



Report of the  
IOC Evaluation Commission  
for the  
Games of the XXX Olympiad  
in 2012



# INTRODUCTION

## Introduction

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The IOC Evaluation Commission for the Games of the XXX Olympiad in 2012 (the Commission) is pleased to present the results of its evaluation of the five Candidate Cities for these Games. Listed in the official order of drawing of lots, these cities are Paris (FRA), New York (USA), Moscow (RUS), London (GBR) and Madrid (ESP).

Nine cities initially submitted applications to host the 2012 Olympic Games: Paris (FRA), Leipzig (GER), New York (USA), Istanbul (TUR), Havana (CUB), Moscow (RUS), London (GBR), Madrid (ESP) and Rio de Janeiro (BRA). The nine cities were assessed by a group of experts who presented a report to the IOC Executive Board. On 18 May 2004, the IOC Executive Board selected the five Candidate Cities listed above.

Throughout the 2012 bid process, the IOC has continued to build on and improve the quality of the services it offers to bid cities through the Olympic Games observer programme, bid city seminars and access to the IOC's Olympic Games Knowledge Management programme. As a result, the 2012 Applicant and Candidate Cities have had more information and expertise available to them than ever before.

The Commission notes that this is reflected in the detailed planning and comprehensive strategies implemented by the Candidate Cities on such issues as sustainability, accessibility and integrated city development. In particular, it notes that the recommendations of the IOC Olympic Games Study Commission have been taken into consideration by the Candidate Cities and applied according to each city's specific plans.

Based on such in-depth reflection and analysis, the investments made throughout the bid process can be seen to generate positive legacies from the bid irrespective of whether the city is awarded the Games. Bidding for the Olympic Games is also proving to be a catalyst for the regeneration of city areas, accelerated construction of general infrastructure and sports facilities and for high-level political, financial and administrative collaboration, showing the unique nature and influence of the Olympic Games.

The high quality of the candidature files and the presentations made to the Commission during its visits has greatly assisted the Commission in its assessment of each city's proposal and in the preparation of this report. During its visits the Commission was very pleased to meet with the IOC members in the respective countries.

The 2012 Evaluation Commission is composed of representatives of all components of the Olympic Movement: the IOC, IFs, NOCs, athletes, IPC, former organisers of Olympic Games and experts (see Appendix A).

The Commission has carried out a detailed, technical analysis of the five Candidate Cities, to assist the IOC in the important decision of electing the Host City and to underline the challenges that could be faced in each of these cities during the seven years leading up to and including the 2012 Olympic and Paralympic Games.

The Commission's task is a technical and fact-finding one: to verify the information stated in the candidature file, to determine whether proposed plans are feasible and to make a qualitative assessment of risk.

# INTRODUCTION

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The Commission followed the same working procedures in each Candidate City: briefing sessions were held on all 17 themes of the IOC Candidature Procedure and Questionnaire and visits were made to each of the proposed venues in the city (see Appendix B for visit dates).

The Commission has taken into consideration all information received up until its departure from the respective cities.

The Commission's report is presented on a city-by-city basis, in the order of drawing of lots. The reports are followed by an overall summary of each city.

The Commission's report reflects the unanimous opinion of its members.

### GENERAL ISSUES

To complete this introduction, the following general issues address a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

#### 1. Travel times

All travel times mentioned in the Commission's report are average 2012 bus travel times, as provided by the Candidate Cities in their candidature files. Where the Commission feels travel times are not achievable, a comment has been made in the report.

#### 2. Accommodation (see appendix C)

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories
- A USD room rate in 2012 dollars for IOC hotels (1,800 rooms)

- For other accredited constituent groups a formula to calculate USD 2012 room rates.

During its visit, the Commission verified the hotel rating systems used by all Candidate Cities and their equivalence to the internationally-accepted star rating system used in this report.

#### 3. Tax

The 2012 Candidate Cities were requested to provide an analysis of all potential direct and indirect tax exposures that parties of the Olympic Movement would be faced with, if the Games were organised in their country. Cities confirmed that either tax exemptions existed, would be enacted through legislation or that the OCOG would bear the cost of non-recoverable withholding taxes.

#### 4. Technology

The Commission has not commented on technology in the individual city reports as it considers that each of the five countries in question has a modern technology structure and service system and that technology infrastructure in the five Candidate Cities would be adequate to host Olympic and Paralympic Games in 2012.

#### 5. Security

Terrorism has become a global concern and affects all Candidate Cities equally. The Commission has not commented on this element of security in the individual city reports as it considers that all cities and their respective countries have demonstrated a commitment to maintaining a high level of vigilance and implementing prevention methods.

#### 6. Natural disasters

None of the five Candidate Cities is geographically situated in areas which are normally subject to natural disasters.

### **7. Olympic programme**

All five Candidate Cities have agreed to provide the venues and facilities necessary for the hosting of any potential new sport to be included on the Olympic programme. Decisions regarding the Olympic programme will be taken by the IOC Session in July 2005 in Singapore.

### **8. Test events**

Each of the five Candidate Cities has committed to organising a test event in every sport at Olympic venues and has made the necessary provision in the budget.

### **9. Public opinion**

As additional background information, the IOC conducted its own opinion poll in the Candidate Cities and their respective countries in December 2004. The results of this poll can be found in Appendix D.

### **10. Letters of concern**

As is the case with each edition of the Olympic Games, letters of concern are addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to London, New York and Paris, to which it agreed. The Commission noted that none of these groups were against the Olympic Games. Their concerns related to specific sites and were mainly of an environmental and social nature.

### **11. Torch relay**

Whilst the Commission has acknowledged each city's plans for a torch relay in 2012, each Candidate City was informed during the Commission's visit that any proposal would require discussion with the IOC after the election of the Host City and that such proposal would need to comply with the IOC's policy for the torch relay.

### **12. Maps**

A map of each city's project is included in Appendix E. These maps, taken from the cities' candidature files, will assist readers in understanding each city's overall concept and to situate the venues.

### **13. Number of venues - counting methods**

For each Candidate City, venues have been counted according to the following principles:

- Road courses are not counted as venues
- In the case of venues with multiple halls, each separate hall is counted as one venue.

### **Appendices**

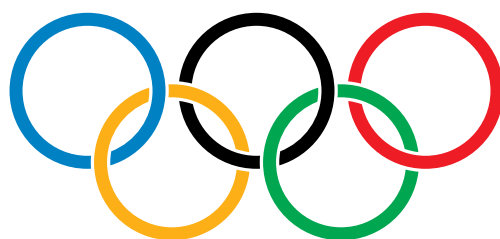
- A. Composition of the Commission
- B. List of visit dates
- C. Accommodation table
- D. Summary of IOC opinion poll results
- E. Maps
- F. Abbreviations
- G. Signatures



PARIS  
Paris

PARIS2012

CANDIDATE CITY



### OLYMPIC GAMES CONCEPT AND LEGACY

#### ■ Dates of the Olympic Games

Paris proposes Friday 27 July to Sunday 12 August as the period for the Olympic Games, based on the most favourable climatic conditions for the athletes. The traditional French summer holiday period should ensure lower traffic and public transport pressures and lower accommodation demands.

#### ■ Olympic Games concept

Paris has based its vision on the longstanding relationship between Olympism and France and has planned athlete-centred Games, with significant athlete involvement in the candidature phase. A commitment has been made to continue this athlete involvement through to Games organisation.

The Games concept consists of two major clusters close to the Olympic Village, encompassing 17 competition venues, including the Olympic stadium, as well as the planned IBC/MPC. As a consequence, approximately 77% of athletes would compete at venues within 10 minutes of the Olympic Village.

Paris has fully taken into account the Olympic Games Study Commission's recommendations in its use, in particular, of existing infrastructure and the need for sustainable development. For this reason, a high number of temporary venues (13) would be used.

Plans are backed by a strong and ongoing communications strategy starting in 2005, funds for which are included in the OCOG budget.

#### ■ Legacy and impact

Paris has committed to providing a legacy to the city, the region, French athletes and the community generally, through the building of new sports venues including the aquatic centre, the velodrome and the canoe kayak slalom course and through programmes to increase the regular participation of young people in sport.

The Olympic Village would provide a significant new housing opportunity for inner Paris through the regeneration of a partly disused railyard and the desire to build an exemplary sustainable urban district which would set a new standard for urban development in France.

With the planned urban development and the strong support for environmental responsibility and accessibility at the highest level across all Olympic projects, the Olympic Games legacy should be significant.

The Paralympic Games are well integrated into the planning of Paris 2012.

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of the Paris region is expected to grow from 11.1 to 11.5 million by 2012.

### ■ Political structure and responsibility

France is a constitutional republic with a president elected every five years by universal suffrage. The government is led by the Prime Minister who is appointed by the President from the majority parliamentary party.

The Mayor of Paris chairs the bid. The regional government of Ile-de-France and the various local authorities would act as head contractors on most infrastructure projects required for the Games.

### ■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, France had the fifth largest economy in the world and a preliminary estimate on the average annual growth rate was 0.1% with domestic price inflation at 2.1%.

### ■ Support

The President of France and all three levels of government (national, region – Ile-de-France – and city) are deeply involved in the bid. Political support was demonstrated through the participation of the Prime Minister and various government ministers during the Commission's visit. In addition, all the main political parties, the corporate sector and the labour unions support the bid.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 85% support in Paris and 79% support throughout France.

## LEGAL ASPECTS AND GUARANTEES

### ■ Guarantees

The bid committee has provided all guarantees required by the IOC.

Part of the land required for the Olympic Village and the Northern competition cluster has already been purchased by the city. In response to the Commission's enquiries about the remaining land needed for the Olympic projects, the bid committee clarified the legal framework within which it is planned to negotiate land purchase or carry out land appropriation as part of the city's development plan. The Commission was satisfied that the land would be available for construction.

### ■ Legislation

If Paris were awarded the Games, a special "Olympic Law", a copy of which was presented to the Commission during its visit, would be passed which would facilitate the organisation of the Games. In view of the support expressed by all parties, the Commission believes the law would be passed.

### ■ Agreements

Between October and November 2004, three separate documents were signed detailing the different responsibilities and financial commitments of the national government, the Ile-de-France region and the city of Paris regarding venue construction. The Commission believes that having such agreements in place before the election of the Host City is a positive factor in so far as they set out the framework for the planning and organisation of the Games, thus facilitating the transition to and formation of the OCOG.

### CUSTOMS AND IMMIGRATION FORMALITIES

#### ■ OCOG structure

The future OCOG would be a not-for-profit private association under the prescriptions of civil law, the stakeholders of which would be the city of Paris, the Ile-de-France region, the national authorities, and the French Olympic Committee. A special agency established by law, the Olympic Coordination Organisation (OCOO), would be responsible for the timely delivery of all permanent construction and the coordination of public services.

Detailed explanations were provided to the Commission concerning the transition period between the awarding of the Games and the formation of the OCOG. The transition team would comprise members of the bid committee and would be funded by the Founding Members (city, region and state).

#### ■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country. As a member of the European Union (EU) however, France is subject to EU legislation. France has signed the Schengen Agreement which allows free movement of persons within the Schengen member states. Negotiations with the EU would therefore be necessary to ensure compliance with IOC requirements, although the Commission expects that the Athens and Turin precedents will apply in this regard.

#### ■ Work permits

Work permits, in the form of an Olympic residence card, would be issued free of charge to temporary foreign workers coming to France to perform Olympic duties up to four years before the Games. French regulations stipulate that temporary foreign workers who are in possession of a temporary work permit not exceeding 90 days are not subject to French taxes. This exemption would be improved through the implementation of the "Olympic Law". In addition, "Olympic offices" would be set up in all French embassies or main consulates one year before the Games to facilitate the issue of visas and work permits. These offices would also assist the various constituents of the Olympic Movement when travelling to France for test events.

## ENVIRONMENT AND METEOROLOGY

### ■ Importation of goods

The temporary importation of goods required for the Olympic Games into France would be authorised free of any duties.

The importation of food by delegations for their own consumption would also be authorised, provided that a certificate of origin is presented and the food is consumed or exported following the Games. The resale of such products in France would be forbidden. Some restrictions would apply.

### ■ Plans and actions

A major set of environmental actions is central to the Paris bid. These actions are based on an advanced Environmental Management System and a comprehensive Charter of the Environment and Sustainable Development which outlines specific requirements and detailed specifications binding authorities, the bid committee, the OCOG and other Games stakeholders.

The overall plan features a detailed environmental review (already conducted) of all Games activities and sites to determine potential impacts and identify ways to reduce adverse effects or provide sustainable legacies. There is a strong emphasis on energy conservation, with actions including major solar power projects at venues and low and clean energy public transport systems, as well as a detailed eco-design plan for the Olympic Village with which developers must comply.

The OCOG operating budget for environment amounting to USD 23 million and projected non-OCOG spending of USD 811 million are planned for Games-related environmental activities. Paris has a specific programme to raise funds for environmental initiatives, with financing coming from an allocation of 1% of all OCOG revenue, and from the public and private sectors. An eco-sponsor programme would also be implemented to raise further funds.

## FINANCE

### ■ Air and water quality

Air quality in Paris at proposed Games-time is generally satisfactory, and adherence to lower EU limits should ensure improvements by 2012.

Measures are underway to ensure that the water quality at the proposed triathlon venue in the River Seine would be acceptable for a Paris Games. Water quality at rowing/canoe kayak flatwater and sailing venues meets requirements.

### ■ Meteorology

Average temperatures (according to figures provided, 26°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are wind speeds. There is an average of five precipitation days in Paris at proposed Games-time.

### ■ Additional comments

Paris is seeking an overall neutral greenhouse gas emission balance for the Games. As aircraft emissions are included in the equation, this would be a substantive and ambitious project, but it appears to be achievable as France's ratification of the Kyoto Protocol and the introduction of tighter controls and specific transport and energy conservation measures should facilitate lower emission levels.

Overall, the environmental actions are comprehensive, innovative and integrated throughout planning and operations, and would result in significant gains and legacies from the Games.

### ■ OCOG budget

Paris has proposed a budget of USD 2.65 billion with a surplus of USD 1.76 million.

Contributions from the IOC and TOP sponsors amount to 33.9% of revenue. Revenues from local sponsorship, official suppliers, ticket sales, licensing and donations amount to USD 1.33 billion or 50.2% of revenue. Lottery games dedicated to the Olympic Games and beginning in 2008 would generate USD 54 million for the OCOG.

Major expenditure items are technology amounting to USD 451.6 million (17% of expenditure), sports venue operations at USD 385.3 million (14.5%), administration at USD 254 (9.6%), Games workforce at USD 241.6 million (9.1%) and transport at USD 92.4 million (3.5%).

No capital investment is included in the OCOG budget, in accordance with IOC guidelines.

### ■ Non-OCOG budget

Of the USD 6.2 billion non-OCOG budget, only USD 2.2 billion would be directly related to the Olympic Games (USD 266.9 million for additional transport infrastructure, USD 299.9 million for venue construction, USD 1 billion for the Olympic Village and USD 619.8 million for overlay). USD 4 billion would form part of an accelerated planned programme of investment for general infrastructure.

## MARKETING

### ■ Financial guarantees

The national, regional and city governments have each committed to providing a subsidy of USD 30 million for the Paralympic Games.

The national government has guaranteed to cover any shortfall. In addition, specific guarantees have been provided for the financing of infrastructure and equipment amounting to USD 1.28 billion from the city of Paris, USD 1.27 billion from the Ile-de-France region and USD 985 million from the French government. Venues owned by the city of Paris will be made available to the OCOG free of charge.

### ■ Additional comments

The budget has been professionally prepared with great detail. Assumptions for the budget are well supported and documented. The budget appears to be reasonable and achievable.

### ■ Joint Marketing Programme

The Joint Marketing Programme Agreement signed by Paris and the French Olympic Committee has been accepted by the IOC.

### ■ Billboards and advertising

Undertakings concerning outdoor advertising spaces and rates have been provided by all the municipalities involved in Paris' project as well as by private entities controlling advertising space, in accordance with IOC requirements.

### ■ Rights protection

Current legislation exists to protect Olympic marks and intellectual property rights and to prevent street vending and illegal advertising.

### ■ Ticketing

Paris has placed strong emphasis on a comprehensive communications strategy beginning in 2007 to promote the Games and ticket sales. Ticketing revenue estimates of USD 612.4 million for the Olympic Games and USD 17.4 million for the Paralympic Games are based on sales rates of 82% and 65% respectively. The Commission believes that these targets are achievable.

### ■ Local sponsorship and licensing

Revenue from local sponsors and suppliers amounts to USD 675.3 million including USD 30 million for the Paralympic Games. Licensing revenue is projected at USD 51.7 million and coin programme revenue at USD 5 million. These revenue targets are considered to be realistic.

### ■ Additional comment

The marketing programme proposed by Paris is reasonable and achievable.

### SPORTS AND VENUES

#### Overall concept

Paris proposes Games with 21 competition venues within 10 minutes travel time of the Olympic Village providing minimum travel times for approximately 77% of all athletes. The concept is based on two major competition clusters (Northern and Western) supported by stand-alone venues in Paris and the Ile-de-France region as well as existing venues for sailing and football in other cities across France.

50% of competition venues needed for the Games already exist, are under construction or are planned irrespective of the Games. Paris proposes the use of 7 large temporary halls to ensure minimal travel times for athletes between competition venues and the Olympic Village.

The Northern cluster (9 competition venues and 16 sports/disciplines) includes the existing Stade de France which would be the 71,000-seat Olympic stadium, and is located adjacent to the Paris ring road less than 10 minutes from the Olympic Village using Olympic lanes.

The Western cluster (8 competition venues / 9 sports) includes three of the city's well-known sports facilities for football, hockey and tennis. It is also adjacent to the ring road, 10 minutes from the Olympic Village.

Stand-alone competition venues for a further 14 sports/disciplines (in some cases at high profile Paris landmarks) are well located, with very good road and rail access. The furthest venues from the Olympic Village are rowing and canoe kayak (47 km/43 minutes from the Olympic Village).

Sailing would be held at La Rochelle, 490 km from Paris. In addition to the Stade de France and Parc des Princes stadia in Paris, football would be played at 4 existing stadia across France with travel distances ranging from 231 km to 761 km. The sailing and football cities are well served by high-speed rail services.

#### Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (5 – 10 minutes)	21
10 – 20 km (15 minutes)	1
20 – 30 km (26 – 28 minutes)	2
30 – 40 km (35 minutes)	1
40 – 50 km (43 minutes)	2
50 – 100 km	0
100 km and over	5 (football and sailing)

#### Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
32	8	4	4	3	13

All new permanent venues would be built by 2011. In addition, 3 of the 7 temporary halls would be constructed in 2011 to ensure that test events could be carried out for all sports/disciplines to be held in temporary venues.

The “Dôme”, to be constructed as a new facility by the French Tennis Federation, would supplement existing facilities at Roland-Garros tennis stadium and be used for judo and badminton during the Olympic Games.

The “Dôme” and the canoe kayak slalom venue would be constructed irrespective of the Games. During the Commission’s visit, the Minister for Youth and Sports confirmed that construction of the aquatic centre and velodrome would now proceed irrespective of the Games.

New venue construction would be coordinated by a specially created government agency (OCOO) in accordance with EU tendering policies and in close cooperation with the OCOG. The OCOG would assume management responsibilities for completed venues through to the end of the Paralympic Games.

Paris proposes a multi-sport venue at Paris Expo where athletes from 8 sports/disciplines would be able to train approximately 13 minutes from the Olympic Village, while athletes from 13 sports/disciplines would train at their respective competition venues.

### ■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues.

### ■ Sports experience

Paris has good sports experience having held some 24 international sports events in the past ten years in Olympic sports/disciplines, including the 1998 Football World Cup, the 2003 Athletics World Championships and the arrival of the annual Tour de France.

### PARALYMPIC GAMES

#### ■ Budget

A balanced Paralympic Games budget of USD 150.8 million is projected.

Revenues include government subsidies of USD 90 million, sponsorship of USD 30 million and ticket sales of USD 17.4 million.

Expenditures are based solely on incremental costs for the Paralympic Games. The budget includes TV signal production at USD 8.4 million. A guarantee from the French government has been received to cover any shortfall in the budget.

#### ■ Sport

The dates proposed for the Paralympic Games are Wednesday 29 August to Sunday 9 September. The Olympic Games two-cluster concept would be reinforced during the Paralympic Games with all of the Paralympic competitions to take place in Olympic Games venues. The competitions would be concentrated in the Northern cluster (9 sports) and the Western cluster (8 sports/disciplines), with only track cycling, shooting and sailing held outside these two clusters.

#### ■ Organising Committee

The organisation of the Paralympic Games would be integrated, with the same organisational structure responsible for both the Olympic and Paralympic Games. A representative from the French Paralympic Committee would be nominated to serve on the OCOG Board of Directors. A Paralympic Games Division would be established and placed under the immediate supervision of the Deputy Chief Executive of Operations.

#### ■ Logistics

The Village would integrate both Olympic and Paralympic requirements with only rooms on the lower four levels to be used by Paralympic delegations. All of the residences would comply with accessibility standards and each building would have one temporary and one permanent lift. The village would house team delegations and International Paralympic Sports Federations (IPSF) technical officials.

The transport operations would be an extension of the same plan applied during the Olympic Games. Dedicated Paralympic lanes would be in effect for 28.6 km between key venues. Travel times for athletes are predicted to be less than 10 minutes to over 90% of the events.

The Ile-de-France region's infrastructure accessibility plans include a fully accessible bus network by 2012 and increased train and metro station accessibility. Public transport would be free to all accredited persons and spectators with same-day tickets.

#### ■ Media and communications

Paris 2012's Agenda 21 outlines specific plans targeting improved living conditions for people with a disability. Domestic and international strategies are proposed to promote the Paralympic Games.

Media at the Paralympic Games would be housed in hotels used by media during the Olympic Games.

The same IBC/MPC facilities would be used for the Paralympic Games, although reduced to an appropriate scale.

## OLYMPIC VILLAGE

### ■ Additional comments

Paris 2012 has proposed integrated Games to minimise planning and operational differences and provide a first-rate sports event, along with a community celebration. It would be a compact Paralympic Games that emphasises the ideal of sport practiced without discrimination. Several events are planned to maintain public enthusiasm during the transition between the Olympic and Paralympic Games. The French Paralympic Committee has consistently fielded strong teams and has provided leadership within the Paralympic Movement. The proposed fundamental legacy is the enhanced awareness and integration of people with a disability into French society including improved accessibility.

### ■ Location/concept

The Olympic Village would be situated to the north-west of the city, less than 10 km from the Olympic stadium and the two main competition clusters, 4 km from the city centre and 24 km from the main gateway airport (Charles de Gaulle). An ancillary Olympic Village would be located in La Rochelle for sailing athletes.

### ■ Village development

Most of the accommodation would consist of new buildings, which would be used as residential housing after the Games. Buildings would be an average of eight storeys, with the maximum height not exceeding 11-12 storeys. The bid committee proposes to construct a second temporary lift in each apartment block to address the operational issue of high-rise buildings and ensure minimal delays for residents.

The Olympic Village would cover 45 hectares. The furthest walking distance within the village would be 800 metres.

Following the Olympic Games, the Olympic Village would become a revitalised quarter of Paris providing a new residential district, office, leisure, commercial, community and educational facilities. The Polyclinic would remain as a permanent health centre specialising in promoting physical activity.

The city of Paris would be the authority responsible for the construction of the Olympic Village. One of the city's semi-public companies, which includes the most important public financial institute in France, would lead the project. La Rochelle metropolitan authorities would be responsible for constructing the ancillary village.

Construction of permanent buildings in Paris would begin in September 2008 and finish in September 2011. In La Rochelle, construction would start in June 2008 and finish in June 2011.

### ■ Village organisation

5,600 double and 5,900 single rooms with a total 17,100 beds are planned in the Olympic Village. La Rochelle would have a total of 661 beds (213 double and 235 single rooms). Room sizes and raw floor space would be in accordance with IOC requirements. Additional officials in Paris would be accommodated in six hotels (810 rooms) in close proximity to the Olympic Village.

Sufficient accommodation has been guaranteed in the four football cities.

### ■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget in accordance with IOC requirements. A further allowance of 15% of each delegation's travel costs would be provided for transporting team equipment to the Olympic Games. For the Paralympic Games an equipment allowance of 20% would be provided.

### ■ Additional comments

In response to concerns over the distance between the Olympic Village and the rowing venue, the bid committee confirmed that day accommodation would be provided for rowing and canoe kayak athletes. Accommodation could be available in 16 local hotels for athletes wishing to stay closer to their competition venue the cost of which would have to be borne by the NOC delegations.

The concept and location of the Olympic Village in relation to the two main competition clusters are good. In order to alleviate any possible concerns over noise and security due to the close proximity of the village to a railway line, the bid committee plans to build a platform to cover these railway tracks and to construct high-rise office and residential buildings, which would remain vacant during the Games, to act as a noise and security buffer. The Commission feels that these measures, necessary for the welfare of village residents, have been well thought out.

## MEDICAL SERVICES

The French public health care system is very efficient and would provide good health care during the Olympic Games.

### ■ Olympic health care

Medical support would be available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

Three out of 35 existing hospitals in Paris have been identified as Olympic hospitals. Necessary emergency and other care would also be provided.

Paris confirmed that team doctors would need to register with the Medical Order in France to be authorised to practice and write prescriptions in France for their own NOC delegation at Games-time.

The bid committee also confirmed that special accident insurance would be taken out by OCOG to cover all ticketed spectators, including repatriation costs, if needed.

No duties would be applied to medical equipment that would be exported after the Games.

### ■ Doping control

The French government has signed the Copenhagen Declaration and the NOC has adopted the WADA code.

The Paris WADA-accredited laboratory would be used during the Olympic Games. Equine testing would be carried out at the FEI-accredited National Federation of Racing Associations laboratory.

## SECURITY

The French government has guaranteed that it would take overall responsibility for security during the preparation and staging of the Olympic and Paralympic Games. It has established a detailed budget to support all security efforts and guarantees that it would finance all security costs with the exception of in-venue security which would be the responsibility of the OCOG with a budget of USD 89.5 million.

### ■ Command structure

The central authority for running Games security would be the Minister of the Interior.

An Olympic Security Organisation responsible for strategic planning and operations would be formed to represent the interests of all parties. It would be the single management structure for the Olympic Games.

The “Olympic Law” to be passed after the election of the Host City would give the Paris “Préfet de Police” special power outside his normal sphere of activity to control all Olympic Games security and transport operations.

### ■ Safety and security personnel

Whilst most of the personnel would be drawn from the Paris region (including civil and military police, private security services and the military), reinforcement would be provided from national reserve forces. The security forces and emergency personnel are highly equipped, technologically advanced, well trained and sufficient in number. They would be capable of ensuring safe and peaceful Games.

## ACCOMMODATION

### ■ Experience

France formed part of the seven-nation Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the Athens 2004 Olympic Games.

The French police has a great deal of experience in providing security for sports and other international events. Many such events have been held at the existing proposed venues.

### ■ General

Letters of guarantee have been received for approximately 52,190 rooms.

Paris has more than sufficient hotel rooms available (over 140,000 within a 50 km radius of the Olympic Village) to accommodate the needs of the IOC and visitors during the Olympic Games. In addition, the number of visitors is traditionally lower during this period of the year.

The accommodation plan is well developed and takes into account the needs of the different client groups in all hotel categories grouped into various hotel pools around the venues in the north, west and centre of the city. At the same time, the plan addresses transport issues in these pools.

The bid committee has placed an emphasis on quality control and the future OCOG would have a department in charge of hotel reservations and price control.

### ■ Room rates

Sufficient hotel rooms in the centre of the city have been guaranteed for the IOC. The guaranteed 2012 prices are USD 480 for single rooms and USD 516 for double rooms, including breakfast and taxes, but not including a reservation fee.

For the other constituent groups, prices in 2012 have been estimated by the bid committee as follows:

- 5 star USD 390 – 772
- 4 star USD 184 – 272
- 3 star USD 121 – 178
- 2 star USD 79 – 85
- 1 star USD 66 – 78

These prices have been calculated as follows: group rate 15 July – 15 August 2004 + real average annual rate increase until 2008 (0% in 2005 then 3.5% per year) + inflation (2.5% from 2009 - 2012) + Olympic premium 5% applicable in 2012. In addition, a reservation fee of 7-12% would be charged.

No minimum stay requirement would be applied to constituent groups with the exception of the media. The bid committee proposes a flexible minimum stay period of six days for the media which it believes would assist Games-time operations.

### ■ Specifics

IFs and NOCs would have a wide choice of 3 – 5 star hotels in Paris, the majority of which are within 200 metres of the public transport system.

Technical officials would be accommodated in single rooms in 3 – 5 star hotels near venues or in the city centre, with the majority of hotels close to the public transport system.

Hotel accommodation of the required quality would be available for officials in La Rochelle (sailing) and the football cities, and sufficient rooms are guaranteed.

Guests of NOCs, broadcasters and sponsors would be accommodated in 4 and 5 star hotels across the city centre.

Accredited media would be accommodated in approximately 200 hotels grouped into 19 pools across the city. A media shuttle system would connect the hotel pools to all competition venues, the Olympic Village and the IBC/MPC. Each hotel pool would be served by up to five shuttle pick-up

and drop-off points. All hotels would be less than 30 minutes travel from the IBC and MPC, which are also well served by rail.

The OCOG would organise a home stay programme for families of athletes. Details of this programme would need to be elaborated.

### ■ Additional comments

Paris would be able to provide the number of rooms required by the IOC and spectators. Paris has an excellent accommodation proposal based on detailed planning which would ensure Games-time operational efficiency through its use of hotel pools. The quality of hotels in all categories is generally good.

## TRANSPORT

### ■ Infrastructure development and public transport

Paris has extensive, well maintained and operated metropolitan road and rail transport systems, handling more than 23 million journeys every weekday.

With 12 suburban rail lines, five express regional rail lines (RER), 17 metro lines, two tramway lines and 770 rail stations, Paris has one of the most comprehensive metropolitan rail transport systems in the world.

Approximately USD 2.3 billion will be invested, mostly on rail public transport, to further enhance transport services to areas of Paris with concentrations of Olympic venues.

The Northern cluster which includes the Olympic stadium is already served by two express RER lines and three metro lines. It will also benefit from the extension of a metro line and the construction of two new tramway lines, one from the north and the other from the east.

Already served by four metro lines, two RER lines and one tramway, the Western cluster will also benefit from the extension of a new tramway line.

Paris Charles de Gaulle airport will be the main gateway airport for the Olympic Games. Its capacity will increase by 35% by 2012. This airport is already connected to the centre of Paris by rail and a new express rail link will be built to provide non-stop services to the city centre.

Orly airport, which will supplement the main gateway airport, will be renovated and expanded. The city of Paris and Charles de Gaulle airport are connected to all remote venue cities for football and sailing, as well as neighbouring countries, by high-speed rail.

### ■ Olympic transport concept and operations

The Paris 2012 Olympic transport concept is founded on three principles:

- a) Concentration of Olympic travel demands in two main Olympic clusters with close to 67% of all competition and non-competition venues located less than 10 minutes from the Olympic Village
- b) Constituent group transport to be facilitated by an Olympic lane network allowing fast and reliable travel
- c) Use of rail public transport and supplementary shuttle buses from rail stations serving all Olympic venues.

To offer the best possible travel conditions on the Paris ring road and radial motorways, 170 km (85 km each way) of fully dedicated Olympic lanes would be implemented between the Olympic Village and Olympic venues outside Paris. To serve the main hotel pools, inner Paris venues and Orly airport, a supplementary system of 150 km (75 km each way) of optimised traffic routes would be implemented.

## MEDIA OPERATIONS

As a result of the Olympic lane network, the optimised traffic routes and lower August traffic demands, average Olympic bus travel speeds between the Olympic Village and Olympic venues would reach 60 – 65 km/h (on motorways) offering short travel times.

Since all Olympic venues would be located near metro and/or suburban rail stations, spectators, accredited workers and volunteers would use public transport to reach Olympic venues.

Free public transport would be available for ticketed spectators and all accredited persons.

An Olympic Transport Organisation would be created with sole responsibility for all Olympic transport infrastructure development. Games-time transport, traffic and security management would be under the integrated control of the Paris Police Prefecture, working in close cooperation with the OCOG.

### ■ Additional comments

With further planned development in the lead-up to 2012, Paris metropolitan road and rail transport systems would comfortably cope with Games-time traffic. Due to a compact Olympic venue concept, a well-planned strategic transport scheme, extensive Olympic lane and optimised traffic route networks, the Commission feels confident that Olympic and Paralympic transport requirements would be fully met.

The IBC and MPC would be located in adjacent complexes to be constructed on a vacant site, in close proximity to the Olympic stadium. A dedicated pedestrian bridge would be built to provide the media with direct access to the stadium.

The proposed one-storey IBC would be 72,000 m<sup>2</sup> and the two-storey MPC 32,000 m<sup>2</sup>. With facilities sharing a common service area of 13,000 m<sup>2</sup> and extra space available for the MPC if required, there would be sufficient space for Games operations. The size of the IBC has been increased significantly since the submission of the candidature file.

Guarantees were provided covering use of the land and construction.

Accredited media would be accommodated in approximately 200 hotels grouped into 19 pools across the city.

### ■ Broadcasting

The Commission received assurances that suitable arrangements would be made, in line with previous events organised in France, to allow flexibility in work schedules for domestic and foreign workers engaged in broadcasting duties at the Games, including OBS.

### OLYMPISM AND CULTURE

#### ■ Cultural programme

Paris has a rich cultural heritage with regard to Olympism. For 2012, Olympism would be developed through a diverse range of cultural projects with three broad objectives:

- Cultural diversity and the involvement of all regions in France
- Excellence in the arts involving local and international artists
- Programme of events and activities in all cities and regions staging Olympic events.

#### ■ Ceremonies

The Opening and Closing Ceremonies would take place in the existing 71,000-seat Olympic stadium. Paris intends displaying aspects of contemporary and historical France interwoven with Olympic imagery for the ceremonies.

#### ■ Education and information programme

An educational programme carried out in conjunction with the Ministry of National Education and other institutions would be introduced between 2008 and 2012. The programme would be focused on awareness-raising campaigns, with the aim of spreading the values of humanism, universality and fraternity.

#### ■ Torch relay

The international leg of the torch relay would be organised in conjunction with the IOC. The domestic route would also include all the cities hosting Olympic competitions in 2012.

#### ■ Youth camp

Paris would invite NOC youth representatives (two per NOC) to an Olympic youth camp, providing free travel, accommodation and meals. Working in conjunction with the French NOC, Paris intends placing the youth representatives in various homes in regions of France before assembling them in Paris during the Games.

## PARIS

The candidature file and the information provided to the Commission during its visit were of a very high quality and showed thorough integration of all Games planning components by the key organisations involved in the preparation of the bid. The Paris bid also shows careful consideration of Games Study recommendations.

The city of Paris, the Ile-de-France region and the French Government are the three major parties involved in the bid. The respective roles and responsibilities of each of the above authorities, including service delivery, finance and construction, have been detailed through the signing of formal agreements. The French Olympic Committee is an active participant in the bid process.

Paris proposes a compact “one village, two cluster” concept. The Northern cluster contains venues for 16 sports/disciplines, including the existing Olympic stadium and the Western cluster, venues for 9 sports. The Olympic Village is located on the ring road between and within 10 km of each cluster. Athletes have played an important role in the planning process.

Paris proposes a total of 32 competition venues, 12 of which exist. The 7 venues to be constructed include the aquatics centre, the velodrome and the gymnastics arena. Thirteen temporary venues are planned.

A government agency – the Olympic Coordination Organisation – would be the body responsible for delivering construction projects.

Paris has proposed integrated Games that would facilitate a first-rate sports event and general public enthusiasm by positioning the Paralympic Games as a community celebration. The proposed legacy is enhanced awareness and integration of people with a disability into French society, including improved accessibility.

Sport would benefit from the construction of several new venues. Comprehensive environmental and accessibility actions central to the bid and integrated into Games planning, construction and operations would provide significant ecological and social legacies in Paris and across France.

With an excellent accommodation proposal Paris guarantees sufficient hotel rooms to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 480 for single rooms and USD 516 for double rooms. For other constituent groups, a formula has been agreed to set prices in 2012.

Paris has high capacity and quality metropolitan road and rail transport systems. With a compact Olympic venue concept, extensive Olympic lane and optimised traffic route networks, the Commission feels confident that transport demands would be fully met.

The Paris OCOG budget of USD 2.65 billion is detailed, well documented and achievable.

The non-OCOG budget related to the Olympic Games is fully guaranteed by the three levels of government. In addition, the French Government guarantees to cover any shortfall in the OCOG budget.