2012 Olympic Games. Moody's scale goes from the highest grade of Aaa to the lowest grade of C. The relevant countries are listed below in the order of drawing of lots:

Aaa	-	France (Paris)
Aaa	-	Germany (Leipzig)
Aaa	-	United States of America (New York)
Baa3	-	Russian Federation (Moscow)
B1	-	Turkey (Istanbul)
Caa to C	-	Cuba (Havana)
Aaa	-	United Kingdom (London)
Aaa	-	Spain (Madrid)
B2	-	Brazil (Rio de Janeiro)

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b) Feasibility of the commercial revenue projections

The feasibility of the commercial revenue projections made by the Applicant Cities has been graded as feasible, optimistic or very 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 will enable the Applicant Cities to present a balanced Olympic Games operating budget.

Applicant City	Grade	Commercial Revenue Projection (in USD million)	Comment
Paris	Feasible	1,010	
Leipzig	Feasible	1,139	Revenues from Paralympic Games appear high
New York	Feasible	1,834	

Continued on next page

Finance, Continued

Feasibility of the commercial revenue projections (continued)

Applicant City	Grade	Commercial Revenue Projection (in USD million)	Comment
Moscow	Optimistic	820	Sponsorship revenues appear high considering the local market today
Istanbul	Feasible	534	
Havana	Feasible	1.5	
London	Feasible	1,005	
Madrid	Feasible	842	
Rio de Janeiro	Optimistic	835	Sponsorship revenues appear high considering the local market today

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

Applicant Cities	Minimum grade	Maximum grade
Paris	6.0	8.0
Leipzig	6.8	8.5
New York	5.0	7.5
Moscow	4.4	7.2
Istanbul	4.2	6.1
Havana	3.8	5.4
London	6.0	8.0
Madrid	6.0	8.0
Rio de Janeiro	3.8	6.7

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 2012 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.

The Working Group took the following elements into consideration when reviewing this criterion:

- understanding of Olympic needs
- how Olympic needs fit into the general/sports infrastructure of the city/region
- overall athlete experience
- post-Olympic legacy

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

Applicant Cities	Minimum grade	Maximum grade
Paris	8.0	9.0
Leipzig	4.0	7.0
New York	5.0	8.0
Moscow	5.0	7.0
Istanbul	3.0	5.0
Havana	2.0	4.0
London	6.0	8.0
Madrid	8.0	9.0
Rio de Janeiro	4.0	6.0

Conclusion

Conclusion

The Olympic Movement is very fortunate that nine cities of such significant stature from different regions of the world have applied to host the 2012 Olympic Games.

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

In drawing its conclusions, the Working Group wishes to re-emphasise that its task is not to suggest any final judgment on which city should host the Games in 2012. It should also be clearly understood that the Working Group makes no judgment about the capability of any of the cities to host the Olympic Games beyond 2012.

The responsibility of the Working Group has been to provide an analysis and advice on which cities have the capability of hosting the 2012 Olympic Games and, therefore, meet the qualification to be considered by the Executive Board as Candidate Cities.

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 support which the project has from the general public, the public authorities and key stakeholders;
- the concept which the city proposes for the Olympic Games – that is, the existence of a viable overall plan of how it will be carried out;
- the ability to deliver the result in terms of organisation, planning and operational performance; and
- the ability to achieve an outcome of high quality in relation to such factors as service standards, Olympic values and legacy.

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

Continued on next page

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 2003.

- The Working Group has a high level of confidence that Paris, New York, London and Madrid have the capability to host the 2012 Olympic Games.
- The Working Group is less certain as to whether Moscow has the capability to host the 2012 Olympic Games, as reflected in the fact that its overall rating straddles the benchmark.
- The Working Group concludes that Leipzig, Istanbul, Havana and Rio de Janeiro do not have the requisite level of capability at this time to host the 2012 Olympic Games.

Clearly, each of the cities that the Executive Board selects as Candidate Cities 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 reiterate that the Working Group's conclusion applies only to 2012. Some of the cities assessed as not having the capacity at this time may well have the potential to host a subsequent Olympic Games, given that the development of the cities will have progressed further and that preparation time will be greater.

Finally, we note that capability is one thing, ultimate success as Host City of the Olympic Games is another. Capability provides the basis for success but does not ensure it. Whichever city is finally elected by the IOC as the 2012 Host City will have to use the lead time available to it very actively and effectively for the planning and preparations.

The Working Group has no doubt that, with the quality of cities in the field, the opportunity exists for the 2012 Olympic Games to be an outstanding success.

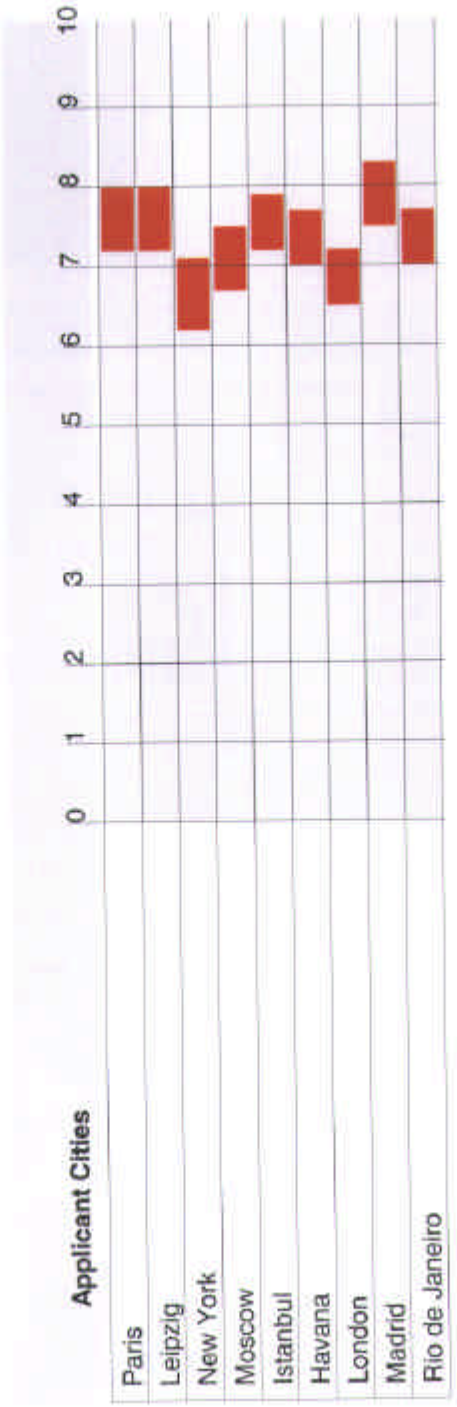
Charts

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)**



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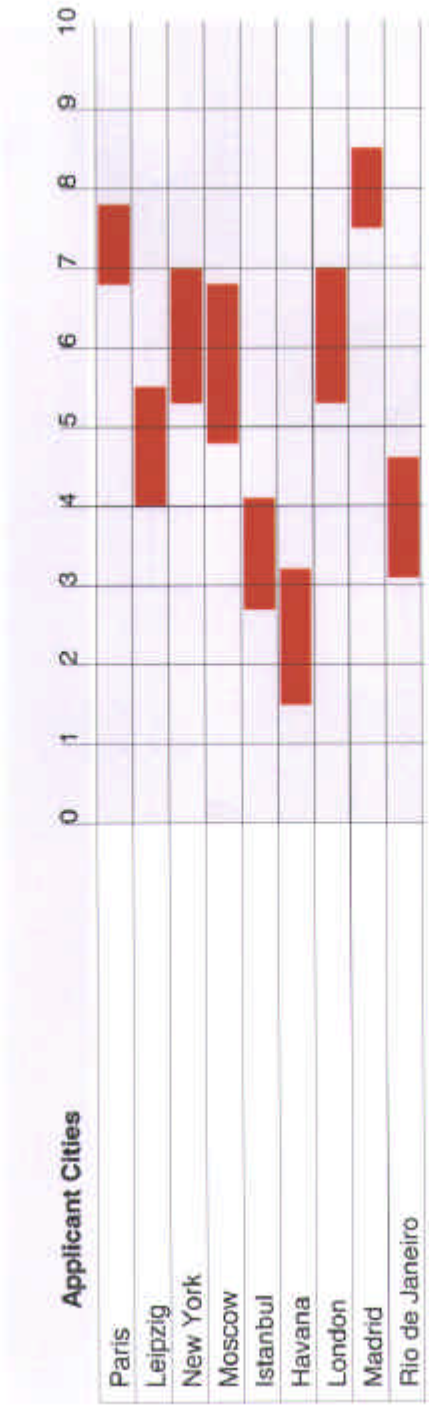
Charts, Continued

criterion: **2 - General infrastructure (weighting = 5)**



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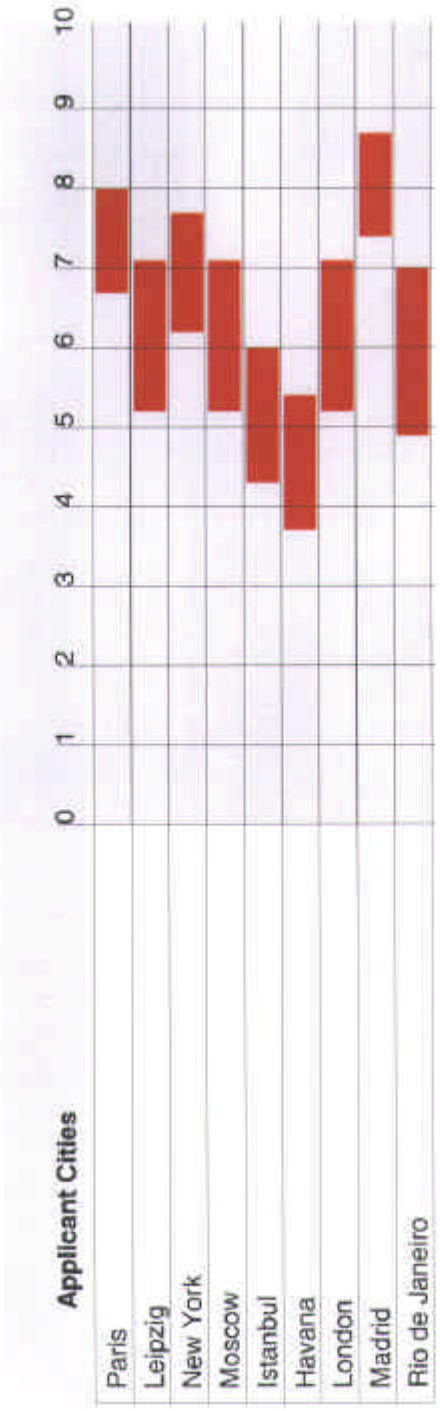
Charts, Continued

criterion: **3 - Sports venues (weighting = 4)**



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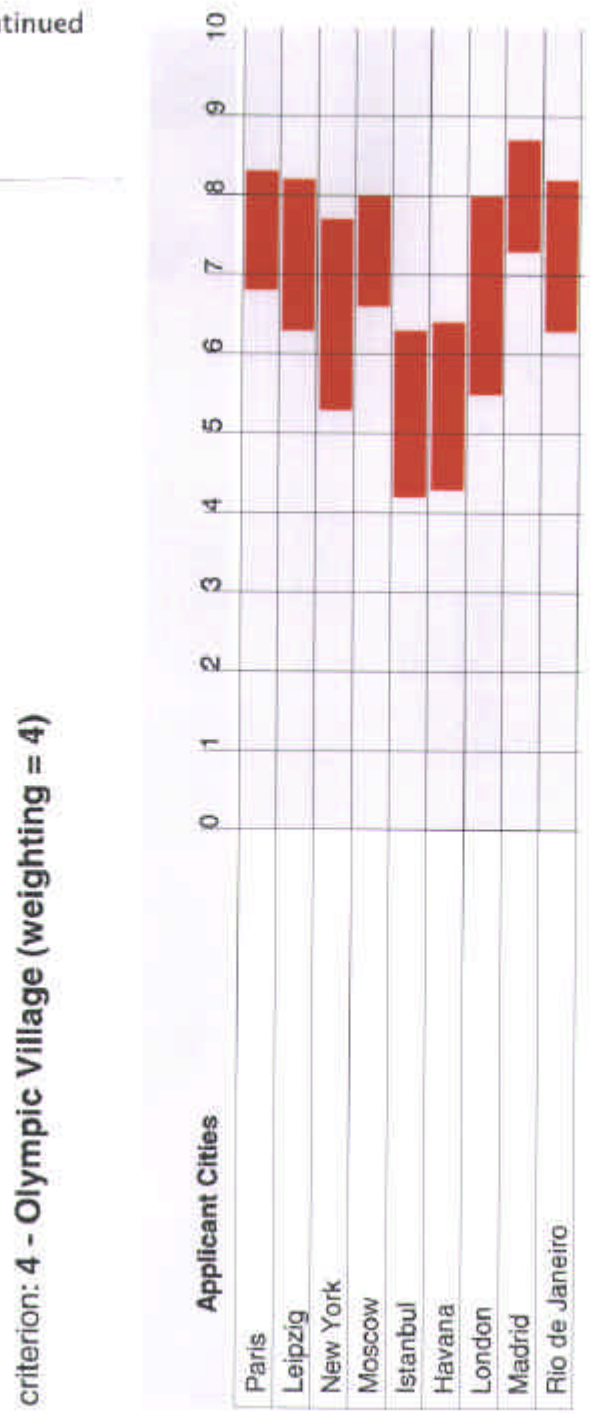
Charts, Continued



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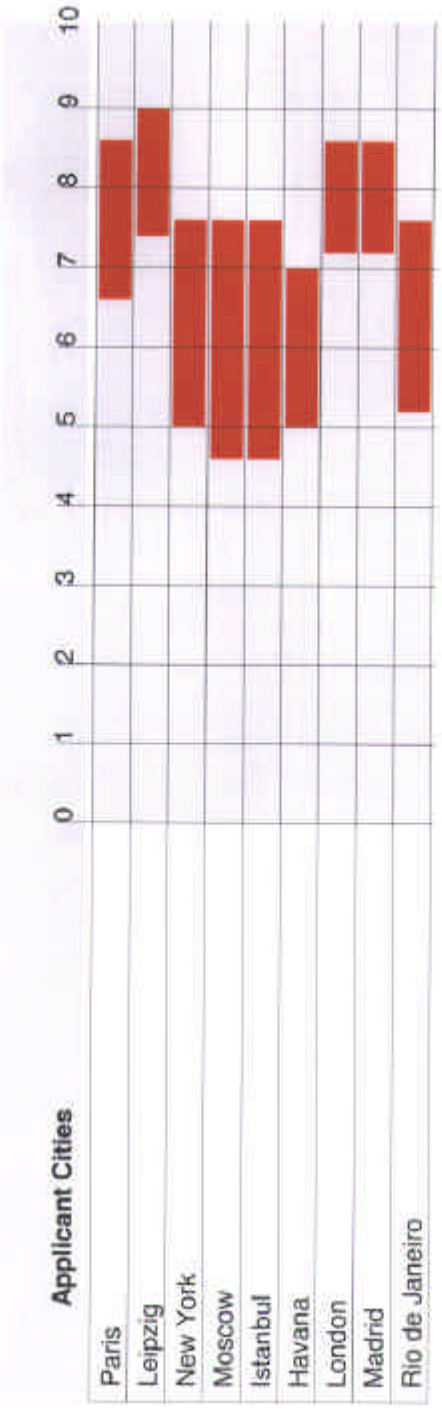
Charts, Continued

criterion: **5 - Environmental conditions and impact (weighting = 2)**



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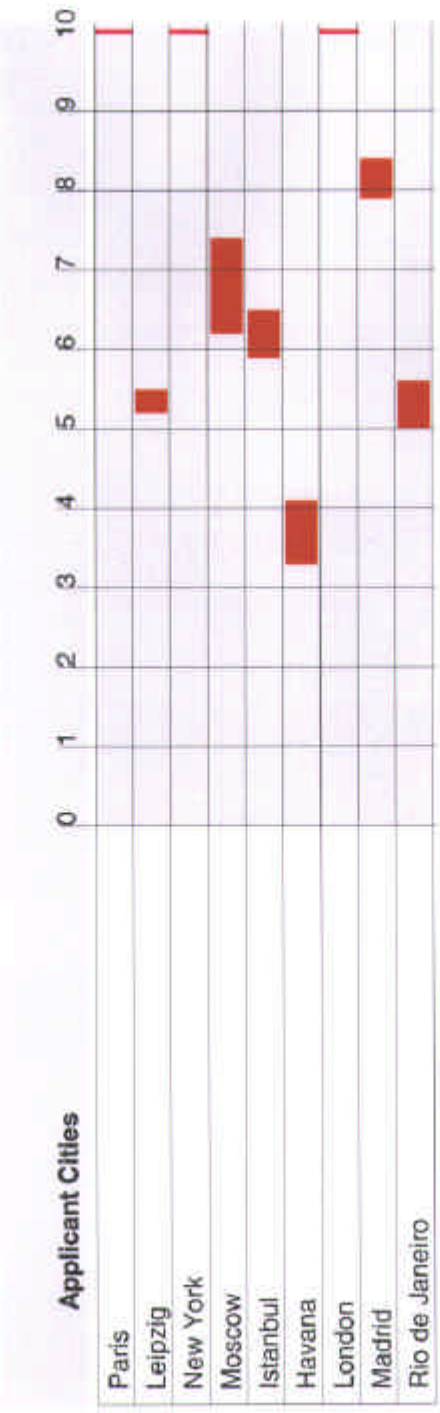
Charts, Continued

criterion: **6 - Accommodation (weighting = 5)**



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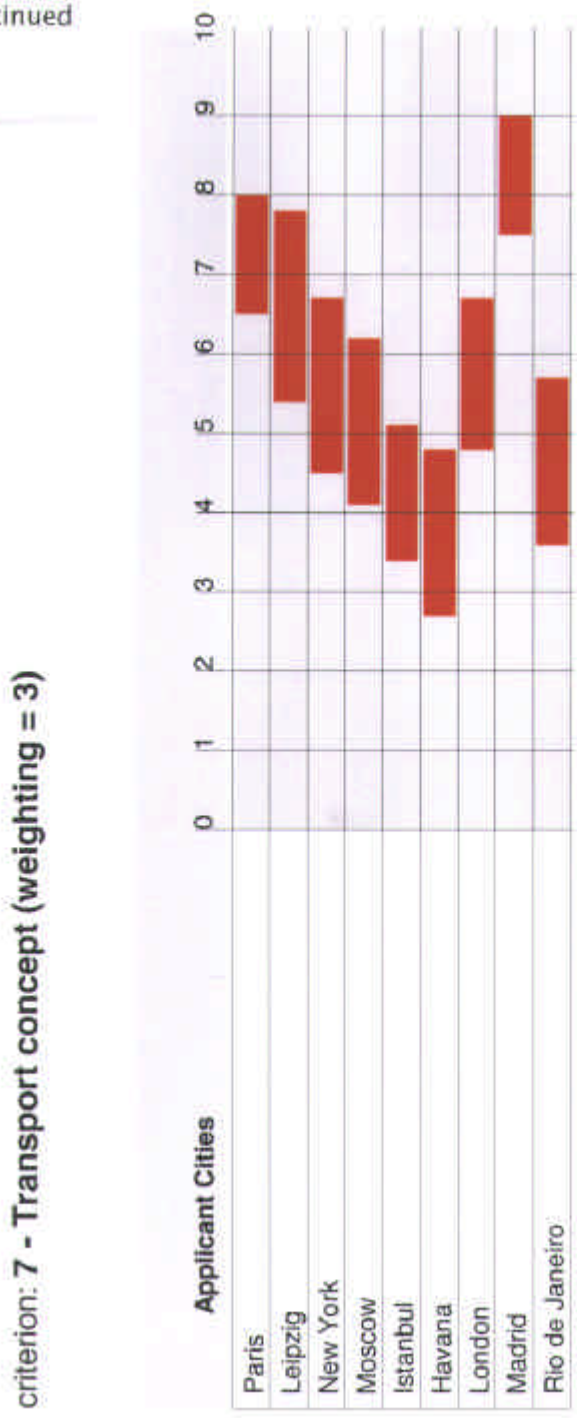
Charts, Continued



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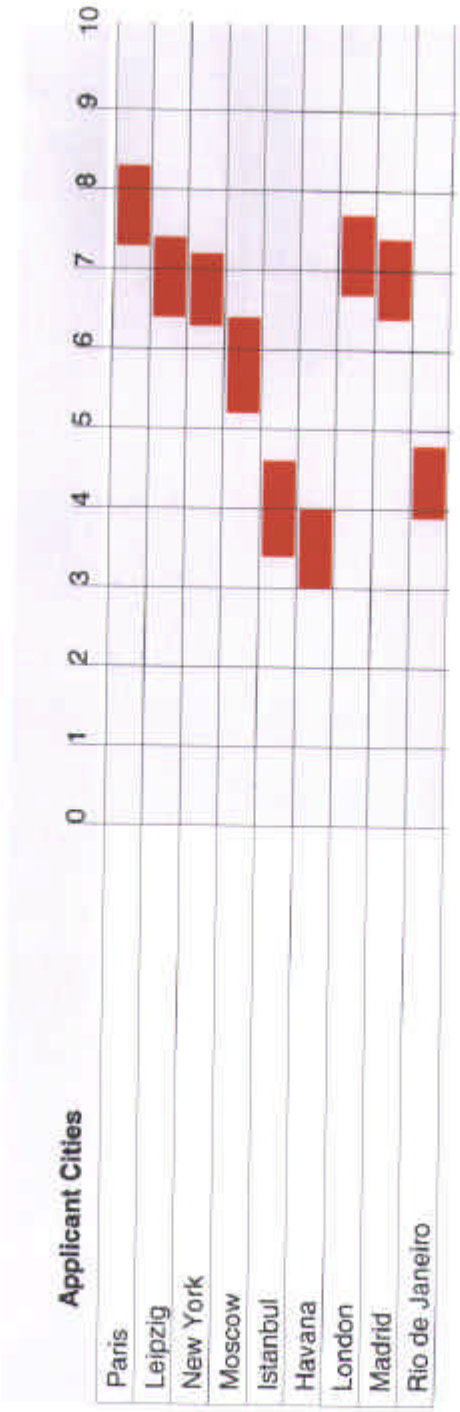
Charts, Continued

criterion: **8 - Safety and security (weighting = 3)**



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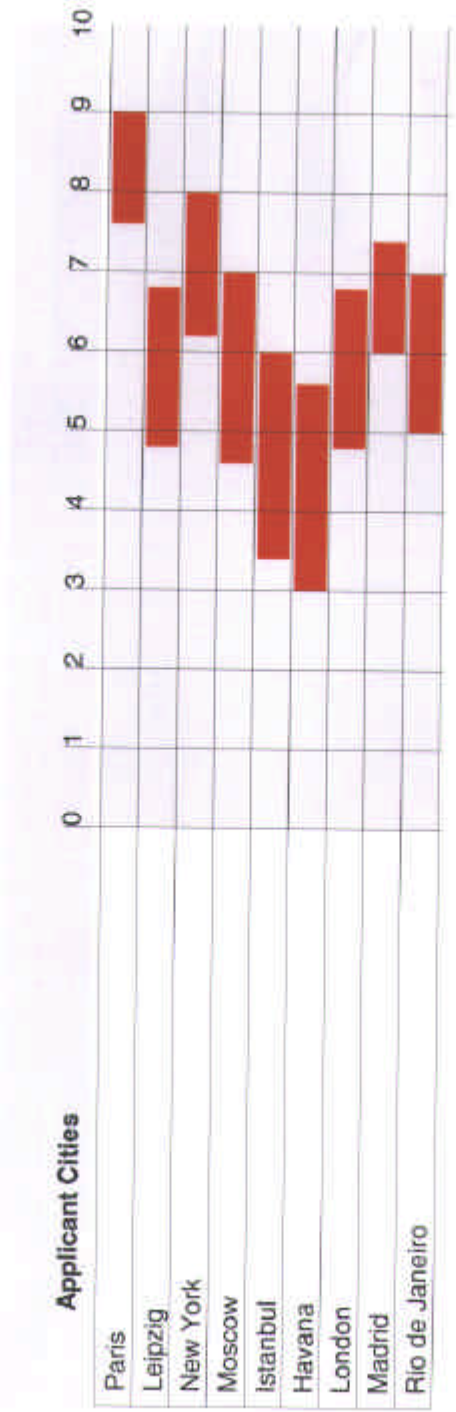
Charts, Continued

criterion: **9 - Experience from past sports events (weighting = 2)**



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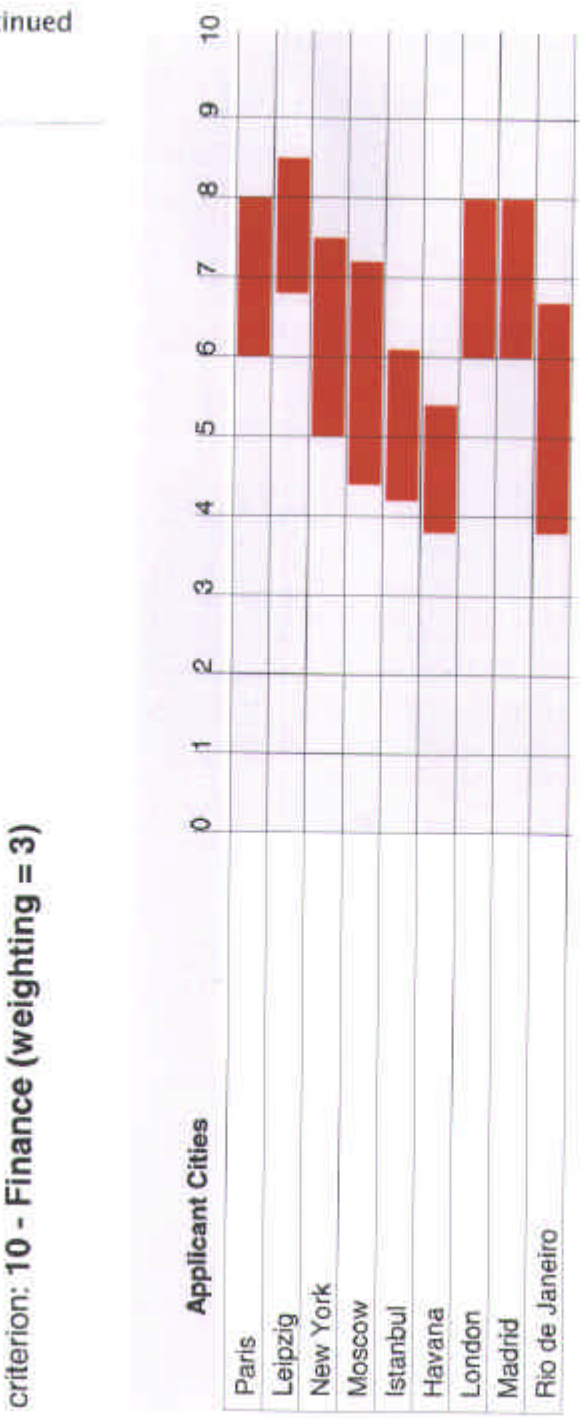
Charts, Continued



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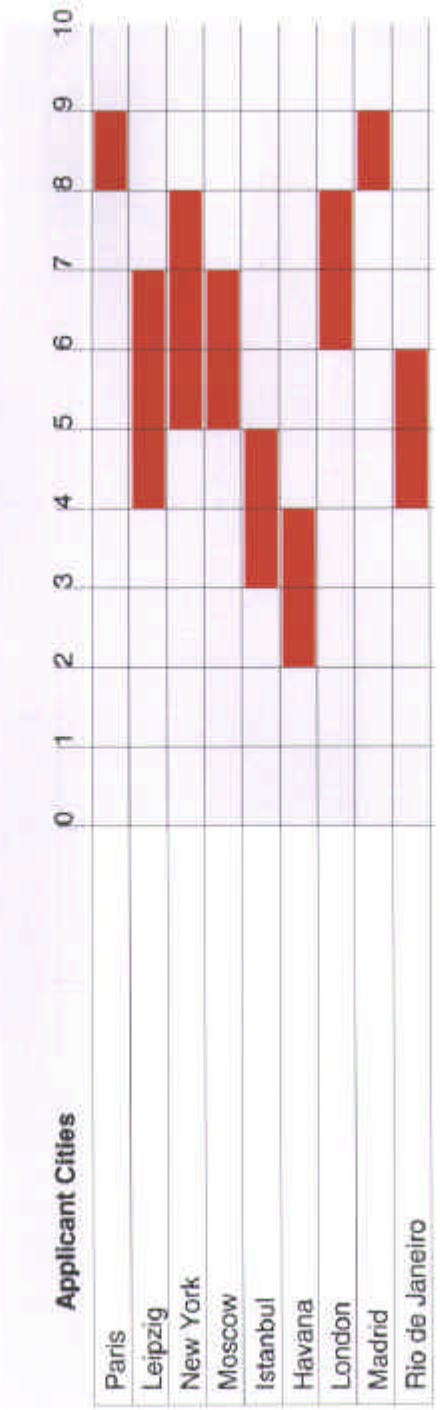
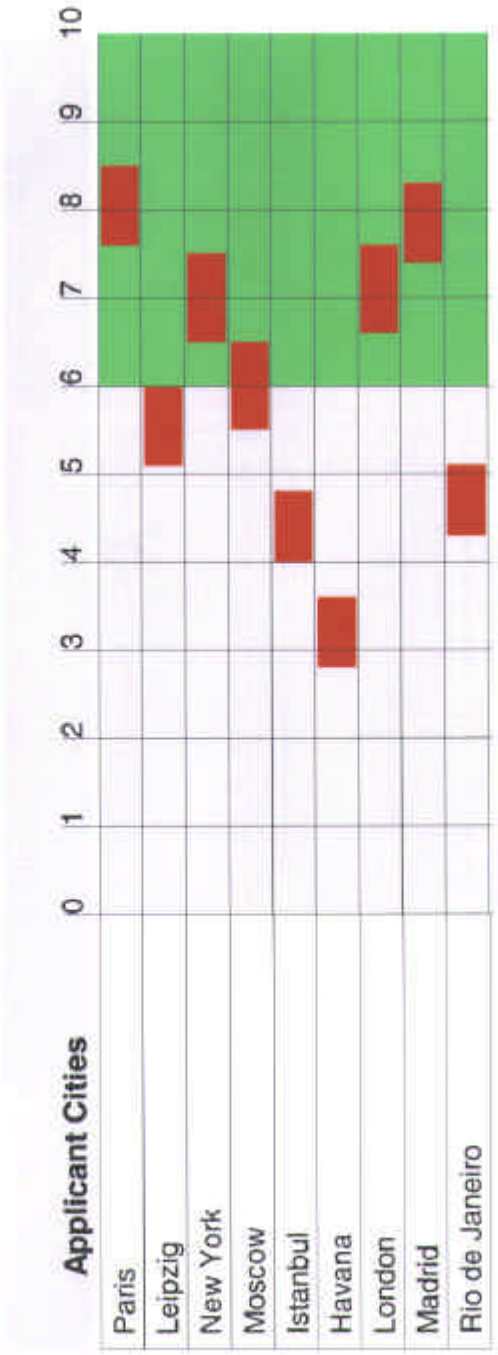
Charts, Continued

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



Final result



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APPLICANT CITIES FOR THE
GAMES OF THE XXX OLYMPIAD IN 2012
(in the order of the drawing of lots)

PARIS

LEIPZIG

NEW YORK

MOSCOW

ISTANBUL

HAVANA

LONDON

MADRID

RIO DE JANEIRO