

1st Summer Youth Olympic Games in 2010

REPORT OF THE IOC EVALUATION COMMISSION
Lausanne, January 2008



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Introduction

Following the publication of the IOC Panel of Experts' report on 19 November 2007, the IOC President appointed an IOC Evaluation Commission for the 1st Summer Youth Olympic Games in 2010 to further analyse the projects put forward by the five short-listed YOG Candidate Cities: Athens (Greece), Bangkok (Thailand), Moscow (Russia), Singapore (Singapore) and Turin (Italy). The Evaluation Commission report will be submitted to the IOC Executive Board. On the basis of this report, the IOC Executive Board will decide which short-listed YOG Candidate Cities will be selected as finalist YOG Candidate Cities and submitted to a postal vote by all IOC members.

The IOC Evaluation Commission is composed of the following persons:

Mr Sergey BUBKA (IOC Member and Chairman of the Commission)
Mr Frank FREDERICKS (IOC Athletes' Commission representative)
Mr Guido de BONDT (NOC representative)
Mr Andrew RYAN (IF representative)
Mr Gilbert FELLI (Olympic Games Executive Director)
Mr Essar GABRIEL (Head of the Youth Olympic Games)

All members of the IOC Evaluation Commission had previously taken part in the IOC Panel of Experts meeting and therefore already had a good knowledge of the Candidature Files and guarantees submitted in the first phase of the YOG candidature process.

Description of the 2nd phase of the YOG candidature process

As explained in the YOG Candidature Procedure and Questionnaire, the evaluation of short-listed YOG Candidate Cities was specifically adapted to each city: while the procedure and deadlines were identical for all cities, the content of the evaluation differed based on the findings of the Panel of Experts' analysis. In this regard, a letter from the chairman of the IOC Evaluation Commission was sent to each short listed YOG Candidate City including a city-specific list of questions.

Based on the quality of the documents provided to the IOC, the Commission took the decision not to visit the short-listed Candidate Cities, but rather invited each city to meet with the Evaluation Commission by way of a video conference call. The video conferences were successful in fostering a professional and targeted exchange between the bid committee and its stakeholders and the IOC Evaluation Commission.

The IOC Evaluation Commission also appointed a construction industry expert to visit the cities of Singapore and Turin on its behalf in order to assess the feasibility, within the available timeframe of approximately 2.5 years, of the planned Youth Olympic Village construction projects as well as the planned equestrian and aquatic venues respectively in each city. The above-mentioned expert was selected based on his experience and previous collaboration with the IOC on other Olympic Games monitoring projects.

The different milestones of the 2nd phase of the YOG candidature process are listed below:

Additional budget information

Short-listed YOG Candidate Cities were required to submit detailed budget information to the IOC by 30 November 2007.

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Written comments

Each short-listed YOG Candidate City was given the opportunity to submit written comments on the Panel of Experts' report, by 3 December 2007.

Answers to the Commission's questions

Each short-listed YOG Candidate City was required to submit answers to a number of questions addressed to the bid committee by the IOC Evaluation Commission, by 3 December 2007.

Video conference calls

Each short-listed YOG Candidate City was offered the opportunity to formally present its bid by way of a video conference call on 13 December 2007. Each conference call lasted approximately one hour and was structured in two parts: a 15-20 minute verbal presentation by the city to present its bid, followed by questions and answers.

Guarantees

As requested in the YOG Candidature Procedure and Questionnaire, short-listed YOG Candidate Cities were required to submit all outstanding guarantees (Guarantees File 2) by 18 December 2007.

IOC Evaluation Commission working methods

All documents submitted by the short-listed YOG Candidate Cities since the publication of the Panel of Experts' report were analysed by the IOC administration and the IOC Evaluation Commission met on 12 December to review and prepare any outstanding questions for the video conference calls that took place with each YOG Candidate City on 13 December 2007. A further two telephone conference meetings including all IOC Evaluation Commission members took place on 21 December 2007 and 10 January 2008 in order to analyse all guarantees received by the deadline of 18 December 2007 and finalise the content of the report.

The Commission's role was to further analyse each short listed YOG Candidate City's project in view of the additional documents and information received and perform a robust risk assessment with a strong emphasis on the timeframe available to host the 1st Summer Youth Olympic Games in 2010 (approximately 2.5 years). With this in mind, the IOC Evaluation Commission identified five key areas of risk which will be critical for the successful organisation of the Youth Olympic Games in 2010 and which formed the basis of the Commission's evaluation of the five short listed YOG Candidate Cities' projects. These five areas of risk are:

- Governance and guarantees
- Finance
- Youth Olympic Village
- Competition venues
- Transport

The IOC Evaluation Commission's assessment of the five short-listed YOG Candidate Cities follows and consists of an analysis of the risk associated with each city's project in relation to the five key areas of risk listed above. The Evaluation Commission's report is designed to complement the report of the IOC Panel of Experts and therefore does not attempt to cover all aspects of organisation. Based on the additional documents and information provided, the Commission's report endeavours to confirm or dispel any particular challenges highlighted by the Panel of Experts in order to further assess the robustness of each city's project in terms of their ability to host successful Summer Youth Olympic Games in 2010.

Introduction

Before entering into the body of the report, the IOC Evaluation Commission would like to commend all short-listed YOG Candidate Cities on the quality of the work carried out throughout the YOG candidature process. Indeed, the cities' professional approach and the quality of the written documentation submitted and presentations made during the video conferences greatly assisted the Commission in assessing each city's proposal and in the preparation of this report. The Commission was very pleased to note the participation of government representatives, NOCs and IOC members in the video conferences with the IOC which demonstrated the level of support enjoyed by the YOG Candidate Cities. Finally, the Commission would like to congratulate the short-listed YOG Candidate Cities for their enthusiasm for and dedication to the Youth Olympic Games project and for joining the IOC in making history by entering the competition to host the 1st Summer Youth Olympic Games.

The IOC Evaluation Commission has taken into account all information, documents and guarantees received by the deadline of 18 December 2007 and the report reflects the unanimous opinion of its members. The report is presented on a city-by-city basis, in alphabetical order, and ends with some concluding remarks and a recommendation to the IOC Executive Board.

The Commission ends this introduction by wishing IOC members all the best in the important decision of electing the host city of the 1st Summer Youth Olympic Games in 2010.

Abbreviations

IOC	International Olympic Committee
NOC	National Olympic Committee
YOG	Youth Olympic Games
YOGOC	Youth Olympic Games Organising Committee

Athens

Through its analysis of Athens' candidature file, initial guarantees and photographic files, the Panel of Experts gave Athens' project to host the 1st Summer Youth Olympic Games a generally positive assessment and particularly mentioned the quality of existing general infrastructure, the city's high level of experience of hosting international multi-sport events and the Youth Olympic Village concept as the bid's principal strengths. The Panel of Experts did however express some concern regarding the overall governance of the project including a lack of written support from all authorities involved in the Youth Olympic Games project (wider area of Athens and Olympia), the capacity of the Youth Olympic Village which was slightly below IOC requirements and the high budget put forward by the bid committee. It believed that service levels and operations appeared to have been over-scoped in the context of the Youth Olympic Games and that reaching the high proposed sponsorship revenue target would be a challenge.

During its discussion with the Evaluation Commission, the bid committee confirmed that the future YOGOC would be structured as a not-for-profit organisation, similar to that which was established for the 2004 Olympic Games. It also confirmed that the YOGOC would be under the authority of the NOC and benefit from the commitment of the City of Athens and the strong support of the national government. A government liaison office would also be set up within the YOGOC to coordinate collaboration with Greek government entities. Following the publication of the Panel of Experts' report, letters of support from all authorities involved in Athens' project to host the 1st Summer Youth Olympic Games, including Olympia, were submitted to the IOC.

A video message from the Prime Minister opened the video conference call with the IOC which was chaired by the president of the NOC in the presence of the Minister for Tourism and the IOC member in Greece. While the bid committee explained that all written guarantees from the national government are binding, it also confirmed that the funds required to cover the important financial guarantees provided (USD 84 million in YOGOC subsidies and YOGOC budget shortfall guarantee) had not been allocated in the 2008 budget and would therefore have to seek the approval of parliament for subsequent annual budgets in accordance with Greek law. The Evaluation Commission believes that this could have an impact on the early stages of preparations for the organisation of the Games thus presenting a risk of delaying the transition to organising committee. In addition, the Evaluation Commission believes that, as previously experienced, the hotel guarantee provided by the Athens and Attica Region Hotel Association is not sufficient to cover IOC requirements and therefore leaves the bid committee exposed to negotiations with individual hotel owners to guarantee rooms during peak season in a traditionally tourist area, which could further delay preparations.

Athens' YOGOC budget of approximately USD 273 million is based on local currency budget estimates converted to USD with a fixed exchange rate. Whilst reduced from USD 318 million as stated in the candidature file, Athens' YOGOC budget remains high and the Evaluation Commission still believes that expenditure reflects an over-scoping of service and operations levels in the context of the Youth Olympic Games. Approximately 32% (or USD 87 million) of all revenues take the form of government subsidies and the Greek government has also guaranteed to cover any potential shortfall in the YOGOC budget. The proposed sponsorship revenue target of USD 162.4 million represents approximately 59% of all revenues which appears very challenging. Despite the bid committee's confidence and reassurance that such targets can be achieved, the Evaluation Commission continues to express concern regarding the risk that such revenue levels may not be reached.

In the case of such a shortfall in revenue, the national government's guarantee to cover any YOGOC budget shortfall would have to be called upon and, in view of the above information regarding the necessity to seek parliamentary approval of all financial commitments made by the government, the Evaluation Commission further believes the funding of the future YOGOC could be at risk through the exposure to debate and alterations at a late stage of preparations for the Youth Olympic Games.

Athens

The bid committee stated that it does not expect any significant currency fluctuation between the Euro and the US dollar. The additional financial information submitted to the IOC identifies key cost categories and sub-categories but lacks detail in certain areas.

A joint marketing programme agreement has been secured with the NOC whereby the future YOGOC would control and manage all Olympic properties in Greece for the purposes of the Youth Olympic Games. No agreement has been provided in terms of revenue sharing.

Following the publication of the Panel of Experts' report, the Athens bid committee submitted improved and more detailed culture and education programmes. The provision in the YOGOC budget remains however unchanged.

The Youth Olympic Village project makes good use of the Aghios Andreas coastal resort complex that was used as a media village during the 2004 Olympic Games. Currently short of 104 beds to meet IOC requirements, the bid committee stated that the Youth Olympic Village capacity could be increased through the construction of additional bungalows in time for 2010, though no guarantees have been submitted in this regard.

Athens' venue plan places venues along the proposed Olympic transport routes mostly away from the city centre in order to share the Youth Olympic Games experience with a wide number of local municipalities. Of the 24 competition venues proposed, 19 exist and 5 are to be built as temporary venues. When questioned about the compliance of a number of local clubs and "sports for all" venues with IOC requirements, the bid committee reassured the Evaluation Commission that adequate provision had been made in the budget for overlay and the upgrading of certain venues to meet Youth Olympic Games standards. It also highlighted the positive legacy such a strategy would confer on the concerned municipalities after the Games. However, the simultaneous implementation of relevant construction works and overlay in different municipalities could be a challenge in terms of the timeframe available and present a potential risk of delay or non-completion.

Athens' road and traffic management measures would capitalise on the transport systems developed for Athens 2004. Although venues are spread out, full implementation of the transport concept would put travel times for the most part within 35 minutes. The guarantees and transport plan information provided by the Athens bid committee give the Evaluation Commission confidence that transport requirements for the Youth Olympic Games would be met. However, the proposal to transport 1,800 participants to Olympia on a single day appears very ambitious and presents an obvious challenge in terms of funding and operational feasibility with 80 chartered flights planned from Athens to Olympia.

To conclude its analysis, the Evaluation Commission believes that Athens's project to host the 1st Summer Youth Olympic Games in 2010 presents some risks to the IOC.

Athens' Youth Olympic Games plan offers an attractive location for the Youth Olympic Village and mostly existing competition venues. Athens is also very experienced in hosting major international events. The bid committee explained the significant symbolism Athens could offer through hosting the 1st edition of the Youth Olympic Games in the birthplace of ancient and modern Olympism. However, throughout the documents submitted to the IOC and during the video conference call, the Evaluation Commission did not gain sufficient confidence that the financial risks linked with the necessity to seek approval of the financial commitments made by the government and the high sponsorship revenue target would not expose the future YOGOC and cause delay in the preparations for the organisation of the Youth Olympic Games. While the NOC would take the lead in the organisation of the Games, the division of responsibilities between other stakeholders have not been finalised and could further delay the transition into organising committee.

Bangkok

Through its analysis of Bangkok's candidature file, initial guarantees and photographic files, the Panel of Experts' assessment of Bangkok's project to host the 1st Summer Youth Olympic Games placed Bangkok above the IOC benchmark for a majority of criteria. Bangkok's principal strengths included the quality of existing competition venues, the city's experience of hosting international multi-sport events, modern and attractive culture and education programmes, the capacity and layout of the existing Youth Olympic Village venue and the city's ample and adequate hotel room inventory. The Panel of Experts questioned Bangkok's ability to deliver the required Youth Olympic Games service levels within the proposed financial envelope. It also questioned the impact of the upcoming (now past) parliamentary elections in terms of the guarantees submitted to the IOC and indicated its concern about the spread of venues, particularly with regard to long distances and the uncertain reliability of transport operations.

During the video conference between the IOC and the bid committee, which included the presence of the Governor of Bangkok, the Minister of Tourism and Sports and the IOC member for Thailand, the Evaluation Commission understood that the future YOGOC would be a government agency that would operate in close collaboration with the private sector which would play a major role in delivering the Games. The bid committee reassured the Evaluation Commission that the forthcoming parliamentary elections in Thailand would not adversely affect the organisation of the Youth Olympic Games as Thailand's regime follows that of most modern states in the sense that incoming governments are bound to respect the commitments made by previous governments. The support of the private sector would translate essentially in the provision in kind of products and services, such as broadcasting and telecommunications. However, the division of responsibilities and leadership between public and private sectors appears to be unclear. Furthermore, while it also remains unclear whether some of the guarantees submitted would require additional legislation to be endorsed and implemented, the bid committee stated that budgets already allocated by the government for current programmes could be re-directed to fund the organisation of the Youth Olympic Games. Finally, a number of guarantees remain incomplete or have not been provided, including for example guarantees for the use of proposed culture & education programme venues outside the Youth Olympic Village, a guarantee clearly stating the division of responsibilities in terms of security operations and an insufficient number of guaranteed hotel rooms.

In view of the above information, the Evaluation Commission believes that the constitution of a comprehensive and well coordinated project governance architecture to manage all aspects of the implementation of the Youth Olympic Games would be a challenge for Bangkok and presents a risk in terms of delays for the transition from bid committee to organising committee.

Bangkok's YOGOC budget of approximately USD 33.5 million is based on local currency budget estimates of direct expenses related to the organisation of the Youth Olympic Games. Approximately 82% of all revenues are guaranteed in the form of government subsidies and the Bangkok Metropolitan Administration, in accordance with the Cabinet's resolution, guarantees to cover any potential economic shortfall.

The additional financial information submitted to the IOC identifies key cost categories and the low cost of living in Thailand has been put forward as one reason for the low level of expenditure. When taking into account financial resources from various ministries and agencies that would be employed for the benefit of the Games but are not directly accounted for within the YOGOC budget, the total financial envelope available for the organisation of the Youth Olympic Games appears to increase to approximately USD 50 million. The lack of concrete guarantees and detailed information in this regard, however, does not give the Evaluation Commission total confidence in Bangkok's ability to deliver the required service levels and operational requirements of the Youth Olympic Games within the proposed budget.

Bangkok

While the NOC would lead any marketing programme associated with the Youth Olympic Games, no further details or signed agreements were submitted to the IOC.

The Youth Olympic Village project makes good use of the Thammasat University Rangsit Campus that was built for the 1998 Asian Games and refurbished for the 2007 Universiade Games.

All 23 proposed competition venues exist. The venue plan includes one large cluster containing 11 sports/disciplines and the Youth Olympic Village, with other sports dispersed throughout the city.

Road and traffic management measures proposed to deal with congestion and sustain reliable travel times using existing expressways and connecting roads are well detailed. However, these measures do not include dedicated Olympic lanes, without which the already high average travel time of 40 minutes and average speed of 59 km/h between the Youth Olympic Village and competition venues might be a challenge to achieve. Over half of the venues (including culture and education venues) require travel times of 45 minutes or more from the Youth Olympic Village. Despite the guarantees and transport plan information provided by the bid committee, the Evaluation Commission is concerned that the spread of venues is such that a substantial amount of the young participants' time would be spent in transport, thus reducing the time they would effectively spend living and experiencing the sporting, cultural and educational components of the Games.

To conclude its analysis, the Evaluation Commission believes Bangkok's project to host the 1st Summer Youth Olympic Games in 2010 presents a number of risks to the IOC.

While Bangkok's plan for the Youth Olympic Games offers a tested and sustainable solution with all competition venues and the Youth Olympic Village already existing and having been used for major international events, the spread of venues over a large geographical area may have a negative impact on the Youth Olympic Games experience. The bid committee explained the motivation and relevance of Bangkok and Thailand hosting the Youth Olympic Games to further address local issues confronting youth and society and to develop Bangkok's international image. However, throughout the documents submitted to the IOC and the video conference call, the Evaluation Commission did not gain sufficiently thorough and clear information regarding the overall governance of the project, including the division of responsibilities between stakeholders, to feel confident that Bangkok would transition from bid committee to organising committee without delay. Furthermore, with a number of guarantees still incomplete and a relatively low YOGOC budget, the Evaluation Commission was not sufficiently reassured that Bangkok would be able to deliver a high enough level of Youth Olympic Games experience within the timeframe available to host the 1st Summer Youth Olympic Games in 2010.

Moscow

Through its analysis of Moscow's candidature file, initial guarantees and photographic files, the Panel of Experts gave Moscow's project to host the 1st Summer Youth Olympic Games a positive assessment and particularly mentioned strong national and local government support, a well-clustered venue plan, an excellent and coherent education programme focusing on the alliances between sport, education and culture, robust financial backing and a high level of experience in hosting international multi-sports events as the bid's principal strengths. The Panel of Experts questioned the high proposed average operating speed on the Olympic transport network, believed the culture and education programmes may be over-scoped and indicated its concern about the possible effect, if any, of the organisation of the 2014 Olympic Winter Games in Sochi on the Youth Olympic Games marketing effort.

During the video conference call between the IOC and the Moscow bid committee, the leadership of the city of Moscow and the full support of the national government at the highest level were clearly demonstrated through the presence of the Mayor of Moscow and senior government officials including the Deputy Prime Minister and the Minister for Sport. Support from the Russian Olympic Committee and IOC members in Russia was also evident through their participation in the meeting. The Mayor of Moscow confirmed the city's authority and ability to finance and organise the Youth Olympic Games by means of its status as an autonomous entity of the Russian Federation. With many of the venues for the Youth Olympic Games owned by the city of Moscow, it is clear the future YOGOC would benefit from the city's vast experience in organising major international events which would also ensure minimal transition period from bid committee to future YOGOC..

Moscow's YOGOC budget of approximately USD 180 million is based on a conservative approach consisting of high expenditure estimates, moderate revenue estimates and a contingency allocation of USD 9 million. The exchange rate (USD/RUB) used to prepare the YOGOC budget is based on the planning assumption for the Russian Federal Budget for the years 2008-2010. Approximately 77% of all revenues are guaranteed in the form of a subsidy from the city of Moscow which has also guaranteed to cover any and all financial obligations of the future YOGOC, including any financial shortfall of the YOGOC budget.

The bid committee confirmed in writing that any future adverse impact due to currency fluctuations between the US dollar and the Ruble would be covered by the YOGOC. The additional financial information submitted to the IOC is very comprehensive and identifies key cost categories. The budget generally appears to be consistent with the levels of service described in the Candidature File and includes the considerable amount of approximately USD 76 million for the culture and education programmes and for the development, in a relatively short period of time, of an ambitious worldwide digital programme.

The Moscow's marketing situation is unique due to the overlapping joint marketing periods of the 2010 Youth Olympic Games (from 1 March 2008 until 31 December 2010) and the Sochi 2014 Olympic Winter Games (from 1 January 2009 until 31 December 2016). While marketing revenues planned by the Moscow bid committee are feasible, the proposed structure does not address this unique situation: instead of Sochi 2014 managing sponsorship sales for the Youth Olympic Games, it only has "final approval rights" and it appears that the YOGOC would conduct such sales. Should Moscow be elected, the agreed structure would need to be reviewed to place full marketing control in the hands of Sochi 2014 from 1 March 2008 in order to create a clean marketplace for the Sochi 2014 Olympic Winter Games and to ensure most favourable revenue generation potential for both the Youth Olympic Games and the Sochi 2014 Olympic Winter Games.

Moscow

The Youth Olympic Village project makes good use of the existing three-star Izmaylovo hotel complex that was built for the 1980 Olympic Games and used for the 1998 World Youth Games. Renovation of all the rooms is underway and is due for completion by mid-2008.

Of the 28 competition venues proposed in four main venue clusters, all exist with 2 requiring permanent works. No temporary venues are to be built.

The primary road and traffic management measure proposed by the Moscow bid committee is a modifiable Olympic lane network, mostly along high speed ring roads and major arterials. Olympic lanes would be implemented according to daily schedule requirements and would play an essential role in the success of transport operations at Game-time. While it believes sustaining the high average operating speed put forward by the bid committee (60 km/h) would be a challenge, the Evaluation Commission is confident that transport requirements for the Youth Olympic Games would be met.

To conclude its analysis, the Evaluation Commission believes Moscow's project to host the 1st Summer Youth Olympic Games offers minimal risk to the IOC.

A solid Youth Olympic Games plan, backed by strong local and national government involvement and guarantees, together with existing competition venues, a vast experience in hosting large multi-sport events and a serviced Youth Olympic Village, would allow Moscow to rapidly transition into an organising committee and start working towards the organisation of the Youth Olympic Games. The Evaluation Commission's confidence in Moscow's ability to deliver was reinforced by the powerful, focused and detailed vision demonstrated by all stakeholders throughout the documents submitted to the IOC and during the video conference call. Based on the long-established philosophy and current financial investments of the city towards participation in sports and hosting international sports events, the bid committee explained the relevance of the Youth Olympic Games project to the long-term strategy of Moscow. The Evaluation Commission also notes that the global digital reach and excellence of Moscow's culture and education programmes show a thorough understanding of the Youth Olympic Games concept and objectives.

Singapore

Through its analysis of Singapore's candidature file, initial guarantees and photographic files, the Panel of Experts gave Singapore's project to host the 1st Summer Youth Olympic Games a positive assessment and particularly mentioned strong government support, a compact venue plan, dynamic, professional and well-thought-out culture and education programmes as well as sound financial backing as the bid's principal strengths. The Panel of Experts indicated that the bid's main area of risk concerned the construction of the proposed Youth Olympic Village project and new Equestrian venue within the timeframe available to organise the Youth Olympic Games in 2010.

During its discussion with the bid committee, the Evaluation Commission was reassured that the future YOGOC would take the form of a Committee of the Government of Singapore which would comprise senior government officials from five relevant Ministries, as well as officials from the Singapore NOC, National Sports Associations, athletes, youth representatives and the private sector. The supervisory board would be chaired by the IOC member for Singapore. Such a structure has proved efficient and effective in the context of a single-tiered government and has already been used by the Singapore government to organise major international events. No further legislation would be required to immediately empower the YOGOC thus ensuring a minimal transition period from bid committee to future YOGOC.

Similarly, government officials participating in the video conference call with the IOC, including the Minister for Community Development, Youth and Sports and the Minister for Defence, as well as members of the Singapore bid committee assured the Evaluation Commission that no further legislation would be required to endorse or approve commitments made by the government by way of guarantees submitted to the IOC. According to the bid committee, all financial guarantees provided by the government comply with the requirements set out under Singapore law and budgets for the organisation of the Games have already been allocated. The support of the Singapore National Olympic Council was also clearly demonstrated through the participation of its President in the video conference call, as was that of the IOC member from Singapore who chaired the meeting.

Singapore's YOGOC budget of approximately USD 75.5 million is based on local currency budget estimates and a projected inflation rate of 2% per annum until 2010. Approximately 70% of all revenues are guaranteed in the form of government subsidies and the Government of Singapore has also guaranteed to cover any potential shortfall in the YOGOC budget. The bid committee confirmed in writing that any future adverse impact due to currency fluctuations between the US dollar and Singapore dollar would be covered by the YOGOC. The additional financial information submitted to the IOC provides a good level of analysis and identifies key cost categories and assumptions made in the build-up of the budget. The budget seems to be consistent with the proposed levels of service described in the Candidature File.

A Joint Marketing Programme has been established in which the NOC grants exclusive rights for the use of Olympic marks to the future YOGOC. Although the overall agreement conforms to IOC guidelines, the Evaluation Commission believes that some details would have to be reviewed if Singapore were to be elected as Host City.

To further investigate the Youth Olympic Village project, the Evaluation Commission sent an independent expert in the field of construction to Singapore to gain a better understanding of the project. The ambitious USD 423 million project, owned and funded by the National University of Singapore through government grants, aims to further develop the existing campus and create a high quality residential and educational atmosphere using an environmentally sustainable design concept.

Singapore

Launched in 2005 and well underway, the project has been designated by the government as a top priority project benefiting from the highest possible level of administrative fast tracking. Master plans have been finalised, on-site preparatory work is underway and construction is due to begin in January 2008. The Singapore government has approved extended construction working hours for this project, thus allowing for multiple shift work to further reduce construction time. While the project remains very ambitious and its completion by February 2010 challenging, the independent technical expert mandated by the IOC believes that, with careful planning and strict monitoring by the dedicated project team already in place, the timeframe proposed appears feasible.

In addition, the element of risk associated with the Youth Olympic Village was reduced through the submission by the Singapore bid committee of a detailed and guaranteed proposal for an alternative Youth Olympic Village at the existing Nanyang Technological University campus with a capacity of more than 9,000 beds.

In view of the above information, the Evaluation Commission is confident that there would be negligible risk concerning the Youth Olympic Village, should Singapore be elected as Host City.

Singapore proposes a compact venue plan including one large cluster of 13 sports. Of the 24 competition venues proposed, 19 exist, 4 are to be built as temporary venues and one venue (Equestrian) is currently under construction. With completion planned for April 2009 and following a site visit, the independent technical expert also confirmed that the Equestrian venue project is well underway and that there is no risk associated with its delivery.

Road and traffic management measures include Olympic lanes, mostly along motorways, that will enable the reasonable average speed put forward by the bid committee (48 km/h) to be sustained. The guarantees and transport plan information provided by the Singapore bid committee give the Evaluation Commission confidence that transport requirements for the Youth Olympic Games would be met.

To conclude its analysis, the Evaluation Commission believes Singapore's project to host the 1st Summer Youth Olympic Games offers minimal risk to the IOC.

A solid Youth Olympic Games plan, backed by strong government involvement and guarantees, would allow Singapore to transition into an organising committee without delay and immediately begin working towards the organisation of the Youth Olympic Games. While Singapore has experience of hosting major international events, it has little recent experience of hosting large multi-sport events and the bid committee assured the Evaluation Commission that it would also seek support from experts in the field of sport as required. The Evaluation Commission's confidence in Singapore's ability to deliver was reinforced by the unified and focused vision clearly demonstrated by all stakeholders throughout the documents submitted to the IOC and during the video conference call. Based on existing programmes aimed at youth within Singapore, the bid committee explained the relevance of the Youth Olympic Games project for the long-term strategy of Singapore and South East Asia in general. The Evaluation Commission also notes that Singapore's innovative and dynamic culture and education programmes demonstrate a thorough understanding of the Youth Olympic Games concept and objectives.

Turin

Through its analysis of Turin's candidature file, initial guarantees and photographic files, the Panel of Experts' assessment of Turin's project to host the 1st Summer Youth Olympic Games placed Turin above the IOC benchmark for a majority of criteria. Turin's principal strengths included the quality of existing competition venues, the city's recent experience of hosting international multi-sport events, creative and festive culture and education programmes, a good general transport operations concept and the city's ample and adequate hotel room inventory. The Panel of Experts also believed that reaching the proposed sponsorship revenue target could be a challenge and that the bid's main area of risk concerned the construction of the proposed Youth Olympic Village project and new aquatics venue within the timeframe available to organise the Youth Olympic Games in 2010.

The video conference call was chaired by the Torino City Manager and bid committee board member in the presence of members of the NOC board. During the meeting, the bid committee confirmed that its project to host the Youth Olympic Games was in synergy with the city of Turin's long-term plan to leverage the successful 2006 Olympic Winter Games through the involvement of Torino Olympic Park which was co-founded by the City of Turin, the Piedmont Region, the Province of Turin and the Italian NOC to manage the sports venues and facilities that remain as a legacy of the 2006 Olympic Winter Games. The future YOGOC would be a not-for-profit organisation and the transition from bid to organising phases should benefit from the local and regional authorities' knowledge and experience gained from Torino 2006. While the national government has provided financial guarantees from its existing 2006-2010 budget for youth and sport policies and committed to cover expenses connected with the security of the Youth Olympic Games, guarantees concerning entry into the country, work permits and the importation of goods do not fully meet IOC requirements.

Turin's YOGOC budget of approximately USD 130 million is based on local currency budget estimates and includes a substantial contingency of USD 18.7 million. The exchange rate used (USD/EUR) to prepare the YOGOC budget represents a projected 2010 value sourced from the "Banca Intesa San Paolo". Approximately 72% of all revenues are guaranteed in the form of government subsidies and both the Italian government and City of Turin have guaranteed to cover any potential shortfall in the YOGOC budget.

The bid committee confirmed in writing that the YOGOC would adopt a financial mechanism to avoid risks in currency fluctuations between the Euro and US dollar by fixing the exchange rate for 2010. The additional financial information submitted to the IOC identifies key cost categories but lacks detail.

The marketing structure and division of responsibilities between the Italian NOC and YOGOC appear unclear and no agreement has been reached in terms of revenue sharing. The Evaluation Commission believes this could delay efforts to achieve the proposed sponsorship revenue target and that a detailed marketing agreement would have to be secured as soon as possible if Turin were to be elected.

To further investigate the Youth Olympic Village project, the Evaluation Commission sent an independent expert in the field of construction to Turin to gain a better understanding of the project. The ambitious USD 304 million project, owned and funded by Sviluppo Industriale Srl, a private investor, would be an urban residential complex in the southern part of the city, combining a post-industrial refurbishment with the enhancement of an important green area. Although part of the land is already owned by the investor, the other part remains the property of the city of Turin which has agreed to change its designation in favour of the project and sell it to the investor on the condition that Turin is elected as host city.

Turin

Whilst an initial design feasibility study has been completed, two further design studies would need to be carried out. No construction work has yet taken place but seven construction companies have been identified that would be ready to begin work in April 2008 with construction due for completion in January 2010. Having studied the additional technical information provided during his visit, the independent technical expert mandated by the IOC believes that the project remains very ambitious in terms of timeframe and presents a real challenge. With land ownership still under consolidation, design still at a very early stage and a considerable construction budget for a two-year period, he confirms the initial concern and risk underlined by the Panel of Experts with regards the feasibility of completion of the project in time for the Youth Olympic Games in 2010.

The detailed study of an alternative Youth Olympic Village proposal submitted by the Turin bid committee did not alleviate the element of risk associated with the Youth Olympic Village as this alternative construction project appears to be at a similar level of advancement as the original village project. Furthermore, whilst a third Youth Olympic Village proposal which made use of a large number of existing residential facilities spread across the city of Turin was submitted to the IOC by the bid committee, the Evaluation Commission felt this dispersed solution would not be feasible and would indeed not conform to the Youth Olympic Games concept.

In view of the above information, the Evaluation Commission expresses its strong concern about the Youth Olympic Village should Turin be elected as Host City.

Turin's venue plan would concentrate most venues within the city centre. Of the 21 competition venues proposed, 19 exist, one is to be built as a temporary venue and one venue (Aquatics) is currently under construction. With completion planned for end of June 2008 and, following a site visit, the technical expert also confirmed that the aquatics venue project is well underway and that there is no risk associated with its delivery.

Road and traffic management measures are well detailed and would be implemented by the same public authority that managed transport during the 2006 Olympic Winter Games. Traffic monitoring and regulatory measures would ensure optimised traffic flows within the city to all venues. By providing dedicated cars for accredited persons in addition to a common shuttle service, Turin appears to have unnecessarily scoped transport specifications beyond IOC requirements for the Youth Olympic Games. The guarantees and transport plan information provided by the Turin bid committee give the Evaluation Commission confidence that transport requirements for the Youth Olympic Games would be met.

To conclude its analysis, the Evaluation Commission believes that, although Turin's project to host the 1st Summer Youth Olympic Games in 2010 offers few risks to the IOC, the main element of risk outlined in this report is critical to the success of the Games.

Turin's plan for the Youth Olympic Games is well thought-out and concentrates the majority of venues in the city centre. Most venues already exist and the bid committee team is experienced in hosting major international events. The bid committee explained the relevance of the Youth Olympic Games project to the city's strategy to leverage the legacy of the recent successful 2006 Winter Olympics. However, with the high risk associated with the critical construction project of the Youth Olympic Village, the lack of clarity regarding marketing rights causing concern that sponsorship targets may not be achieved and a number of incomplete guarantees the Evaluation Commission was not sufficiently reassured that Turin would be able to deliver a high enough level of Youth Olympic Games experience within the timeframe available to host the 1st Summer Youth Olympic Games in 2010.

Conclusion

Before concluding its report, the Evaluation Commission would like to reiterate its satisfaction and gratitude to all short-listed YOG Candidate Cities for the tremendous work carried out throughout the bid process in a short period of time. All bids were of a high quality and the spirit in which the candidatures were undertaken truly reflects the IOC's values of excellence, friendship and respect.

In conclusion, the Evaluation Commission would like to remind the members of the IOC Executive Board that its role was to assess the five short-listed Candidate Cities' projects with a strong emphasis on the risks associated with the organisation of the Games within the timeframe available to host the 1st Summer Youth Olympic Games (approximately 2.5 years). The main areas of risk were identified as follows:

- Governance and guarantees
- Finance
- Youth Olympic Village
- Competition venues
- Transport

On the basis of its conclusions within each city's report, the Evaluation Commission believes that the cities of Moscow and Singapore (listed in alphabetical order) would present the least risk to the IOC for the organisation of the 1st Summer Youth Olympic Games.