

# City of Toronto

Feasibility study in respect of hosting  
the 2024 Olympic Games

11 November 2013



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# Terms of reference

## Introduction and scope

At its meeting of June 6, 2012 City Council (“**Council**”) directed the City Manager and the General Manager, Economic Development and Culture to obtain input from the provincial and federal governments and key relevant agencies and boards and submit two separate reports to the Economic Development Committee in 2013 on the pros and cons of preparing a bid to host World Expo 2025 and/or the 2024 Olympic Games (the “**Games**”) in Toronto.

Two reports were requested by Council and this report (the “**Olympic Report**”) summarizes our findings in respect of the work done to examine the feasibility of hosting the Games (the “**Study**”).

In undertaking the Study, EY partnered with Dr. Stephen Tanny, an independent economics consultant. Dr. Tanny assisted in the review and assessment of the potential economic impacts associated with hosting the Games. In addition, we worked with our EY Mega Events Team (they assist clients in planning large scale events such as the Olympic Games, World Expo or FIFA World Cup), as well as certain members of VANOC 2010 and the Toronto 2008 bid team.

In accordance with the Terms of Reference for our work as set out by the City of Toronto (the “**City**”), we have not undertaken any original research in connection with the Study. Our findings are based upon data and information gathered and analyzed, together with the discussions with relevant stakeholders and our EY Mega Events Team. The specific procedures undertaken are set out more fully in Appendix “A”.

Our work included preparing order of magnitude estimates of a number of items associated with hosting the Games as well, as certain procedural items. Such items include, but are not limited to, the following:

- ▶ A summary of the procedures for selecting host cities for the Olympic games by both national Olympic committees (“**NOCs**”) as well as the International Olympic Committee (the “**IOC**”);
- ▶ A summary of the competitive position of Toronto compared to other cities that may be considering bidding on the Games including the informal practice of “continental rotation”;
- ▶ The approximate amount of revenue the City may be able to receive as a result of a number of factors (property tax increases, rental income, equity returns, etc.);
- ▶ An estimate of the number of jobs, in various categories, that may be created as a result of hosting the Games;
- ▶ Identifying City lands that may be useful in hosting the Games;

- ▶ Identifying potential legacy items as a result of hosting the Games;
- ▶ The impact hosting the Games may have on a number of factors (attracting trade and investment, transit and transportation, etc.);
- ▶ Identifying issues related to land use and planning if the City were to host the Games; and
- ▶ An estimate of time and funds required to prepare a bid document.

The procedures set out in the Scope of Work (as fully described in Appendix “A”) are limited to data and information gathering and analysis. The Scope of Work does not include: (i) recommendations regarding whether the City should consider hosting the Olympic Games; or (ii) detailed financial analysis of the actual costs and revenues.

In addition, we were asked to identify further detailed analysis and due diligence to fully support a decision by the City.

## Limitations

In preparing this Olympic Report, EY relied upon unaudited statistical, operational and financial data and information from a variety of sources as well as discussions and consultations with the City and numerous other stakeholders (collectively, the “**Supporting Information**”). The Supporting Information is detailed in Appendix “B”. Our work in completing the Study was based solely on the Supporting Information available to us as between August 14, 2013 and the date of this Olympic Report. EY reserves the right to revise any analyses, observations or comments referred to in this Olympic Report if additional Supporting Information becomes subsequently available to us.

EY assumed the Supporting Information to be accurate, complete and appropriate for purposes of the Study. EY did not audit or independently verify the accuracy or completeness of the Supporting Information and, accordingly, EY expresses no opinion or other form of assurance regarding the Supporting Information. An examination or review of financial forecasts and projections on the Supporting Information, as outlined in the Canadian Institute of Chartered Accountants Handbook, has not been performed.

EY also notes that the statement of work issued by the City limited our ability to perform new research. As such, no new, primary research was conducted as part of the Study.

## Use of this Olympic Report

This Olympic Report is intended solely for the information and use of the City in accordance with the terms of the engagement agreement dated August 14, 2013. This Olympic Report is not intended for general circulation or publication, nor is it to be reproduced, referred to or used for any purpose, in whole or in part, without our prior written consent. EY will not assume any responsibility or liability for losses incurred by any party as a result of the unauthorized circulation, publication, reproduction or use of any of this Olympic Report, or any part of thereof, contrary to the provisions of this paragraph. This Olympic Report must be read in its entirety including this section regarding the terms of reference.

# Executive summary

## Introduction

The Summer Olympic Games are one of the largest sporting and cultural events in the world. They attract significant worldwide media attention and are eagerly awaited by billions of people every four years. Significant planning is required to plan and host the Olympic Games and this typically begins years ahead of the opening ceremonies. This Olympic Report will set out some of the opportunities, challenges, concerns and lessons learned in respect of a potential bid by the City to host the 2024 Olympic Games.

## Key Findings

Based on our review of the Supporting Information and our discussions with stakeholders, certain key findings are readily apparent:

- ▶ There is a significant cost to bidding on (estimated at approximately \$50-\$60 million) and hosting an Olympic Games (estimated at approximately \$3.3 billion to \$7 billion on a net basis). While most of the bidding costs may be covered by sponsorships and certain of the capital costs are for long term infrastructure which the City needs; the level of expense requires the support of the Province of Ontario and the Federal Government. However, these other orders of government will require significant work to be done before they agree to support any Games bid. It is likely that the required investment will be in excess of several billion dollars, although there may be sources of revenue to higher orders of government via income and other taxes to offset some of these costs. Complicating matters is the electoral cycle for each jurisdiction, as elections at both orders of government will occur in the near future;
- ▶ The Games could be used as a catalyst to attract investment and infrastructure to the City. It is not uncommon for significant capital projects to be undertaken in host cities. Furthermore, the City, should it host the Games, would be left with a number of world class sporting facilities that could be used for decades once the Games are over. However, these facilities may be “oversized” for community use and additional costs may be incurred as a result;
- ▶ The IOC has very specific venue requirements and requires most of the venues to be within 30 to 45 minutes of the Olympic Village site. According to our discussions with certain Canadian Olympic Committee (“COC”) and IOC members and other stakeholders, many of the Pan Am Game venues may not be suitable for Olympic Games, as they were not designed to Olympic standards and/or are too dispersed geographically. For purposes of this Olympic Report, we have assumed that these venues are not usable and therefore the capital cost estimates assume all new Olympic venues. However, we recommend that a site by site review be part of the next steps to determine whether any of the Pan Am sites can be used and accordingly reduce the level of capital expenditures;



- ▶ As noted above, there are significant costs for a bid and there is no certainty that Toronto can mount a winning bid. The most significant competition for Toronto is the U.S. Olympic committee's decision to bid for the 2024 Games. While the Summer Olympic Games have not been held in North America since Atlanta in 1996, a U.S. city will be strong competition for Toronto, especially if it is in the eastern time zone as a host city in the eastern time zone will have a significant impact on television ratings/revenues;
- ▶ In addition, a review of the pattern of continental rotation for the summer Games (see chart on page 33) indicates that the summer Games have never gone more than 12 years without being hosted by a European city. As the 2016 games are in Rio de Janeiro and the 2020 games will be in Tokyo, the historic pattern of summer Games would seemingly favour a European bid for 2024. However, there is no certainty that this will occur;
- ▶ We note that if Toronto does not bid for 2024 and the Summer Games are awarded to a U.S. City, it is likely that Toronto will not have a reasonable chance of winning until at least the 2036 Summer Games. We also note that the bidding process is uncertain and winning can result from good campaigning or by mistakes from the other bid cities. We note that the 1976 Winter Games were awarded to Denver, but in 1972 the Colorado voters rejected the costs of paying for the games, and the 1976 Winter Games were awarded to Innsbruck instead;
- ▶ Bidding for the Games is a highly political process and requires strong leadership, with intimate knowledge of the process, in order to be successful and the best technical bid has no assurance of actually winning;
- ▶ There is conflicting information regarding the long term economic benefits of hosting a mega event such as the Summer Olympic Games. Certain jurisdictions have seen limited economic benefit while regions such as the United Kingdom have noted that significantly increased trade and tourism have resulted and that record levels of spending have been achieved; and
- ▶ An Olympic games is a global television event. The actual number of visitors to the city will be significantly less than for a World Expo, but an Olympics is a significant branding opportunity for the host city. However, the literature has mixed messages on the long term impact on tourism for the host city. The tourism data which we have reviewed indicated moderate increases in tourism after the Olympic Games; however, there is insufficient data to assert a correlation between these increases and the Olympic Games. Further analysis will be required for a more definitive answer.

## Olympic Bid Timeline

The IOC, as the governing body of the Olympic movement, has a highly developed and rigorous process to determine which city will host either the Winter or Summer Olympic Games. The following is a high level summary of the process, along with the relevant timelines (as estimated by EY based on the 2020 Olympic Games timeline already published by the IOC), to choose the city to host the 2024 Olympic Games. EY notes that certain steps are not set out here, but are covered in more detail elsewhere in this Olympic Report. Furthermore, it is not possible to provide specific deadlines, as the timelines for the awarding of the Games have not yet been published by the IOC. As such, EY has had to estimate certain dates in the table below.

Step	Timeline
The COC invites interested cities to express an interest in hosting the Olympic Games and interested cities communicate their desire to the COC, who must approve any interested city	Summer 2015
The COC submits the bid to the IOC along with a deposit of US\$150,000. Government financial guarantees from either the Province and/or the Federal Government are required in order to submit a bid with the IOC. At this stage the interested city is an "Applicant City"	September 2015
A Host City Agreement is negotiated between the various parties: the host city, the COC, the Province and the Federal Government setting out the duties and responsibilities of each party	Fall 2015
A high level written submission is made to the IOC's "Working Group". The Working Group shortlists the Applicant Cities by eliminating those bids that are clearly not acceptable to the IOC for whatever reason. Once the shortlist is determined, each remaining city becomes a "Candidate City". A further fee of US\$500,000 is payable at this stage	Winter 2016
The Candidate City begins to prepare its "Bid Book" for IOC review and also completes a questionnaire that contains a large amount of information in respect of each Applicant City's bid and characteristics	Summer 2016
The IOC's "Evaluation Commission" visits each Candidate City for the purpose of fact finding and bid review. The Evaluation Commission visits each Candidate City for 3 to 5 days	Fall 2016/Winter 2017
The Evaluation Commission prepares a draft report for IOC review after receiving bid clarification responses from each Candidate City	June 2017

Step	Timeline
Several months after the Evaluation Commission releases its report, the final bids are presented at a session of the IOC. Voting occurs immediately after the bids are presented	Fall 2017
Once a Candidate City has been chosen to host the Olympic Games, a Host City Agreement is negotiated between the IOC, the newly selected "Host City" and the COC	Fall/Winter 2017

Based on the timeline above, a Toronto bid for 2024 will require an immediate mobilization of resources (Toronto staff/consultants, corporate sponsors, and the public through consultations) to enable a Toronto bid to be successful. The immediacy is driven by the following reasons:

- ▶ Both Heritage Canada and the Ontario Ministry of Culture, Tourism and Sports were very clear in the requirements for a detailed feasibility study including a detailed business plan to support a decision on the bid as well as the need for evidence of public and corporate support for a bid;
- ▶ Time will be required to get political "buy-in" from all three orders of governments;
- ▶ Public consultation is critical to the success of a bid. The public must be engaged and supportive if a bid is to be successful politically with all three orders of government and with the IOC. The IOC takes into account public support as a key metric in deciding the winning bidder;
- ▶ Corporate support, sponsorships and leadership are keys to success, and it will take time to gather this support and negotiate financial sponsorship deals;
- ▶ To win an IOC vote requires years of meetings with the relevant stakeholders to provide information with respect to the City and to garner support for the bid; and
- ▶ The City of Toronto council must have sufficient information prepared to formulate an informed decision.

A suggested timeline to incorporating these activities to meet the COC/IOC's timelines:



Step	Timeline
City prepares detailed business plan to support potential bid and undertakes further analysis to support City's decision process	Winter/Spring 2013/2014
City undertakes public consultation and seeks corporate sponsorship	Spring 2014
City Council gives direction to City Staff to continue with bid process	Summer/Fall 2014
City approaches federal and provincial committees to gain support for bid	Summer/Fall/Winter 2014/2015
Selection of members of Bid Committee and determine who will lead the bid	Spring/Summer 2015

If significant delays from the timeline above are realized, it could have a significant negative impact on the City's ability to host the Games as other potential host cities have already begun to plan for a bid.

## Overview - Quantitative factors

As noted above, hosting the Olympic Games comes with significant investment into venues and other infrastructure items. The degree of investment is able to vary significantly, as each host city and host nation will have different aims and plans in hosting the Olympic Games. As such, hosting the Olympic Games is often about more than just sporting venues and can include significant legacy-related investments.

## Illustrative estimate of revenue and expenses associated with the Games

Bearing the above points in mind, EY has prepared an illustrative scenario (the "Illustrative Scenario") which provides an order of magnitude estimate of the revenue and expenses based on certain assumptions, as set out below.

1. The Illustrative Scenario contemplates the following major items:
  - a. The location of the main Games cluster would be in the Port Lands. The main stadium and the athletes' village would be located in this area. The athletes' village would house approximately 17,000 athletes, coaches and

officials. The stadium would hold approximately 70,000-80,000 people and would be used for opening/closing ceremonies and the athletics competitions, consistent with other Olympic stadiums;

- b. The construction of either an LRT line to Cherry Street (in the Low scenario) or the eastern leg of the Relief Line subway (in the High scenario). Such items would be required to allow large numbers of patrons to reach the Games cluster;
- c. The requisite number of stadiums would be built within the City limits, as sites outside the City would be too far away. Exceptions would be made for those events that are not typically held within the host city (e.g. equestrian, mountain biking, etc.);
- d. Remediation would need to be performed on the Port Lands site to allow for construction. Such remediation would consist of soil remediation and flood proofing. Other infrastructure, such as bridges, would likely also need to be constructed; and
- e. The athletes' village would be converted to residential condominiums after the Games were finished.

The illustrative balances in the table below were derived from a number of sources, including bid books for Candidate Cities for the 2020 Olympic Games, prior Olympic Games and discussions with potential stakeholders if the City were to host the Games. Further details regarding the Illustrative Scenario are located in the Financial Considerations section of this Olympic Report:

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Illustrative Scenario (\$millions)	City		Province/Federal		Organizing Committee		Total		
	Low	High	Low	High	Low	High	Low	High	
<b>Revenues</b>									
IOC Contribution	-	-	-	-	700	1,000	700	1,000	
Sponsorships	45	55	-	-	750	1,200	795	1,255	
Tickets	-	-	-	-	500	1,000	500	1,000	
Licensing	-	-	-	-	50	150	50	150	
Donations	-	-	-	-	-	150	-	150	
Asset sales	-	-	250	500	25	100	275	600	
Tax revenue	-	-	2,772	5,549	-	-	2,772	5,549	
Other	-	-	-	-	250	500	250	500	
<b>Total revenue</b>	<b>45</b>	<b>55</b>	<b>3,022</b>	<b>6,049</b>	<b>2,275</b>	<b>4,100</b>	<b>5,342</b>	<b>10,204</b>	
<b>Expenses</b>									
Bid costs	(50)	(60)	-	-	-	-	(50)	(60)	
Venue construction/rent	(100)	(200)	(3,400)	(4,550)	(740)	(1,100)	(4,240)	(5,850)	
Venue operating costs	-	-	-	-	(40)	(90)	(40)	(90)	
Infrastructure	-	-	(1,250)	(5,500)	-	-	(1,250)	(5,500)	
Security	-	-	(750)	(1,500)	(50)	(125)	(800)	(1,625)	
Administration	-	-	-	-	(850)	(1,350)	(850)	(1,350)	
Ceremonies	-	-	-	-	(270)	(550)	(270)	(550)	
Operations	-	-	(200)	(400)	(155)	(360)	(355)	(760)	
Paralympic Games	-	-	-	-	(150)	(250)	(150)	(250)	
Contingency	-	-	-	-	(250)	(275)	(250)	(275)	
Deficit from Organizing Committee	-	-	(230)	-	230	-	-	-	
Contribution of land	(400)	(800)	-	-	-	-	(400)	(800)	
	<b>(550)</b>	<b>(1,060)</b>	<b>(5,830)</b>	<b>(11,950)</b>	<b>(2,275)</b>	<b>(4,100)</b>	<b>(8,655)</b>	<b>(17,110)</b>	
<b>(Deficit) / Surplus</b>	<b>(505)</b>	<b>(1,005)</b>	<b>(2,808)</b>	<b>(5,901)</b>	<b>-</b>	<b>-</b>	<b>(3,313)</b>	<b>(6,906)</b>	

Note 1 - Venue costs include athletes' village and broadcast centre

Note 2 - Contribution of land is a non-cash expenditure

Key Assumptions:

- ▶ The host city is not a significant contributor of funds to any Games process. Rather, the host will contribute a fixed amount of cash and/or land for the building of venues or other sites used during the Games. The actual City contribution would be a matter of negotiation with the Provincial and Federal Governments. In the Illustrative Scenario above we have assumed that the City provides most of its contribution in the form of land. In any event, significant time will be required of City staff and related organizations should the Games go ahead;
- ▶ The provincial and/or federal government is typically the largest source of funds in terms of infrastructure and security spending. The actual quantum of Provincial and Federal funding will be dependent on a number of factors including the design of the venues, the security and transportation plans, the number of Pan Am 2015 venues which may be utilized and negotiation with the Federal/Provincial governments. The illustrative estimates above are based on reviews of past Games, EY’s experience in advising Olympic Committees, past reports on Olympic Games and 2020 Olympic games candidate plans;
- ▶ The revenues for the Olympic Games are based on estimated television revenues based on prior Olympic Games and certain other assumptions detailed in the Financial Considerations section of this Olympic Report. We have assumed that at best, the operations of the Games are break-even;
- ▶ Tax revenues have been estimated based on the capital and operational spending in the Illustrative Scenario above and are detailed in the Economic Impact section of this Olympic Report; and
- ▶ The illustrative infrastructure estimates assume (i) certain remediation/servicing costs for the Port Lands based on figures provided by certain city agencies, (ii) a LRT line is built to Cherry Street and/or (iii) the eastern leg of the proposed downtown relief line. These costs are illustrative only as determination of the actual requirements and costs are outside the scope of this Olympic Report and these infrastructure decisions are to be decided by the City. Specifics regarding infrastructure spending are detailed in the table below.

Infrastructure details	Low	High
Portlands remediation	500	1,100
LRT construction	500	-
Subway construction	-	4,000
Other	250	400
<b>Total</b>	<b>1,250</b>	<b>5,500</b>



- ▶ Illustrative maps of the rapid transit routes as set out in the table above are including on page 53 of this Olympic Report.

### *Employment and GDP*

- ▶ Based on the illustrative scenario above, we have prepared an estimate of the potential economic impact and the potential jobs (over an 8 year period) which could result from hosting the Games:

	Low	High
GDP created (\$ millions)	7,920	15,855
Jobs created	101,000	201,000

The development of the illustrative GDP and employment figures are detailed in the Economic Impact section of this Olympic Report.

### *Risks to Illustrative Revenue and Expenses*

EY cautions that the revenue and expenses contemplated by the Illustrative Scenario are subject to significant variation for the following reasons:

- ▶ Forecast revenue from either the IOC (i.e. television) or sponsorship may not materialize necessitating increased contributions from other orders of government;
- ▶ The estimated venue cost detailed above assumes that the Pan Am facilities may not be usable and /or may require to be modified to Olympic standards. A further detailed venue by venue review is strongly recommended;
- ▶ The level of infrastructure spending is entirely dependent on the nature/goals of hosting the Games. Significantly more spending may be required; and
- ▶ The degree of spending by each party is subject to negotiation among the parties. It is possible that the City could be responsible for contributing more than just land.



## Overview - Qualitative factors

The following is a summary of the strengths, weaknesses, opportunities and threats of a potential Toronto bid for the Games:

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▶ The City is in the Eastern time zone, which allows Olympics to be in U.S. primetime and therefore increasing the potential amount of television rights money flowing into the Games</li> <li>▶ The Vancouver Olympic Games were a success and the results should provide the IOC with some comfort in respect of another Canadian city hosting the Games</li> <li>▶ Existing Pan Am sites could be used for training facilities</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▶ Existing facilities and sites to be used for the Pan Am Games may not meet Olympic standards for a variety of reasons</li> <li>▶ Certain sites that were planned for the 2008 Games bid are no longer available</li> <li>▶ Due to Toronto's geography, it may be necessary to have several sites away from the main Olympic cluster, thus lengthening travel times and bringing traffic into play</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▶ No North American city has hosted the Summer Olympics since Atlanta in 1996 so 2024 could be a good chance to bring the Games back to this continent</li> <li>▶ Depending on the site of the main Olympic complex, it may be possible to kick start development in an underdeveloped part of the City</li> <li>▶ Toronto is a very diverse city and this may play well with members of the IOC</li> <li>▶ Provided the Pan Am Games go well in 2015, Toronto will be able to demonstrate that it is capable of organizing a large scale sporting event</li> <li>▶ Olympic Games often leave significant legacy items for the host city (sporting venues, transit infrastructure, etc.)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>▶ The awarding of the 2020 games to Tokyo may be detrimental. Since World War II the Summer Olympics have never been out of Europe for more than 12 years in a row. As the 2016 games will be in Rio de Janeiro and 2020 in Tokyo, tradition may put the summer games back in Europe for 2024.</li> <li>▶ The United States is likely to bid for the 2024 Games and any bid by the City may be in direct competition with a very strong and high profile U.S. city</li> <li>▶ The IOC views North and South America as one region, so the Rio Games of 2016 may work against another bid from the Americas</li> <li>▶ The awarding of the Games is a highly political process and there is no guarantee that the best technical bid will be awarded the Games</li> </ul>

## Risks

There exist a number of risks to any hosting of the Games. These include, but are not limited to, the following:

- ▶ Costs could significantly exceed budgets. This has been very common in past Olympics and consideration should be given to this fact when forecasting expenditures related to the Games;

- ▶ Forecast television or other revenue could fail to meet expectations. This would likely leave other orders of government, as Olympic funding guarantors, to make up any shortfall. Such shortfalls could be material;
- ▶ Olympic partners could fail to live up to their commitments. Such a scenario could include delays to venue or village construction, shortfalls in security levels, or other negative impacts. Such shortfalls may reflect poorly on the City and negatively impact the Games' legacy (as with the London Games);
- ▶ Public opposition to the Games could undermine any bid, as the IOC increasingly looks for broad support before awarding the Olympic Games;
- ▶ The hosting of the Games may discourage tourism to the City out of fears of high prices and congestion. We have assumed, because of this factor, that there would not be significant additional tourism during the Games;
- ▶ The City may not market itself sufficiently to the relevant IOC members and stakeholders. This has previously harmed bids by the City;
- ▶ A string of failed bids (i.e. 1996, 2008 and possibly 2024) for the Olympic Games could dampen enthusiasm for future bids or damage the City's ability to win the right to host the Games in the future. There may also be a risk to the City's reputation if it is unable to secure the Games after multiple failed bids;
- ▶ Quality of construction could become an issue if sufficient time is not allowed for the construction of venues or other infrastructure;
- ▶ Significant disruption to the Games planning process and eventual staging could occur if roles and responsibilities of the various stakeholders are not clearly defined and followed in the months leading up to the staging of the Games;
- ▶ Public confidence could be eroded if there is a lack of transparency around the financial implications of hosting the Games. Although not directly related to the Olympics, Brazil has recently faced significant resident opposition to the staging of the FIFA Confederations Cup and FIFA World Cup due to the quantum of public funds spent and the nature of such spending;
- ▶ Labour unrest could occur at the construction of Games-related projects/venues as parties seek to use the leverage of deadlines to exact better working conditions and/or wages. However, with the appropriate bid leadership, it may be possible to leverage relationships with labour leaders to mitigate this type of risk; and

- ▶ The threat of terrorism, in the post 9/11 world and after the Boston marathon bombing, remains a significant risk for any mega event such as the 2024 Olympic Games. Typically a summer Olympics attracts heads of state from the participating countries and large numbers of people. While the use of a single site like the Port Lands simplifies the security issues, we expect that security costs will be significant given the significant media attention on the Games, the large number of attendees and the high level political figures attending. Early identification of security costs may be one way to mitigate the quantum of such costs.

## Lessons learned from previous Olympics

Based on discussions held with a number of parties, EY has determined that the points below are significant lessons learned from previous large scale events:

- ▶ It is critical that any Games bid clearly identify the vision and aims of the proposed event. The IOC has become increasingly interested in the legacy and long term impacts of the Olympic Games in previous years;
- ▶ The City must plan ahead very early in the bid process to ensure any goals or risks are dealt with at an early stage. As the Games approach the City will have decreasing leverage, so it is important to determine what each party's deliverables and responsibilities will be early on;
- ▶ The importance of properly campaigning for the right to host the Games cannot be overstated. Given the nature of the bid process, it is very important to connect with the right people and organizations, no matter how strong the technical bid may be, given the highly political nature of Olympic Games voting in order to secure the necessary votes;
- ▶ Building a broad consensus (multiple layers of government, residents, special interest groups etc.) is very important. The IOC does not view lack of consensus favourably;
- ▶ The quantum of spending is primarily driven by the legacy impacts that the host city and other layers of government wish to achieve. As detailed in the Madrid Candidate City bid book, it is possible to have a more modest Games in terms of total spending;
- ▶ Finding the right person to lead the bid will be critical in the success of such bid. Without a strong leader of the bid (i.e with the appropriate relationships and connections to move the bid along) it will be difficult to marshal the appropriate resources necessary to be successful. The appropriate bid leader will also be able to build broad support with residents of the City; and

- ▶ Co-ordination between the City and the Organizing Committee will be very important so that logistical issues may be addressed well ahead of the Games.

## Long-term tourism impacts

We have reviewed a number of studies with respect to the impact of large events on the long term tourism impact on cities which host Olympic Games, as well as a review of tourism data for countries that held Olympic Games to determine where there is a correlation between the holding of these events and long term tourism on a city.

Based on this work we find very mixed results. According to the UK's Department for Culture, Media and Sport's Report #5 of the Post-Games Evaluation during the course of the Games *"the Games also had a substantial impact on the domestic tourism market"*. Further, *"the Games have driven a new growth strategy for inbound tourism to Britain from 2012 to 2020"*. At the same time we note that according to official data on tourism from the Office for National Statistics in Britain, the number of foreign visitors to the UK in August 2012 was down 5%, although total spending by the tourists who came was sufficiently robust to set an all-time monthly record. Furthermore, Visit Britain has recently announced record spending in the United Kingdom for the month of July, 2013.

On the other hand, the European Tour Operators Association notes in a report that *"that there is no strong link between hosting sporting events and increased tourism. The audiences regularly cited for such events as the Olympics are exaggerated. Attendees at the Games displace normal visitors and scare tourists away for some time. Both Sydney and Barcelona had "excellent" Olympic Games, but their tourism industries have not significantly benefited"*.

The tourism data which we have reviewed indicated moderate increases in tourism after Olympic Games; however, there is insufficient data to confirm a positive correlation between these observed increases and the Olympic Games and tourists attending the Olympic Games often displace "normal" tourists who stay away fearing significant costs and congestion during the Olympics. Further analysis will be required including interviews with the tourism bureaus in host cities, reviews of hotel room occupancy data as correlated with local economic conditions to provide a basis on one side or the other.

There is, however, no doubt that the Olympic Games attract a significant number of tourists, on a short term basis, for the duration of the Olympic Games.

## Legacy / reasons to bid

Given that legacy is a cornerstone of any Games, the following items should be considered if the City is to pursue a bid:

- ▶ One goal of the City is to increase transit infrastructure and funding for infrastructure from the Federal/Provincial Governments. Such improvements have precedent in other cities that have previously hosted the Olympic Games and such improvement could also happen within the City;
- ▶ The Games could be a major catalyst for redeveloping underused parts of the City by converting “brownfield” sites into athletic or other types of venues;
- ▶ Economic development can be spurred as part of hosting the Games, although there is conflicting evidence in terms of the impact of tourism in the City. In any event, the sheer volume of construction required would be a significant increase to economic activity within the City leading up to the Games;
- ▶ The City can use the Games to showcase local and regional arts and culture given the global nature of the Games;
- ▶ Communities can be improved through Games related infrastructure construction such as improved transit. Furthermore, the Olympic Village could include a portion of community housing;
- ▶ The Games could be a major catalyst in developing the City's waterfront;
- ▶ Programs could be set up to encourage sport and physical activity within the City. The IOC would also view this type of activity very favourably as it is always looking to encourage participation in sport;
- ▶ The Games are an opportunity to engage at-risk youth by designing programs such that this group is engaged in the bid process and as part of the operations of the Games;
- ▶ Legacy sites can be used as training venues for Canada's future Olympians which would bring world class level competitors to the City post-Games. This will not only benefit the City, but the readiness of future athletes for top level competition;
- ▶ Hosting the Games could solidify Canada's reputation as a trustworthy host for further world-class sporting events and increase the likelihood that the nation will be awarded future large scale events;

- ▶ The Games could help develop a culture of volunteering, as thousands of volunteers will be required;
- ▶ Hosting the Games would allow thousands of local residents to gain unique experience in planning and operating the Games. Such skills could be transferred to other fields after the Games are over and could serve to enhance the talent pool and international networks within the City; and
- ▶ Holding the Paralympic Games could inspire and encourage those with disabilities to become involved in sport.

Careful planning is a necessity to ensure that all of the goals above are achieved.

## Next steps

As required in the Statement of Work, EY recommends the following to more fully support the City's decision with respect to a potential bid for the Games:

- ▶ A detailed review of the Pan Am facilities should be carried out to determine if they can be used as Olympic venues;
- ▶ A detailed economic impact assessment should be carried out. This Olympic Report did not conduct the necessary new research to assess the impact of hosting the Games;
- ▶ The City should begin to assess community support for hosting the Games through a series of public consultations to ensure that the residents of the City are solidly behind any potential bid, as the IOC is not likely to be receptive to a bid from a city whose populace is not solidly in support of such bid;
- ▶ Additional analysis with respect to transit, other municipal infrastructure and planning considerations should be done to more precisely forecast the necessary spending;
- ▶ The preparation of a detailed business plan should be completed to fully assess the potential revenues and costs of holding the Games. It is highly unlikely that other orders of government will agree to participate in any bid without the City having done significant market sounding and business planning;
- ▶ Consideration should be given to who would lead the city's bid for the Games;

- ▶ A valuation of all appropriate City-owned land that could be used for venues including an assessment of the increase in value and potential marketability of said land as a result of infrastructure and other capital spending should be performed;
- ▶ A detailed analysis of the potential long term tourism benefits of hosting the Games should be undertaken. This should include interviews with local host city tourism officials, reviews of local hotel stay data and an analysis of successful tourism strategies from other jurisdictions;
- ▶ An assessment of the potential legacy for the Games, including such items as infrastructure, development of the Port Lands, sporting infrastructure to encourage an active lifestyle and promote the fitness level of the City's children in keeping with Olympic ideals and as a counter to rising obesity levels; and
- ▶ The development of community housing as part of the Olympic Village so as to enable the Games to have a positive social impact.

A more complete summary of EY's suggested next steps can be found later in this Olympic Report.

# Olympic Bid Procedures



## Relevant Parties in an Olympic Bid

To successfully bid for the Summer Olympic Games requires a significant amount of time, energy and money. In order to successfully win the right to host the Olympic Games, it is important to understand not only the rules as written in the IOC bylaws but the unspoken traditions and hidden pathways to success. In the bidding process for each Olympic Games, there are a number of stakeholders and interested parties. Some of the key stakeholders include the following:

Party	Role
Host city	<ul style="list-style-type: none"> <li>▶ Expresses interest in hosting a bid;</li> <li>▶ Works with the Organizing Committee to provide necessary services to ensure a successful Games;</li> <li>▶ Role diminishes as Games approach; and</li> <li>▶ Financial contribution is generally limited but is in accordance with the agreement between the relevant parties.</li> </ul>
Organizing Committee	<ul style="list-style-type: none"> <li>▶ Party that coordinates all aspects of the Games;</li> <li>▶ Receives all funds including television revenue, tickets, sponsorships etc.; and</li> <li>▶ Board will be made up of a cross section of stakeholders.</li> </ul>
Canadian Olympic Committee	<ul style="list-style-type: none"> <li>▶ Submits the bid to the IOC; and</li> <li>▶ Will likely have a representative on the Organizing Committee</li> </ul>
Provincial/Federal Governments	<ul style="list-style-type: none"> <li>▶ Provides guarantees to IOC for Games funding;</li> <li>▶ Typically will have a seat on the Organizing Committee board;</li> <li>▶ Often the source of funding for large scale infrastructure and capital spending; and</li> <li>▶ Will be consulted on major aspects of the Games given their financial interests.</li> </ul>
International Olympic Committee	<ul style="list-style-type: none"> <li>▶ Awards the Olympic Games to the Host City; and</li> <li>▶ Negotiates television rights and flows funds to Organizing Committee and National Olympic Committees.</li> </ul>

## Summary of IOC bid procedures

Based on discussions with relevant current and former COC members, we are able to summarize the process by which a given city submits a bid to host the Games. The process is set out below and an excerpt of the Olympic Charter dealing with the awarding of the Games can be found in Appendix “C” to this Olympic Report:

- ▶ The process begins with the COC deciding that it would like to pursue a Canadian bid in a given Olympic cycle. Once this has been determined by the COC Board of Directors, letters are sent to major cities in Canada asking if each would like to put forth a bid for the COC to consider. In certain cases, it is also possible for a potential host city to approach the COC indicating that it wishes to host an Olympic games.
- ▶ If a given city is interested in submitting a bid, it will submit a letter of intent to the COC's Board of Directors.
- ▶ Both the COC's Board of Directors and general assembly must approve the bid of any interested city and such approval is required before the IOC will even consider the bid.
- ▶ Once one or more bids are received by the COC, the Board of Directors evaluates each to ensure that the potential bid could be acceptable to the IOC. Part of the submission process to the COC is making a high level presentation highlighting significant aspects of the potential bid.
- ▶ Once the COC has determined that a bid is acceptable and it is willing to lodge the bid with the IOC, the relevant city becomes an **"Applicant City"**. When this occurs, a fee of USD\$150,000 is payable to the IOC. Only one city from each country may apply to host the Games.
- ▶ At the same time, the potential bid city enters into an agreement with the COC. The "Host City Agreement" details, on a high level, certain aspects of the bid. These include governance issues, marketing matters and other relevant items.
- ▶ In order to become an Applicant City, the IOC must receive appropriate government guarantees in respect of Games funding. In the case of a Toronto bid, such guarantees would need to come from either the Government of Canada or the Province of Ontario. In fact, all three orders of government must affirm that they are in agreement with the potential bid being put forth.
- ▶ Before presenting bids to the IOC, Applicant Cities are invited to an initiation session in Lausanne, Switzerland (IOC headquarters). The purpose of this meeting is to allow all Applicant Cities to hear from the IOC certain issues that are expected to be dealt with in final bids. High level IOC expectations are also covered at this information session.
- ▶ Once potential bids are in, a working group at the IOC is formed (the **"Working Group"**). The purpose of this group is to review the details of Applicant Cities with a view to eliminating those that are clearly short of the IOC's requirements. The purpose of this first round of selection is to ensure that neither time nor money is wasted by cities whose likelihood of winning the games are sufficiently remote.

- ▶ The Working Group requests certain information from each Applicant City. This is in the form of a high level written presentation that sets out the Applicant City's plans for the games. This presentation is reviewed for items such as venues, athlete and media villages, transportation, infrastructure and other relevant items. The Applicant City also has the chance to hold a video conference with the Working Group. This allows the Working Group to get to know the bid group better.
- ▶ The criteria for Applicant Cities includes the following:
  - ▶ The potential of the Applicant City, and its country, to host, organize and stage a successful Games;
  - ▶ Compliance with the Olympic Charter, the IOC Code of Ethics, the Rules of conduct applicable to all cities wishing to organize the Olympic Games, the World Anti-Doping Code, the candidate acceptance procedure as set out by the IOC and all other IOC rules; and
  - ▶ Any other criteria which the IOC Executive Board, at its sole discretion, may deem reasonable to consider.
- ▶ The Applicant City must score a minimum number of points in total to ensure that it moves on to the next stage of the bid process. Once this happens, the city becomes a "**Candidate City**".
- ▶ Depending on how many Applicant Cities there are, a number may not make it to the next round as a Candidate City. To become a Candidate City, each bidder must pay a non-refundable fee of USD\$500,000.
- ▶ Once Candidate Cities are named, each will begin working on its "bid book", or the detailed plans and assumptions on which the Games bid is based. Such a book will contain, at a minimum, the following:
  - ▶ The venues to be used for the Games;
  - ▶ The location of the athlete and media villages;
  - ▶ The method of transporting the athletes and media around the city;
  - ▶ Plans in respect of security; and
  - ▶ What is to be done with the various Olympic facilities once the Games are finished.
- ▶ Candidate Cities are also required to complete a detailed questionnaire for IOC review. The questionnaire contains detailed questions on each city's readiness to host the Games. Items dealt with by the questionnaire include:
  - ▶ The city's vision, concept and legacy for the Games;

- ▶ Sporting and venue considerations;
  - ▶ Environmental and meteorological data;
  - ▶ Details regarding hotels and other accommodations in each city;
  - ▶ Transportation links;
  - ▶ Medical and doping resources;
  - ▶ Safety and security during the Games;
  - ▶ Technology and energy;
  - ▶ Legal aspects, including customs and immigration formalities;
  - ▶ Government and public support for the Games; and
  - ▶ Finance and marketing.
- ▶ A copy of the questionnaire for the 2020 Olympic Games is included as Appendix “C” to the Olympic Report.
  - ▶ Before the Candidate Cities present their final bids to the IOC, a group of IOC evaluators (the “**Evaluation Commission**”) will visit each Candidate City in short succession. The purpose of this visit is to see the Candidate City and to ask a large number of questions in respect of the bid. Such evaluation could last between three and five days.
  - ▶ At no time are the IOC delegates allowed to visit the Candidate Cities. This restriction was put in place after irregularities in the 2002 Winter Olympic Games process were alleged.
  - ▶ Once the Evaluation Commission has finished its review of each Candidate City, it prepares a draft report to the IOC. The purpose of this report is to provide the IOC with the Evaluation Commission’s views on each Candidate City’s plans to hold the Games. The report is factual in nature and does not contain any recommendations as to the readiness of any particular Candidate City.
  - ▶ Prior to the issuance of the draft report, each Candidate City has an opportunity to amend its plans to hold the Games. Such amendments would typically address concerns raised by the Evaluation Commission.
  - ▶ In the months before the session where the host of the Games is chosen, a preliminary presentation is made to IOC members. This is a scaled down version of the final presentation of each Candidate City and it allows IOC members to ask

questions of the bid groups ahead of the final presentation. A listing of IOC delegates is included in Appendix “D” to this Olympic Report.

- ▶ Bids are typically presented by Candidate Cities at a session of the IOC several months after the Evaluation Commission presents its report to the IOC. At this session each Candidate City has an opportunity to formally present its bid to the IOC delegates. Each Candidate City presents its plan and after such presentations the IOC formally votes on which Candidate Cities make it to the next round of voting. There may be several rounds of voting depending on how many votes each Candidate City receives in a given round. If there is no city obtaining a majority, the Candidate City with the fewest votes is dropped from consideration and the remaining Candidate Cities continue to the next round. This process continues until such time as one Candidate City obtains a majority of the votes:
- ▶ Once a Candidate City has been chosen to host the Games, it becomes the “**Host City**” and a written agreement is negotiated between the IOC and, in a Canadian bid, the COC that outlines each party’s responsibility to host the Games.
- ▶ The submission procedure for the 2024 Olympic Games is not yet available. For illustrative purposes, a summary of the timelines for the 2020 Olympic Games is included in Appendix “E”:

The COC has advised that they do not have a formalized process for selecting a preferred bid city and that it is entirely at the discretion of the COC Board of Directors. The COC also expects that any costs incurred by it in the pre-bid phase of the process will be covered by the potential host city. Such costs are typically for travel and other related items.

## Timeline for City Bid

Step	Timeline
City prepares detailed business plan to support potential bid and undertakes further analysis to support City's decision process as outlined in next steps section	Winter/Spring 2013/2014
City undertakes public consulting and seeks corporate sponsorship	Spring 2014
City Council gives direction to City staff to continue with bid process	Summer/Fall 2014
City approaches federal and provincial committee to gain support for bid	Summer/Fall/Winter 2014/2015
Selection of Bid Committee and Bid leadership	Spring/Summer 2015
The COC invites interested cities to express an interest in hosting the Olympic Games and interested cities communicate their desire to the COC, who must approve any interested city	Summer 2015
The COC submits the bid to the IOC along with a deposit of US\$150,000. Government support from either the Province or the Federal Government is required in order to submit a bid with the IOC. At this stage the interested city is an "Applicant City"	September 2015
A Host City Agreement is negotiated between the various parties: the host city, the COC, the Province and the Federal Government setting out the duties and responsibilities of each party	Fall 2015
A high level written submission is made to the IOC's "Working Group". The Working Group shortlists the Applicant Cities by eliminating those bids that are clearly not acceptable to the IOC for whatever reason. Once the shortlist is determined, each remaining city becomes a "Candidate City". A further	Winter 2016

Step	Timeline
fee of US\$500,000 is payable at this stage	
The Candidate City begins to prepare its “Bid Book” for IOC review and also completes a questionnaire that contains a large amount of information in respect of each Applicant City’s bid and characteristics	Summer 2016
The IOC’s “Evaluation Commission” visits each Candidate City for the purpose of fact finding and bid review. The Evaluation Commission visits each Candidate City for 3 to 5 days	Fall 2016/Winter 2017
The Evaluation Commission prepares a draft report for IOC review after receiving bid clarification responses from each Candidate City	June 2017
Several months after the Evaluation Commission releases its report, the final bids are presented at a session of the IOC. Voting occurs immediately after the bids are presented	Fall 2017
Once a Candidate City has been chosen to host the Olympic Games, a Host City Agreement is negotiated between the IOC, the newly selected “Host City” and the COC	Fall/Winter 2017

## Implications for the City

Based on the process laid out above, EY has the following comments:

- ▶ The minimum cost to submit a bid, which represents only application fees to the IOC, is at least USD\$650,000. This amount is non-refundable in the event of an unsuccessful bid. The bid process cost is estimated to be \$50 to \$60 million; though corporate sponsorship will likely fund most of these costs. As discussed elsewhere in this report, very significant other costs will be incurred.
- ▶ Based on the timeline for the 2020 Olympic Games, it is reasonable to expect that Applicant Cities will have been identified to the IOC by September, 2015. Significant work would need to be undertaken to meet this deadline, should be possible to do so with the right planning and leadership.
- ▶ Due to the fact that it has bid on previous Games, many of the IOC members will be familiar with the City and what it has to offer. In addition, the City has many experienced members of previous bid teams.

- ▶ It is unlikely that other Canadian cities will have an interest in hosting the Games, so competition within the county should be limited.
- ▶ Given that the COC must approve any Canadian bid, it will be necessary to secure its buy-in before significant effort and/or funds be expended.
- ▶ The City, if it decides to pursue a Games bid, will need to have both the federal and provincial governments supporting any bid. Notwithstanding the requirement to have government guarantees, it is important to have both orders of government supporting the bid due to the financial outlay that will be required for infrastructure and other costs. Additionally, broad public support (i.e. in excess of 80%-85% of the population) is required by the IOC. Less public support will likely result in less support being given by IOC members to the City's potential bid.
- ▶ It will be necessary to clearly demonstrate to the IOC that there is a strong vision/theme to the bid. It has become clear over the last several Games cycles that the IOC is of the view that such a vision/theme is imperative in order to supporting the lasting legacy that the IOC desires of modern Games.
- ▶ Although it is important to have plans well developed during the bid process, the City must remain aware that the Evaluation Committee's report could require significant changes to the venues, infrastructure or other segments of the bid.
- ▶ It is possible that geographic considerations may come into play in selecting the Host City. For example, certain members of the IOC may be predisposed to vote for or against certain countries or continents based on a number of factors (impact on TV revenue, historic games sites, political alliances, risk factors, etc.)

## Federal and Provincial Process to Select a Host City

In discussions with Heritage Canada (federal) and the Ministry of Culture, Tourism and Sport, EY has learned the following:

- ▶ It is necessary for the potential Host City to build a strong case for both orders of government to consider. Ultimately the appetite for higher orders of government to participate in any bid will be about the "dollars and cents" that they will be required to contribute.
- ▶ It is imperative that the potential Host City demonstrate a strong legacy, as this will make any investment easier to approve given the tangible, long lasting benefits to the City and the surrounding area.



- ▶ It will be important for the City, should it decide to pursue a bid, to demonstrate that sufficient room for cost overruns has been built into any budgets approved by the relevant legislature. With recent cost overruns experienced at the 2010 Vancouver Olympics, this will be particularly important. The Government of Canada has indicated that they are concerned about the security costs for any mega-event, such as the 2024 Olympic Games.
- ▶ Government will be particularly sensitive to the concept of economic free-riding by private sector participants. Many parties stand to benefit significantly from any Games, so it will be important to ensure that those who have economic “upside” also share some risks.
- ▶ The federal government has gone on record saying that they will not provide blank cheque financial guarantees for events such as Olympic Games. Rather, they will contribute predetermined amounts of funding.
- ▶ The City, if it decides to bid for the Games, will need to demonstrate why they want to host and what aspects of the City they are looking to leverage.
- ▶ Other orders of government have not always been in agreement with the location for certain venues. As such, the City will need to demonstrate why it has chosen to use each venue.
- ▶ It will be necessary to obtain the support of a number of departments within each of the federal and provincial government. Given that each department will have its own agenda, it will be imperative to make sure that the benefits of any bid is clearly laid out and addresses each department’s concern.
- ▶ EY is of the view that the City will have the most influence at the beginning of the bid process while multiparty agreements are being developed. The reason for this is that the City will have less organizational influence as time progresses due to the nature of the way the Games are organized and run. As such, it is imperative that any concerns the City has with respect to any aspect of the bid (City building, diversity issues, venue location etc.) be addressed at the beginning of the process. It is also critical that any resources required of the City be spelled out at the beginning of the process as the negative of any issues will borne by the City, not the Games organizing committee.
- ▶ It is important to convey the City’s vision of the Games to other stakeholders prior to beginning the bid and organizing process. By putting the City’s vision at the forefront of any process, it will be possible to ensure that all decisions are made in the appropriate context. If the vision is not clear, many of the benefits of hosting the Games could be lost.
- ▶ The federal government does not have a specific Olympic policy. However, certain guidelines within Heritage Canada, the federal department that oversees large scale events such as the Olympics, require that not more than 2 large international

multi-sport events be held within Canada over a rolling 10 year period. As the only major event currently on the horizon is the 2015 Pan Am Games, an Olympic bid would not be precluded by this policy.

- ▶ Given the lack of clear statements by provincial and federal politicians, it is difficult to determine whether higher orders of government would be willing to support the City hosting the Games. As such, it would be critical to gauge interest in other orders of government before submitting a bid. Given the guarantees required, the COC would also likely require this confirmation before proceeding.

# Competitive Landscape for the 2024 Olympic Games

## Other Canadian Cities Potentially Hosting the Olympics in 2024

Based on a review of available public media sources, EY has concluded as follows:

- ▶ Quebec City had initially planned on submitting a bid for the 2022 Olympic Winter Games. However, it is no longer interested in hosting the 2022 Games and has withdrawn its name from consideration.
- ▶ It appears that no other Canadian city has expressed an interest in hosting either the 2022 or 2024 Olympic Games.

Based on the factors above, it appears that the City would have no significant competition in obtaining COC approval to submit a bid for the 2024 Olympic Games.

## Other Non-Canadian Cities Considering Hosting the 2024 Olympic Games

On September 7, 2013, Tokyo, Japan was announced as the Host City for the 2020 Olympic Summer Games. The table below sets out the hosts of the Olympic Summer Games since World War II.

Host city	Year Held	Continent
London, England	1948	Europe
Helsinki, Finland	1952	Europe
Melbourne, Australia	1956	Australia
Rome, Italy	1960	Europe
Tokyo, Japan	1964	Asia
Mexico City, Mexico	1968	North America
Munich, Germany	1972	Europe
Montreal, Canada	1976	North America
Moscow, Russia	1980	Europe
Los Angeles, United States of America	1984	North America

Host city	Year Held	Continent
Seoul, South Korea	1988	Asia
Barcelona, Spain	1992	Europe
Atlanta, United States of America	1996	North America
Sydney, Australia	2000	Australia
Athens, Greece	2004	Europe
Beijing, China	2008	Asia
London, England	2012	Europe
Rio de Janeiro, Brazil	2016	South America
Tokyo, Japan	2020	Asia

Of the 19 Summer Olympic Games listed above, 8 have been held in Europe. The Summer Olympic Games are held in Europe every 2 or 3 Olympic cycles, although there is no guarantee this would happen in the future. If the Games were awarded to the City, this would be the largest post-War stretch without a Summer Olympic Games being held in Europe i.e. a minimum of 3 Olympic Games in a row without one being held in Europe.

In media releases immediately following the winning bid announcement, the following were provided as key elements of the bid submitted by Tokyo:

- ▶ Japanese stability was an important aspect of the bid and it was seen as a “safe pair of hands”;
- ▶ The Tokyo bid was financially the most appealing given its reasonable scope;
- ▶ Japan does not have significant doping concerns compared to the other nations; and
- ▶ Japan’s bid presentation was very well received by the IOC delegates and is thought to have been a significant deciding factor in awarding the Olympic Games to Tokyo.

Based on media searches conducted by EY, we have identified a number of cities that may be considering hosting the 2024 Olympic Games. However, given the early stage of bidding for the Games, EY cautions that this list is preliminary only and that a large number of changes are likely. A summary of each city can be found in Appendix “F” to this Olympic Report:

Istanbul, Turkey	Madrid, Spain	Paris, France	Berlin, Germany
Kiev, Ukraine	Durban, South Africa	Nairobi, Kenya	Guadalajara, Mexico
St. Petersburg, Russia	Doha, Qatar	A U.S. City	

The following U.S. cities are considering a bid:

- ▶ Boston
- ▶ Washington
- ▶ Los Angeles
- ▶ New York
- ▶ San Francisco
- ▶ Dallas
- ▶ Philadelphia

While Toronto has many people with extensive bid experience, and the benefit of the Toronto 2008 bid documentation and planning, there is no certainty that Toronto can mount a winning bid. While there are a number of countries which will consider a bid for 2024, the likely competitors will be one of the European cities which lost for 2020 and a U.S. city. The most significant competition for Toronto would likely be a U.S. city as the summer games have not been held in North America since 1996. A U.S. city will be strong competition for Toronto, especially if it is in the Eastern Time zone as a host city in the Eastern Time zone will have a significant impact on television ratings/revenues. We note that Atlanta won in 1996 beating Toronto by one vote; however, there were many issues with the handling of the Atlanta games which may play in Toronto’s favour.

In addition, a review of the pattern of continental rotation for the summer games indicates that the summer games have never gone more than 12 years without a summer games in Europe. As the 2016 games are in Rio de Janeiro and the 2020 games will be in Tokyo, the historic pattern of summer Games would seemingly favour a European bid for 2024. However, there is no certainty that this will occur.

Finally we note that:

- ▶ If Toronto does not bid for 2024 and the Games are awarded to a U.S. City, it is likely that Toronto will not have a reasonable chance of winning until at least the 2036 Summer Games;
- ▶ The bidding process is uncertain and winning can result from good campaigning or by mistakes/weaknesses from the other bid cities; and
- ▶ It is possible that most of the bid costs can be covered through corporate sponsorships, although significant work will be required to obtain such sponsorships. Sponsorships ahead of the Games being awarded were common with the bid by Vancouver for the 2010 Winter Olympic Games. For example, Telus was a sponsor of the bid committee but did not ultimately win the right to sponsor the organizing committee once the Winter Games were awarded to Vancouver.

## Lessons Learned



## Lessons learned from previous bids

Based on discussions with a wide cross section of relevant stakeholders, we have concluded as follows:

- ▶ It is imperative that the vision and legacy of the Games be clearly communicated to all stakeholders so that each can assess the Olympics' impact on them. This has become increasingly important to the IOC and is a must-have for any bid. Furthermore, such vision and legacy will assist in selling the Games to a wary (given the cost and potential disruption to daily life) populace
- ▶ The City must clearly define what it wants out of the Games so that they can be planned with this in mind. It is important to "fit the Games to the City, not the City to the Games".
- ▶ The City must determine and negotiate its contribution and benefits early on in the process. The City's influence wanes as the Games approach, so it is imperative that it think ahead and ensure that all municipal concerns are addressed as early as possible.
- ▶ The organizing committee for the Games does not have the City's interests in mind, as that is not its mandate, so the City must clearly lay out its position to the committee.
- ▶ In terms of winning the bid at the IOC, the best technical bid is not always the winner. As such, it is absolutely critical to market the City's bid to ensure that IOC concerns are being addressed ahead of the actual presentation.
- ▶ The importance of having local stakeholders support the bid cannot be overstated. It is essential that consultations begin as soon as possible to address any opposition to the Games. The IOC will require a large majority of the local populace to support the Games in order to receive votes to become the Host City. Significant corporate support is also critical to a Games, as such support will help fund a significant portion, if not all, of the bid costs. Engaging stakeholders of this nature can take a significant amount of time, so this work should go ahead as soon as possible if the City decides to pursue a bid for the Games.
- ▶ Engaging higher orders of government as soon as possible, and addressing the requirements for their support, is essential given that these parties will be funding the majority of capital spending associated with the Games. Furthermore, it will be critical to have Games "champions" within each level of government to ensure that the necessary resources are marshalled. Negotiations with other orders of government could take years to finalize, so time is of the essence.

- ▶ It is not clear to what degree the federal government would support a Summer Olympic Games bid by the City. Significant investment in the “Own the Podium” program occurred in the years leading up to the Winter Olympic Games in Vancouver. Given that Canada is typically stronger, in relative terms, in the Winter Olympics, it is not clear that similar support could be expected for a Summer Olympic Games given the heavy focus on medal count.
- ▶ Having significant obstacles to any bid is not necessarily a “deal breaker”. Given the political nature of the Games bidding process, the best technical bid does not always win. Conversely, those bids which seem to be certain of winning have some chance to falter before the vote is taken in 2017.

## Future consultations

In discussions with various stakeholders during the preparation of this report, a number of items have been raised with respect to public consultations. These can be summarized as follows:

- ▶ Given that the Games could have a transformative effect on the City, it will be important to consider where facilities are to be built and what infrastructure will be gained out of hosting the Games. The cost of building and running the facilities post-Games will also be an issue that will need to be addressed given the competing demands for City funding.
- ▶ There has been significant opposition from certain groups to any type of Olympic Games. As such, it will be necessary to address similar concerns in the future. Also, choosing to begin public consultations as soon as possible will allow the City sufficient time to address any significant concerns raised by stakeholders.
- ▶ Bid organizers should have concrete plans to address community concerns over such a large event, especially given the results of the G20 Summit in the City in 2010. Residents will likely have concerns given the degree of disruption faced at the time.
- ▶ Part of the appeal of the 2015 Pan Am Games is the degree to which they are spread around the Greater Toronto Area. Organizers will need to determine whether such a spread out system is acceptable to the IOC or if its concerns can be addressed in another way.

### Vancouver 2010 Olympic Village - Case study

Construction of the athletes’ village in Vancouver was the topic of much media coverage leading up to the Olympic Games in 2010. Construction of the village was subject to a number of funding and cost overruns prior to the handover of the village to the Olympic Organizing Committee. Relevant issues related to the project are summarized below:

- ▶ The construction for the athletes' village was put to tender as part of the Olympic Games planning process. The winning party was the Millennium Development Group ("Millennium") and funding for the village was provided by Fortress Investment Group ("Fortress"). Construction began in 2006.
- ▶ The typical financing structure for residential condos (which was the end use of the Olympic Village post-Olympic Games) is the developer obtaining bank financing contingent upon a certain threshold of pre-sales occurring (usually between 60%-80% sold). However, given the timeline for the Olympic Village, this model was not possible to employ. As a result, the City of Vancouver acted as funding guarantor for the Village in its loan with Fortress. This resulted in the City of Vancouver being indirectly responsible for cost overruns or other issues that may have arisen.
- ▶ The plan for the village was that it would be retrofitted into residential condominiums once the Olympic Games were complete. Millennium was responsible for the pre-sale of the units in the period leading up to the Olympic Games.
- ▶ Once the sales process began, it became clear that projected pre-sales were below what had been forecast due to a decrease in Vancouver housing prices starting in 2008. As such, Millennium required additional financing from Fortress. Fortress declined to provide additional funding for the project knowing that the sales were well below original projections. As a result, Millennium faced a liquidity problem and ultimately defaulted on their obligations.
- ▶ In order to provide additional funding to get the village built, the City of Vancouver provided protective advances to Millennium. The City of Vancouver ultimately bought out the Fortress loan and became the project's lender.
- ▶ The village project was subsequently subject to a receivership process.

Based on the factors set out above, a number of conclusions may be drawn:

- ▶ The financial resources of the developer must be sufficient to withstand negative pressures on sales or construction costs;
- ▶ The quantum of guarantees provided by government must be closely examined to reduce the risk of significant funding requirements.
- ▶ Revenue from the sales of post-games units must be discounted due to the nature of the project (i.e. a conversion from athlete's village to residential condominiums post-Olympics). Given that they are used for the Games, there is a significant amount of time between agreeing to purchase a unit and the closing of such sales. As such, potential purchasers may be put off from buying such a unit and the traditional model for funding condominiums is difficult, if not impossible, to employ when building an athletes' village.

### Pan Am 2015 Village - Case study

As part of the planning for the 2015 Pan Am Games to be held in the City, a village to house athletes, coaches and officials is currently under construction. EY has noted a number of relevant points in connection with this construction below:

- ▶ The Pan Am village is part of a larger development in the City's West Don Lands. Construction is underway on the village that will comprise residence space for George Brown College, a YMCA and other related amenities, 800 condominiums and 253 affordable housing rental units. The developer is Dundee Kilmer Developments LP ("**Dundee Kilmer**"). The Province, by the time construction is complete, will have completed a fixed price contract with Dundee Kilmer for approximately CAD\$514 million (although some media reports have noted \$700 million). The Province will recover approximately \$65 million in development costs from future facility operators, for a total net outlay of approximately \$449 million.
- ▶ Once converted post-Pan Am Games, there will be approximately 800 condo units for sale, of which approximately 100 will be reserved for affordable ownership housing purposes. It is estimated by the Province of Ontario that the construction of the village will create approximately 5,200 jobs, 700 of which represent construction jobs on-site.
- ▶ The project is subject to a number of progress payments to Dundee Kilmer. The final such payment, in the amount of approximately CAD\$393 million, is due to be paid early in 2015 when the project is complete. The completion payment requires the developer to complete the conversion of the Village to condominiums ready for market.
- ▶ The structure of the construction is similar to that in Vancouver whereby the developer, in this case Dundee Kilmer, is responsible for sales of the units to be converted once the Pan Am Games are complete. Occupancy for post-Games residents is planned for the spring of 2016.
- ▶ The Province of Ontario (the "**Province**") has guaranteed approximately \$600 million of funding related to the construction of the village. The debt is held by a consortium of banks which funded the construction of the development.
- ▶ Dundee has an option to call on the Provincial guarantee in the event that sales targets are not met. In exchange, the Province would gain title to the unsold condo units. As a result, it is possible that the Province will be responsible for \$600 million of financing. However, this could be offset by the sales of units to final purchasers.

Based on the above factors, EY notes the following:

- ▶ The conversion from village suites to condominium suites is a time consuming process. As such, significant consideration should be given to the impact on sales as a result.

- ▶ Given the additional amenities that are part of the larger village project, government may view loan guarantees etc. as a necessary element of city building.

## Financial Considerations Related to a Potential Bid

Hosting the Olympic Games is a huge financial and operational commitment by a number of parties. This commitment can involve providing financing, the donation of goods or services or organizational expertise in hosting the event. This section of the Olympic Report sets out certain financial considerations for the City related to a potential bid for the 2024 Olympic Games.

## Financial impact of hosting the Games

Hosting the Games is a major financial undertaking and requires significant analysis before such a decision is made.

As noted elsewhere in this Olympic Report, cities wishing to host the Games are required to submit a detailed “bid book” so that the IOC may evaluate each cities’ plans for the Games. Below is a summary of the spending (in millions of U.S. dollars), as forecast by each of the Candidate Cities for the 2020 Olympic Games. The revenues and expenses are grouped into 2 separate categories: (a) those revenues and expenses attributable to the Games Organizing Committee and (b) those expenses attributed to other bodies, usually some higher level of government. The table below sets out forecast revenues and expenses for the organizing committee for each of the 3 Candidate Cities. Each city has included more detail, but for ease of presentation EY has consolidated certain line items as follows:

Organizing committees' budgets for 2020 Summer Games			
	Tokyo	Madrid	Istanbul
IOC Contribution	790	672	531
Sponsorships	1,267	979	879
Tickets	776	899	409
Licensing	140	96	47
Donations	114	30	20
Asset sales	33	73	46
Government Contribution	-	-	553
Other	305	347	416
<b>Total revenue</b>	<b>3,424</b>	<b>3,096</b>	<b>2,901</b>
Venue construction/rent	( 1,011)	( 660)	( 796)
Venue operating costs	( 63)	( 73)	( 47)
Security	( 113)	( 92)	( 61)
Administration	( 984)	( 1,204)	( 1,026)
Ceremonies	( 503)	( 390)	( 339)
Operations	( 318)	( 243)	( 169)
Paralympic Games	( 159)	( 174)	( 220)
Contingency	( 273)	( 260)	( 244)
<b>Total expense</b>	<b>( 3,424)</b>	<b>( 3,096)</b>	<b>( 2,901)</b>

Note 1 - Security does not include full security costs as they are often paid by the government and not by the organizing committee

As noted above, the revenues and expenses attributed to the Olympic Organizing Committee are reasonably consistent, around \$3 billion dollars. Such revenues and expenses are primarily related to the running of the Games and do not include construction costs. The venue costs noted above are primarily related to rent and other costs that are payable to venue owners (since the Organizing Committee does not actually own the venues themselves).

The largest costs to any Organizing Committee are forecast to be:



- ▶ Rent payable to venue owners and necessary modifications to existing facilities;
- ▶ Wages for Games staff;
- ▶ Information technology and related costs; and
- ▶ Expenses related to opening, closing and other ceremonies.

It should be noted that the revenues and expenses noted above are forecast only and may be subject to significant variation which. Given the length of time before the Games, it is likely that there will be significant changes to the amounts forecast above.

In addition to the Olympic Committee expenditures, there exist numerous other parties that may have a role in paying for the Games. These could include:

- ▶ Federal government;
- ▶ Provincial/state governments;
- ▶ Municipalities; and
- ▶ Others.

Often these bodies will be the ones paying for the infrastructure and venues associated with the Games. The reason for this is that such facilities will continue to have ongoing benefits and are best owned by the relevant government entities. There can be wide variations in amounts of disbursements for a number of reasons including:

- ▶ Many jurisdictions will use the Games as a way to install significant new infrastructure such as airports, roads or railways; and
- ▶ Often other parties will build certain venues for their ongoing use. Such parties could include professional sports teams, universities or other non-profit entities.

Detailed below are the non-Organizing Committee expenditures planned for the three 2020 Candidate Cities:

Capital and other costs paid by Governments and not Organizing Committee			
	Tokyo	Madrid	Istanbul
Security	( 100)	( 19)	( 1,368)
Infrastructure	-	( 470)	( 10,786)
Operations	( 42)	( 161)	( 667)
Culture and environment	( 120)	( 12)	( 1,167)
Venue construction	( 4,353)	( 1,125)	( 4,193)
Administration	( 27)	-	-
Other	( 275)	( 253)	( 1,218)
<b>Total expense</b>	<b>( 4,917)</b>	<b>( 2,040)</b>	<b>( 19,399)</b>

As detailed above, Tokyo and Madrid are reasonably close in terms of expenditures. Istanbul, on the other hand, is planning on spending significantly more than either of the other Candidate Cities. Istanbul's bid book for the 2020 Olympic Games notes that they will be spending significant funds on roads and railways associated with the Games. A number of other items are noteworthy and these include:

- ▶ Many of Madrid's venues are already constructed. As such, they will not need to spend significant funds on venues (\$263 million in planned spending versus approximately \$3 billion for both of Tokyo and Istanbul);
- ▶ The Olympic Village is forecast to cost approximately \$1 billion in all three cases. This is consistent with Toronto's own experience in constructing a village for the 2015 Pan Am Games;
- ▶ The security costs for Istanbul are significantly greater than the other two cities. As this is a significant amount of money, this line item should be carefully planned; and
- ▶ The other large expenditure is the International Broadcast Centre. Though, given its relative cost, consideration should be given to whether existing buildings could be used for that purpose. In Toronto, the Metro Toronto Convention Centre or the film studio in the Port Lands could likely be used for this purpose, although some modifications may be necessary.

## Source of funds for 2020 Candidate Cities

As detailed above, significant funds are to be spent for infrastructure and other significant items. The table below sets out the quantum of fund provided by public sources and private sources. Such amounts are related to the non-Olympic Organizing Committee amounts only:

	Tokyo	Madrid	Istanbul
Public funds	3,538	2,040	17,602
Private funds	1,380	-	1,797
<b>Total</b>	<b>4,918</b>	<b>2,040</b>	<b>19,399</b>

The table above indicates that the significant portions, if not all, of the 2020 Candidate Cities' budgets are coming from public funds. The implication is that if the City were to consider putting forth a bid, that it would need to do significant work to either find the funds within its own budget or partner with either the Province of Ontario (as with the 2015 Pan Am Games) or the Government of Canada.

The amount of funding required from other orders of government is highly variable on the plans for the Games. In Istanbul's case, significant infrastructures are being made and the City would need to determine if its ambitions were similarly large or of it desires a smaller scale Games.

## Financial impact of previous games

In order to assess the financial impact other cities hosting previous Olympic Games, EY has compiled certain financial information with respect to hosting the Games. While the tables below present information in general terms for 2 Olympic Games (Sydney and London), EY cautions that such amounts may not accurately reflect all costs involved with the Olympic Games as such figures are not always publicly available. The amounts below were primarily obtained from the official Olympic reports issued by each organizing committee and have been broken down into subcategories. The first such subcategory is infrastructure and represents a mix of both Organizing Committee and public funds.

	2000 Sydney (Dec. 2000 Estimate)	2012 London (Sept. 2012 Estimate)
<b>Infrastructure Costs (\$M)<sup>1</sup></b>		
Facility - Events	1,750	3,057
Transportation	2,047	1,416
Municipal <sup>2</sup>	294	3,355
Village	509	1,364
<b>Total Infrastructure Costs</b>	<b>4,600</b>	<b>9,192</b>
<sup>1</sup> All figures have been denominated in millions of Canadian dollars at an average foreign exchange rate applicable during the respective Olympic Games year.		
<sup>2</sup> Municipal infrastructure includes but is not limited to highways, roads, bridges, park transformations and utilities.		

Given the increased costs of security for the Olympic Games, a significant increase between Sydney, in 2000, and London, in 2012, has been noted:

	2000 Sydney (Dec. 2000 Estimate)	2012 London (Sept. 2012 Estimate)
<b>Security Costs (\$M)<sup>1</sup></b>		
Security	147	1,535
<sup>1</sup> All figures have been denominated in millions of Canadian dollars at an average foreign exchange rate applicable during the respective Olympic Games year.		

A significant factor in the discrepancy noted above is the fact that the London games were in the middle of a well-developed world city. Sydney, although significant in its own right, is simply not comparable to London in this regard. It should also be pointed out that there is a great deal more attention focussed on security given post 9/11. As such, it is natural to expect that London's costs would be significantly higher than those incurred in Sydney.

Additional information in respect of London's Olympic Park is detailed below. The costs in the table below represent only those venues in the main Olympic cluster in the East End of the city. Other venues, spread around the region, were also constructed. However, the venues in the chart below represent the most significant expenditures.



Venue	£ Millions
Athletes' village	1,230
Aquatic centre	251
Copper Box	41
Athletics stadium	428
Basketball arena	40
London Velopark	87
Other venues	101
<b>Total</b>	<b>2,178</b>

Note: The above represents the main Olympic Park sites only. The "Copper Box" is a multi-sport arena used for the 2012 Olympic Games.

EY also notes that the venue costs above would likely exceed those in the City due to the fact that London is a major world city and the construction costs there likely exceed those in the City. It should also be noted that the basketball arena was temporary and has since been dismantled.

One source of cost recovery is the sale of Olympic venues and/or villages. The table below summarized the funds recovered through such sales:

Legacy Income (\$M) <sup>1</sup>	2000 Sydney <sup>2</sup> (Dec. 2000 Estimate)	2012 London <sup>3</sup> (Sept. 2012 Estimate)
Olympic Village Sale	\$ 509.3	\$ 1,306.7

Although the two cities are not entirely comparable, they do represent a range of potential incomes due to the sale of venues and/or villages. EY notes that the village cost was largely recouped through the sale of residential units.

Based on the factors above, we have estimated the financial impact to each stakeholder, as follows:



Illustrative Scenario (\$millions)	City		Province/Federal		Organizing Committee		Total	
	Low	High	Low	High	Low	High	Low	High
<b>Revenues</b>								
IOC Contribution	-	-	-	-	700	1,000	700	1,000
Sponsorships	45	55	-	-	750	1,200	795	1,255
Tickets	-	-	-	-	500	1,000	500	1,000
Licensing	-	-	-	-	50	150	50	150
Donations	-	-	-	-	-	150	-	150
Asset sales	-	-	250	500	25	100	275	600
Tax revenue	-	-	2,772	5,549	-	-	2,772	5,549
Other	-	-	-	-	250	500	250	500
<b>Total revenue</b>	<b>45</b>	<b>55</b>	<b>3,022</b>	<b>6,049</b>	<b>2,275</b>	<b>4,100</b>	<b>5,342</b>	<b>10,204</b>
<b>Expenses</b>								
Bid costs	(50)	(60)	-	-	-	-	(50)	(60)
Venue construction/rent	(100)	(200)	(3,400)	(4,550)	(740)	(1,100)	(4,240)	(5,850)
Venue operating costs	-	-	-	-	(40)	(90)	(40)	(90)
Infrastructure	-	-	(1,250)	(5,500)	-	-	(1,250)	(5,500)
Security	-	-	(750)	(1,500)	(50)	(125)	(800)	(1,625)
Administration	-	-	-	-	(850)	(1,350)	(850)	(1,350)
Ceremonies	-	-	-	-	(270)	(550)	(270)	(550)
Operations	-	-	(200)	(400)	(155)	(360)	(355)	(760)
Paralympic Games	-	-	-	-	(150)	(250)	(150)	(250)
Contingency	-	-	-	-	(250)	(275)	(250)	(275)
Deficit from Organizing Committee	-	-	(230)	-	230	-	-	-
Contribution of land	(400)	(800)	-	-	-	-	(400)	(800)
	<b>(550)</b>	<b>(1,060)</b>	<b>(5,830)</b>	<b>(11,950)</b>	<b>(2,275)</b>	<b>(4,100)</b>	<b>(8,655)</b>	<b>(17,110)</b>
<b>(Deficit) / Surplus</b>	<b>(505)</b>	<b>(1,005)</b>	<b>(2,808)</b>	<b>(5,901)</b>	<b>-</b>	<b>-</b>	<b>(3,313)</b>	<b>(6,906)</b>

Note 1 - Venue costs include athletes' village and broadcast centre

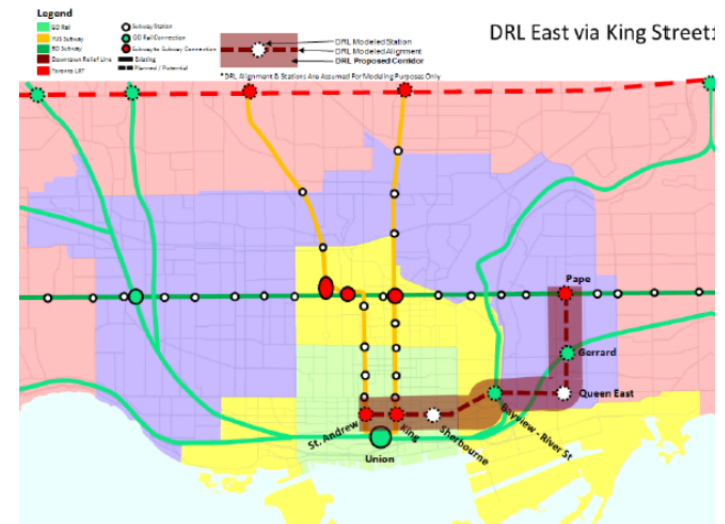
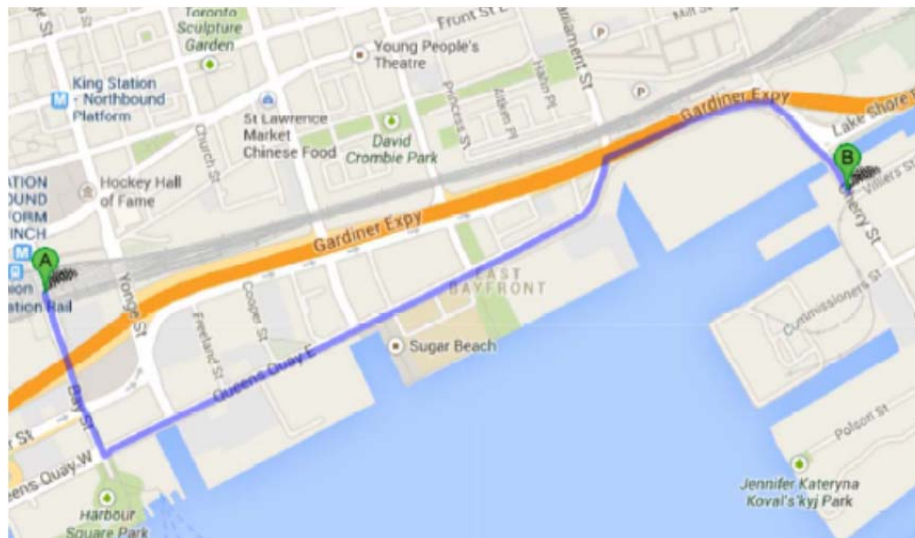
Note 2 - Contribution of land is a non-cash expenditure

The table above sets out a “High” and a “Low” scenario. The High scenario assumes that construction costs are higher and that revenues are higher. The converse is true with the Low scenario. However, EY notes that the estimates above are highly dependent on the aims of the Games. As such, the figures above could vary materially depending on the final scope of Games preparations.

### Assumptions

The following represent significant assumptions for the table above:

1. The Illustrative Scenario contemplates the following major items:
  - a. The location of the main Games cluster would be in the Port Lands. The main stadium and the athletes’ village would be located in this area. The athletes’ village would house approximately 17,000 athletes, coaches and officials. The stadium would hold approximately 70,000-80,000 people and would be used for opening/closing ceremonies and the athletics competitions, consistent with other Olympic stadiums;
  - b. The construction of either an LRT line to Cherry Street (in the Low scenario) or the eastern leg of the Relief Line subway (in the High scenario). Such items would be required to allow large numbers of patrons to reach the Games cluster. Maps of the proposed transit lines are below;



- c. The requisite number of stadiums would be built within the City limits, as sites outside the City would be too far away. Exceptions would be made for those events that are not typically held within the host city (e.g. equestrian, mountain biking, etc.);
  - d. Remediation would need to be performed on the Port Lands site to allow for construction. Such remediation would consist of soil remediation and flood proofing. Other infrastructure, such as bridges, would likely also need to be constructed; and
  - e. The athletes' village would be converted to residential condominiums after the Games were finished.
2. Represents a contribution from the IOC, primarily in respect of television rights funding. The illustrative estimate is based on funding received by organizing committees in prior Olympics. This funding can only be used for the operations of the Games and not for capital costs;
  3. Represents sponsorships from major corporate partners for both the Games and the cost of preparing the City's bid. Typically sponsorships cover the entire costs of the bid process, but we have assumed a small shortfall to be conservative;
  4. Represents total revenue from venue ticket sales. EY understands that it is common for certain tickets to be reserved for IOC and major corporate partner use. For London 2012, ticket sales were reported to be approximately 9 million tickets for all events;
  5. Represents licensing fees payable for the use of IOC-owned intellectual property. Corporations pay a licence fee to be the sole supplier of a particular product or have exclusive advertising rights at Olympic venues and the ability to use Olympic rings in their advertising. The IOC requires that the organizing committee buy all of the billboard space in the host city to prevent non-sponsors from benefitting from the Games;
  6. Represents an estimate of donations of land, services, technical assistance or equipment and other assets that may be made to the Games by corporations seeking association with the Olympic Games.
  7. Represents the estimated proceeds of legacy assets no longer used after the Games including the sale of the athletes' village. These illustrative revenues are based on recent Olympic experience, but will be dependent on market



conditions in 2024. As such, these illustrative revenues may vary in a material manner. We have assumed a recovery from the sale of the Olympic village of 33% to 50%; however further analysis is required to make a better assessment. We note that the sale of the London Olympic village recovered approximately 100% of the costs of construction;

8. Primarily represents the collection of corporate taxes, payroll taxes, HST and other taxes from the capital and operational spending.
9. Amounts represent other miscellaneous income not detailed elsewhere.
10. EY estimates that the costs to complete the bid process could be \$50 to \$60 million over a 6 to 7 year period. It should be noted that such costs would cover a period of approximately 4 years and would include architectural / engineering designs for facilities, site selection, preparation of business plan, security plan and facilities plan, legal costs, multi-level agreements and experts, audits, travelling costs and multimedia presentations. Other Olympic committees have been able to have corporate sponsors cover these costs in their entirety. Such cost recovery is a positive factor, as it demonstrates that local corporate partners may be willing participants in the Olympic bid process.
11. Represents an estimate of constructing all venues, plus the athlete's village which we have estimated to cost from \$750 million to \$1.3 billion.
12. Represents costs of staffing the venues during the Games. In addition, to these paid positions, Olympic Games typically require 40,000 to 60,000 volunteers;
13. Includes an estimate of costs to remediate the Port Lands to varying degrees in each of the Low and High scenarios. The Low scenario also includes an estimate of cost to build and LRT line to Cherry Street while the High Scenario contemplates the construction of the eastern half of the Relief Line subway. Infrastructure spending is highlighted in the chart below.

Infrastructure details	Low	High
Portlands remediation	500	1,100
LRT construction	500	-
Subway construction	-	4,000
Other	250	400
<b>Total</b>	<b>1,250</b>	<b>5,500</b>

14. Represents an estimate of the costs to provide security during the Games. We note that the budget for the Vancouver 2010 Winter Games was approximately \$200 million which was consistent with prior games; however, the budget was prepared in the pre- 9/11 world and the games were held post 9/11. Recent Olympic experience suggests that the costs of security will be in the \$750 million to \$1.5 billion range. Further analysis is required, as the more compact the Olympic venues and the fewer security zones required will result in lower security costs. There are some alternative security protocols and approaches which may also lower the costs from our High illustrative estimate;
15. Includes an estimate of costs to plan and stage the Games over a 7-10 year period. These illustrative estimates are based on prior Olympic games and planned costs for 2016 and 2020;
16. Represents an estimate of costs to stage the opening, closing and medal ceremonies. These illustrative estimates are based on prior Olympic Games and planned costs for 2016 and 2020. The actual costs will be driven by the overall vision for these ceremonies and can vary widely depending on the use of celebrities and the magnitude of the event;
17. Includes costs to provide services to athletes and other Olympic personnel and includes such items as medical, catering etc. The Olympic village is required to have a cafeteria which can serve nearly all of the athletes at one time, full medical and dental clinic on-site to meet the needs of the Olympic athletes and their coaches. These illustrative estimates are based on prior Olympic Games and planned costs for 2016 and 2020;
18. Represents costs specifically related to hosting the Paralympic Games once the Olympic Games are complete. These illustrative estimates are based on prior Olympic Games and planned costs for 2016 and 2020.
19. Represents a cushion against unfavourable variances in other line items.



20. Represents the City contributing lands in the Port Land area. This is a non-cash expenditure and is a donation in kind. Such a contribution could be structured in a number of different ways including a lease of the land; and
21. It may be possible to upgrade the Metro Toronto Convention Centre as part of hosting the Games. In addition to being used for the International Broadcast Centre, it could be used for certain sporting events as well. However, it is likely that additions and/or upgrades would be required for this to occur. As part of this, an expansion to the MTCC for future use for communities would likely need to occur. We have not assumed any infrastructure spending for such an expansion.

# Economic Impact

The hosting of the Games in Toronto would have a wide range of financial and economic impacts on the City, including:

- ▶ Additional revenue to the City in the form of development charges and property taxes;
- ▶ Incremental growth in the City's GDP arising from the construction and the ongoing operation of the legacy Games sites;
- ▶ Creation of new employment during the construction and ongoing operation of the Games; and
- ▶ Increased value of Port Lands or other site used for the Games.

## Methodology

As described in the Limitations Section, the statement of work for this engagement specifically precluded original research or detailed economic modeling. As such, we undertook a review of other feasibility studies for prior Games bids as well as a review of literature related to expos and Olympic Games and discussions with individuals who have experience in preparing Games bids.

We used this information to produce our estimates by carefully reviewing the available studies on the economic impact of past Olympic Games. We also focussed our attention and efforts on the more recent studies, especially the feasibility study prepared for a possible Toronto bid for the 2008 Olympic Games.

Based on this review and our experience in preparing economic impact studies, we adopted essentially the same input-output based estimation methodology that was common to all the studies that we reviewed.

We determined that the impact results of most of the studies fell within a reasonable range, once adjusted for differences in spending and for inflation. By comparing the results of the various studies we developed an estimate for the appropriate multiplier to be applied to the anticipated level of spending in order to calculate the impact on GDP, from which we derive the resulting impacts on employment and tax revenue. In this process we also reviewed and incorporated the data on the most recent industry output multiplier estimates available for Ontario from Statistics Canada and discussions of tax multipliers with Ontario Ministry of Finance.

This methodology was used in preparing an economic impact model (the "**Economic Impact Model**"). To generate estimates of the financial and economic impacts, the Economic Impact Model incorporates numerous assumptions regarding the hosting of the Games. These key inputs include:

- ▶ Location -sites to which it is easy to travel;

- ▶ Configuration of the Games - laid out in a way that makes it easy for visitors to get around;
- ▶ Size and construction costs of Games sites - as detailed in the Illustrative Scenario;
- ▶ Tourism impacts - we have assumed that Games tourists, due to the impact of the Games on the host city, displace “normal” tourists resulting in no incremental tourism during the Games; and
- ▶ Capital investments - as detailed in the Illustrative Scenario.

Our Illustrative Scenario, as described earlier in this Olympic Report, is one possible scenario of many with a specific set of assumptions and is not intended to be the single forecast of the potential financial and economic impacts. Analysis of the financial and economic impacts is complex and the resulting estimates are necessarily subject to many uncertainties. To give a sense of the possible range of the order of magnitude of these impacts, we have created a low and high scenario using assumptions we believe to be reasonable based on our discussions with parties with past experience in hosting mega events and others. This Illustrative Scenario has been used to prepare the estimates of GDP, employment and tax revenue contained herein.

## Employment levels and GDP creation during the Games

Based on the spending estimates in our Illustrative Scenario, we have used an input-output multiplier approach to derive estimates of the impact of this spending on GDP and employment. We identify separately the impacts that result from the spending on the construction of the facilities and associated infrastructure and the operations of the Games (since the impact of tourist spending at the Games is captured in the activity of operating the Games). Our GDP and employment estimates are summarized in the following tables. Note that these estimates are cumulative over the 7-8 year period that is anticipated to plan, construct and operate the Games.

GDP in \$Millions	Low	High
Capital costs	5,380	11,123
Operational costs	2,540	4,732
<b>Total</b>	<b>7,920</b>	<b>15,855</b>

Job creation by type	Low	High
Construction	60,335	124,737
Operations	40,969	76,319
<b>Total</b>	<b>101,304</b>	<b>201,056</b>

It is evident from the tables that there is a very wide range of possible impacts, depending on the scope of the Games. A more transformational Games, along with their much higher cost, will have a greater impact on GDP and employment. Note also that it is not possible to say at this juncture how much of the impact that is associated with infrastructure enhancement should be attributed to the Games, since some of this spending might have taken place in the absence of this initiative albeit on an accelerated timeline.

### City revenue during the Games

The amount of revenue that may accrue to the city is difficult to assess without specifics around what venues are to be built or the ownership structure for each.

In discussion with City staff, it was determined that any for-profit entity owning any of the venues related to the Games would be taxed at the normal commercial rate, provided that they were not registered charities. However, if venues were owned by not-for-profit entities and were registered as charities, such property tax revenue would not accrue to the City.

Bearing the above factors in mind and assuming that most of the venues will be transferred to not-for-profit entities which are registered charities as part of the Games legacy, it seems unlikely that significant revenue will accrue to the City. On the other hand, it seems likely that, if the City were to ultimately become the owner of many of the venues, that costs to maintain such venues will be incurred instead. However, EY reiterates that it is very difficult to assess the impact of these venues without knowing the exact ownership and use of each venue. The chart below provides illustrative examples of assessed values and the resulting property tax levels accruing to the City. Further analysis should be done in the next steps to quantify increased land value and the potential related tax revenues.



\$ millions	Low			High		
	Assessed value	Rate	Property tax revenue	Assessed value	Rate	Property tax revenue
Village	1,000	0.53%	5	2,000	0.53%	11
Athletic venues	2,500	3.04%	76	3,000	3.04%	91
<b>Total</b>			<b>81</b>			<b>102</b>

The revenue above is illustrative only and may be realized even without the Games. The City is currently attempting to develop areas of the City that could be used as Olympic venues. As such, property tax revenue will ultimately be earned when the properties are developed. As such, some of all of the revenue may be generated without the City hosting the Games. However, the Games would likely accelerate any development and, as a result, allow the City to earn property tax revenue more quickly than it might otherwise be able to achieve.

### Provincial/federal government revenue generated through hosting the Games

To derive our estimates of the total (direct and indirect) tax revenue that each level of government could receive as a result of Toronto hosting the Games, we applied historical relationships between incremental GDP and government revenue. Based on these relationships we expect that the incremental GDP impact of hosting the Games between \$7.9 billion and \$15.9 billion will result in incremental tax revenue of between \$2.8 billion and \$5.5 billion. This would be split between the levels of government, by source, as shown in the table below.

Tax revenue in \$ Millions	Low	High
Federal	1,584	3,171
Provincial	1,188	2,378
<b>Total</b>	<b>2,772</b>	<b>5,549</b>

These estimates include taxes from all sources, including:

- ▶ Personal and corporate income taxes;
- ▶ Excise taxes; and
- ▶ Value added taxes such as the HST.





## Long Term Tourism Impact

## Long Term Tourism Impact

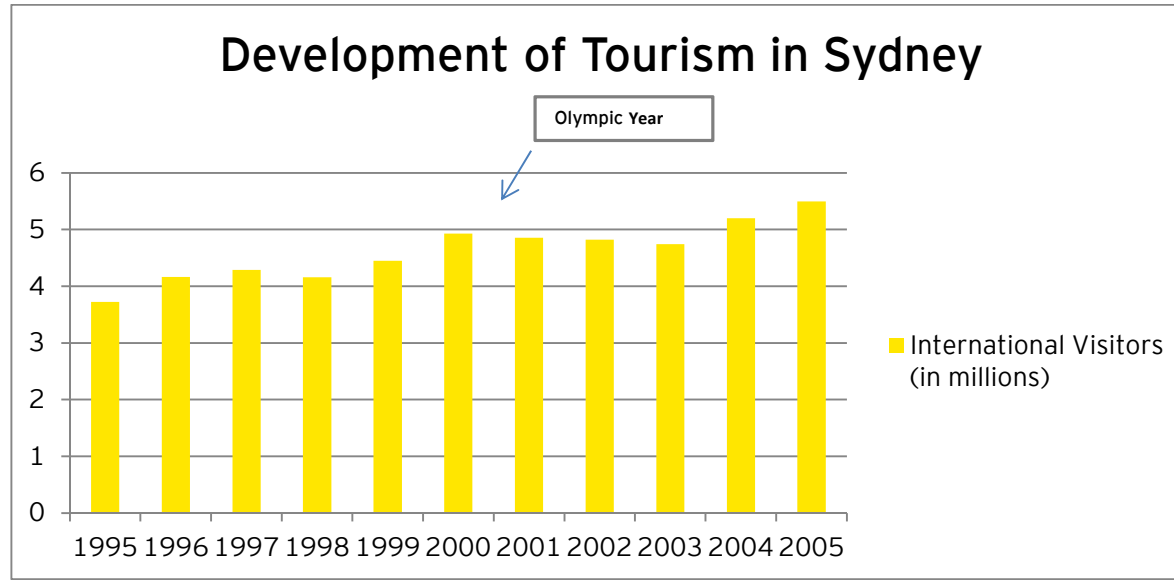
We have reviewed a number of studies with respect to the impact of large events on the long term tourism impact on cities which host World Expos or Olympic Games, as well as a review of tourism data for countries which held World Expos and/or Olympic Games to determine where there is a correlation between the holding of these events and long term tourism on a city.

It is apparent that there is no clear correlation between these mega events and long term tourism impacts. Certain studies indicate that there are correlations but others take the contrary view. The European Tour Operators Association notes in a report that “that there is no strong link between hosting sporting events and increased tourism. The audiences regularly cited for such events as the Olympics are exaggerated. Attendees at the Games displace normal visitors and scare tourists away for some time. Both Sydney and Barcelona had “excellent” Olympic Games, but their tourism industries have not significantly benefited”. On the other hand, England’s Office for National Statistics estimates that during the Olympic Games foreigners increased tourism spending by 9%.

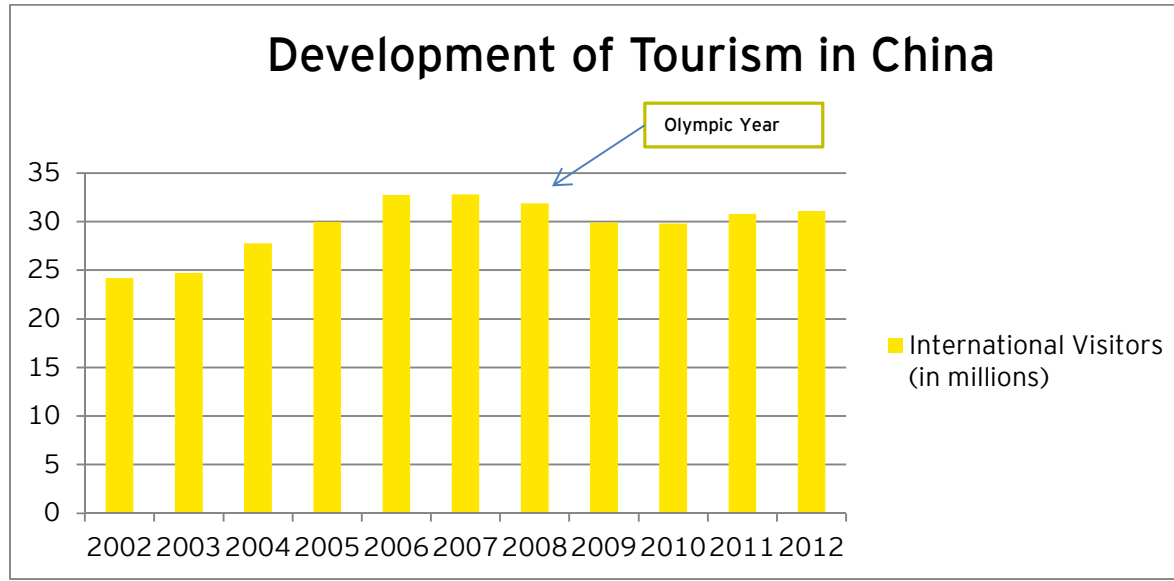
The tourism data which we have reviewed indicated moderate increases in tourism after these mega events; however, there is insufficient data to assert a correlation between these increases and the mega event. Further analysis will be required including interviews with the tourism bureaus in host cities, reviews of hotel room occupancy data as correlated with local economic conditions to provide a basis on one side or the other.

## Games impact on trade, investment and tourism

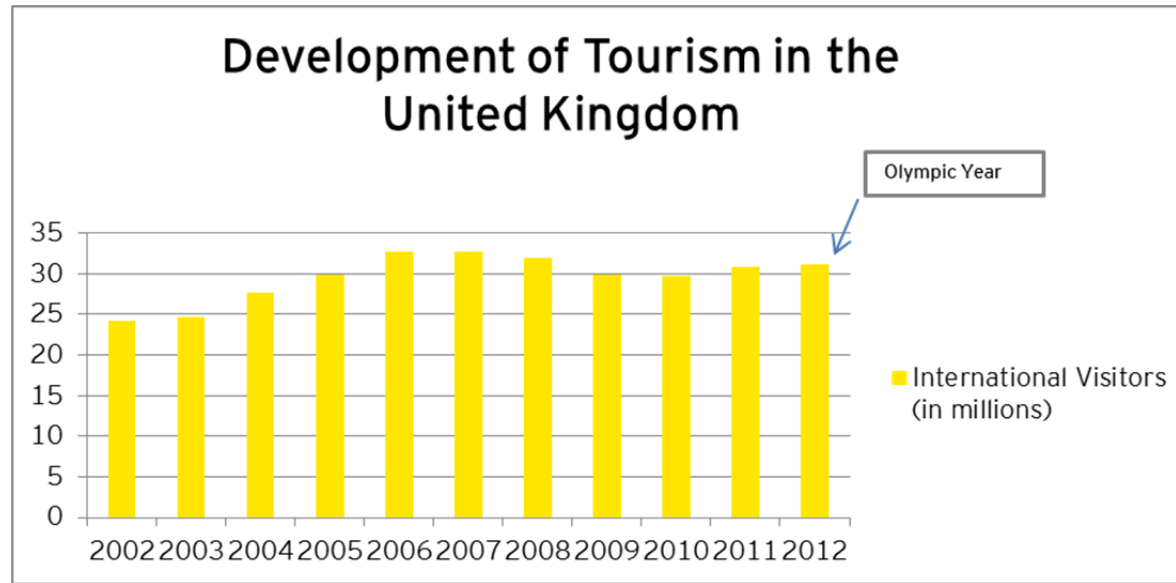
In order to estimate the potential benefits to the City post-Games, we have compared tourism for a number of cities that hosted the Games. The results of this analysis for London, Beijing and Sydney are summarized below:



Sydney, Australia held the Olympic Games in 2000. As noted above, there was a slight decrease in Australian tourism after the Games in 2000. Tourism then rebounded and exceeded Games levels although given the time between the Olympics and the increase it is unlikely that such increase is directly related to the hosting of the Olympics.



Beijing held the Olympic Games in 2008. As noted elsewhere in this Olympic Report, no clear link between an increase in tourism to China and the hosting of the Olympic Games may be drawn. EY notes, however, that China has become increasingly open to foreigners over the last number of years, a trend that is demonstrated leading up to 2008.



London held the Olympic Games in 2012, so no periods after this year are available.

Based on the data above, it does not appear that there has been significant increase in tourism after hosting the Olympic Games. However, there are a large number of factors that would be influencing tourism visits, so it is difficult to assess what other factors may have depressed tourism against a potential increase as a result of hosting the Olympic Games.

We have reviewed a number of studies with respect to the impact of large events on the long term tourism impact on cities which host Olympic Games, as well as a review of tourism data for countries that held Olympic Games to determine where there is a correlation between the holding of these events and long term tourism on a city.

Based on this work we find very mixed results. According to the UK's Department for Culture, Media and Sport's Report #5 of the Post-Games Evaluation during the course of the Games *"the Games also had a substantial impact on the domestic tourism market"*. Further, *"the Games have driven a new growth strategy for inbound tourism to Britain from 2012 to 2020"*. At the same time we note that according to official data on tourism from the Office for National Statistics in Britain, the number of foreign visitors to the UK in August 2012 was down 5%, although total spending by the tourists who came was sufficiently robust to set an all-time monthly record.

On the other hand, the European Tour Operators Association notes in a report that *"that there is no strong link between hosting sporting events and increased tourism. The audiences regularly cited for such events as the Olympics are exaggerated. Attendees at the Games displace normal visitors and scare tourists away for some time. Both Sydney and Barcelona had "excellent" Olympic Games, but their tourism industries have not significantly benefited"*.

## Summary

A number of other factors should be considered when considering tourism impacts of hosting the Games. These include, but are not limited to, the following:

- ▶ The strength of the worldwide economy has a significant impact on overall tourism dollars and is a large driver of overall tourism numbers;
- ▶ Exchange rates are a major factor in the affordability of travelling to any country. In Canada's case, the Canadian dollar has been relatively strong over the last several years, negatively impacting tourism spend in Canada. Attempting to forecast foreign exchange levels in 2024 is next to impossible so it is difficult to assess the situation that will exist at that time.
- ▶ The degree to which tourists stay away from a country hosting the Olympic Games during the relevant year cannot be discounted. Both London in 2012 and Vancouver in 2010 saw negative impacts in the year they held the Olympic Games, according to some reports. However, it should be noted that the amounts spent by Olympic tourists are typically larger, on an average basis, than more "normal" tourists.

## Potential Sites to Hold Main Olympic Venues

## City land suitable for the Games

Given the amount of land that is necessary for the Games, there are a limited number of City-owned sites that would be suitable for hosting the Games. In carrying out our work, we have made the following assumptions:

- ▶ At least one large cluster of land (i.e. several hundred contiguous acres) will be necessary for the main Olympic venues (track stadium and aquatic centre) and village. This would include a stadium that holds approximately 75,000 people, an aquatic centre with seating for approximately 20,000 and a village that would house between 15,000 and 18,000 athletes, coaches and officials. As an example, the Pan Am athletes' village is approximately 106,000 m<sup>2</sup> of residential and non-residential space;
- ▶ The IOC requires that most of the sites be between 30 and 45 minutes of driving time from the athletes' village. This would allow the following sites to be used as secondary sites for specific events, but would preclude most events from being held outside the City:
  - ▶ The Air Canada Centre;
  - ▶ Exhibition Place;
  - ▶ The Metro Toronto Convention Centre; and
  - ▶ University of Toronto, Scarborough Campus.
- ▶ Certain sports, due to their very nature, are not suitable for competition in the City. These include mountain and road biking, equestrian and sailing;
- ▶ The rest of the venues are small enough that they could be located on smaller City-owned parcels or the necessary land could be purchased from third parties.

Based on discussions with relevant stakeholders, we have identified the following locations that may be suitable to hold the Games. These include, along with pros and cons of each, the following:



Woodbine Racetrack Centre	
Pros	Cons
<ul style="list-style-type: none"> <li>▶ Large undeveloped area within the City</li> <li>▶ Large footprint of land could be used for a number of events</li> <li>▶ Good access to highways as Highway 427 is nearby</li> <li>▶ Close to Pearson International Airport</li> </ul>	<ul style="list-style-type: none"> <li>▶ Limited transit links, although a spur from the airport link could be built</li> <li>▶ Not owned by the City</li> <li>▶ Few hotels in the area</li> <li>▶ Games may not be consistent with the owner’s plans for future development</li> </ul>

Downsview/York University	
Pros	Cons
<ul style="list-style-type: none"> <li>▶ Large enough footprint to house a number of key venues although the Downsview site has approximately 240 acres of space that could be used for Games venues</li> <li>▶ Currently underdeveloped and could use the Games as a catalyst</li> <li>▶ Good access to highways, subway and airport</li> <li>▶ Two facilities are close together</li> <li>▶ York has significant undeveloped land</li> <li>▶ Several training sites could be located at York as a result of Pan Am facility construction</li> </ul>	<ul style="list-style-type: none"> <li>▶ Land not owned by the City</li> <li>▶ Height restrictions as a result of the airport at Downsview</li> <li>▶ Not close to downtown and few hotels in the area</li> <li>▶ Governance issues at York in terms of land north of Steeles</li> <li>▶ Does not lend itself to a “compact” Games given the need to spread out the venues</li> <li>▶ Size(100 hectares available for Games use) may limit the number of venues that can be included in the main cluster</li> </ul>

Exhibition Place/Ontario Place	
Pros	Cons
<ul style="list-style-type: none"> <li>▶ Close to downtown and hotels</li> <li>▶ Large footprint of land (197 acres in total for Exhibition Place and approximately 100 acres for Ontario Place) could be used for a number of events but much of the site has buildings on it with approximately 15 acres of parking lot being the only significant unoccupied space</li> <li>▶ Good access to highways and likely close to the athletes' village</li> <li>▶ Being used for Pan Am Games</li> </ul>	<ul style="list-style-type: none"> <li>▶ Many buildings are listed as heritage sites and special consideration may need to be given to them</li> <li>▶ No significant mass transit connections although an upgrade to the current Exhibition GO station may assist in this regard</li> <li>▶ The future of Ontario Place is currently uncertain</li> <li>▶ Impact on the current Indy race is unknown as it uses the grounds extensively</li> <li>▶ Impact of BMO Field is uncertain</li> </ul>

The Port Lands	
Pros	Cons
<ul style="list-style-type: none"> <li>▶ Large enough footprint to house a number of key venues as the City owns in excess of 400 acres in the area</li> <li>▶ Currently underdeveloped and could use the Games as a catalyst</li> <li>▶ Potentially a very picturesque view of the City if redevelopment were to occur</li> <li>▶ Disruption to the rest of the City could be contained in one area</li> <li>▶ Security costs could be minimized if many venues were in one cluster</li> <li>▶ Close to downtown and major hotels</li> </ul>	<ul style="list-style-type: none"> <li>▶ Geographically isolated with few transit links</li> <li>▶ Access could be problematic with current road network</li> <li>▶ There may be flooding concerns, but EY notes this area was not impacted by flooding as a result of the July 2013 "super storm"</li> <li>▶ Site preparation is estimated to cost in excess of \$1.1 billion by certain governmental agencies but this number has not been fully updated to include costs related to the Games</li> <li>▶ What is to be done with the venues once the Games are complete and does that fit with the City's current plan for the area?</li> <li>▶ Not currently serviced with sewers etc.</li> <li>▶ Environmental remediation required</li> </ul>

Based on the factors above, the Port Lands (in conjunction with other locations downtown or at the Scarborough Campus of University of Toronto) is likely the best alternative for the main Games cluster of venues. For purposes of our illustrative scenario, we have assumed that the Port Lands is chosen by the City. The reason for this is as follows:

- ▶ The IOC would likely look favourably on the fact that a contaminated area is being remediated and brought into the City;
- ▶ The Scarborough campus of the University of Toronto has approximately 340 acres of land that could be developed for use in the Games. However, given its location, it is unlikely that this would be the primary Games cluster of venues. Scarborough would more likely be used as a secondary cluster;
- ▶ The location is very favourable, as it is on the waterfront, a very desirable location from an IOC perspective;
- ▶ Many of the key venues are within close proximity to the site leading to a compact Games experience; and
- ▶ New transit infrastructure (which would need to be constructed as part of hosting the Games) would be a good addition to the City.

A map of these sites can be found in Appendix “G” to this Olympic Report.

## Olympic Legacy Considerations / Reasons to Bid

## Legacy impacts

### Trade and investment

If executed properly, the Games could be used as a catalyst to drive job creation and inbound foreign investment. As an example, the United Kingdom Trade & Investment office has estimated that 31,000 new jobs have been created as a result of investment driven by London's hosting of the 2012 Summer Games. The same office also notes that United Kingdom companies have won £120 million worth of contracts from mega events to be held in Brazil (the 2014 FIFA World Cup and the 2016 Summer Games).

Despite the above, there is no guarantee that similar results would be achieved were the City to host the Games. However, it is unlikely that hosting the Games could be anything but positive in terms of attracting foreign investment.

### Conferences and conventions

Central to any city's ability to attract convention or conference business is the infrastructure required for this type of visitor. Although Toronto has a well-known convention centre that is used for large scale events throughout the year, it is not as large as other major convention centres in North America. As an example, the Metro Toronto Convention Centre is approximately 600,000ft<sup>2</sup>. In comparison, the Orange County Convention Centre in Orlando, Florida (the top convention destination in the United States) has approximately 7,000,000ft<sup>2</sup> of convention space.

It is possible that, as a result of the Games being held, other orders of government or private sponsors could be called upon to assist the Metro Toronto Convention Centre in expanding its space offerings in the City. Such an expansion occurred in Vancouver as a result of that city holding the Olympic Winter Games in 2010. It is also possible that, with an expanded MTCC, certain sports could be held at the site.

In addition, the Games would provide additional name recognition for the City, which would only increase the opportunity of significant conventions, trade shows or conferences taking place in the City.

### Environment and environmental sustainability

Environmental concerns have become increasingly important in the last several decades and environmental sustainability has become a significant planning point in any major event. The environmental sustainability of the Games could be a catalyst for further development in the City. This would be especially noteworthy if the Games were held in the Port Lands, an environmentally contaminated "brownfield" site.

Provided that environmental sustainability is of sufficiently high profile during the planning of the Games, it has the potential to show the rest of the City what can be done and still maintain a good balance between cost and environmental sustainability.

Potential items could include the following:

- ▶ Powering the games using renewable energy;
- ▶ Ensuring that waste is dealt with in a sustainable way; and
- ▶ Spacing venues such that fossil fuel consumption is kept to a minimum.

Such an environmental focus would almost certainly be appealing to the IOC. In fact, it is increasingly likely that such attention to environmental concerns would be a must have, rather than being a “nice to have”.

### **Transit and transportation**

Many of the sites in this Olympic Report are accessible by rapid public transit, either through existing links or those links that will be complete by 2024. However, if the Games are to be held in an area of the City such as Woodbine Racetrack or the Port Lands, no such rapid transit exists. As such, the Games could be an opportunity to expand the networks currently operated by the Toronto Transit Commission and Metrolinx. However, any such expansion would need to be planned in conjunction with the ultimate owner of the infrastructure to ensure that it is planned in connection with existing or planned lines/routes.

In working with relevant staff, it has been estimated that an LRT line to the Port Lands would cost approximately \$400 million to Parliament Street with a larger LRT network into the Portlands approaching approximately \$1 billion. While this configuration would certainly need to be reconfigured to incorporate a Games site, it represents a reasonable estimate to link this part of the City to the broader transit network. An amount in excess of \$3 billion would likely be required for a larger “relief line” subway.

No such estimate exists for the Woodbine site, but EY notes that it is close in distance to the planned Pearson Airport/Union Station rail link currently being constructed for the Pan Am Games in 2015.

Such expansion has significant precedent. Many of the recent Olympic Games involved significant transit infrastructure upgrades (the Canada Line in Vancouver and the Sea to Sky Highway and numerous upgrades in London) and it is now expected by many that such projects be undertaken in conjunction with a bid for the Games.

## **Major infrastructure**

As noted elsewhere in this Olympic Report, Istanbul, as part of its bid for the 2020 Olympic Games, is undertaking a major infrastructure building project. Similarly, London, as part of its hosting of the 2012 Olympic Games, rejuvenated an entire neighbourhood in the City. If the Games were to be held in the City, it is certainly possible that similar improvements could be made. Athens, as part of its hosting the 2004 Olympic Games, also undertook significant infrastructure spending.

## **Economic development**

As noted elsewhere in this Olympic Report, there is a certain degree of economic development as a result of hosting any Olympic Games. This comes from a number of areas:

- ▶ Construction of Games related sites/venues;
- ▶ Tourism spending during the games;
- ▶ Tourism after the Games; and
- ▶ Increased visibility and profile as a result of hosting the Games.

The degree to which any of these impacts is realized will largely depend on the planning of the Games to ensure that each reaches its maximum effect. Working with private sector sponsors and other layers of government in Canada may enable the City to leverage hosting the Games into a longer lasting impact.

As noted elsewhere in this Olympic Report, there is conflicting information on the impact of hosting the Games with respect to increased tourism and inbound investment.

The construction of Games sites and related infrastructure may make the City a more desirable place to live and increase areas in which citizens could seek employment and leisure activities.

## **Arts and culture**

The City has a robust arts and culture landscape absent the Games. However, part of any Olympic Games is the related cultural activities. This could include concerts, theatre performances or other functions. If the City desired to continue with this type of activity, it could reinforce Toronto as a major arts and culture hub in both Canada and around the World.

Given Toronto's multicultural make-up, it is possible to plan the Games such that there is a significant focus on worldwide arts and culture. Similar events have been held at other Olympic Games, and such a program could easily be incorporated into planning for 2024.

### **Communities and urban planning**

As noted elsewhere in this Olympic Report, the Games would be a tremendous opportunity to improve the City. In order for the maximum value to be obtained, it will be necessary to ensure that any urban planning issues are dealt with in a manner consistent with that employed in the Pan Am Games. This will allow the maximum benefit of Games infrastructure to be utilized throughout the City. However, unlike the Pan Am Games, it may be a requirement of the 2024 Olympic bids to have a more compact Games, thereby reducing the benefit of any widespread benefit.

If the City were to bid for the Games, careful consideration should be given to possible venues outside the City's borders. However, the ability to spread the Games to other municipalities may be constrained by IOC guidelines concerning athlete travel times. A Pan Am Games spread of venues may not be possible.

Certain of the sites would require significant urban planning considerations before the Games were to be held. Such sites would include the Port Lands, Woodbine and York University.

### **Research, high tech and innovation**

As a major global event, the Games would have the effect of showcasing the City around the world. This could be leveraged to show "made in Canada" technology or know-how, provided it was planned for from the outset. To that end, it should be made a goal of any bid to provide for such an opportunity. This could be coordinated with environmental sustainability.

### **Affordable housing, social and community improvements**

The major goal of any Olympic Games is to leave a lasting legacy for the host city. One way this can be accomplished is to re-purpose facilities used during the Olympic Games into more lasting assets for the host city. Examples of this include the following:

- ▶ Using the village as low income housing to be managed by an agency of the City;
- ▶ Assuming management of legacy athletic facilities to be used by the community; and
- ▶ Working with major sponsors to set up legacy funds to be used by the City in the long term.



### **Waterfront redevelopment**

As with prior City bids for large scale events, a major component of any bid is redevelopment/improvement of Toronto's waterfront. Hosting the Games would provide an excellent opportunity to improve the waterfront, as many potential venues are located in this area. This could be done by converting venue space to parkland once the Games are complete. Furthermore, if the Games were to be held in the Port Lands, a significant transformation would be necessary. This could also bring mixed use real estate to an underserved part of the City.

### **Expansion of Toronto's tourism base**

There is perhaps no better showcase of a City than the Olympic Games. It is very common to see significant television coverage of the host city and its surrounding areas. It is possible, with the right planning, to leverage this into higher tourism figures. However, as the graphs on pages 62 through 64 indicate, it is not a given that tourism will increase substantially after any Games. In order for this to be accomplished, careful marketing of the City must be undertaken and any efforts must be customized to draw in the maximum amount of tourists.

It has also been reported that during the Games tourism will often fall, as non-Olympic visitors do not visit the host city due to overcrowding and pricing concerns. This factor, with proper consideration, will need to be overcome if the City wishes to avoid a tourist shortfall.

### **Diversity, citizenship, multiculturalism and volunteerism**

Toronto is one of the most diverse cities in the world and welcomes all cultures, languages, races and sexual orientation. It is possible that the IOC would view this in a very favourable light. In order to leverage this attribute, events should be planned during the Games to highlight the City's substantial diversity.

Hosting the Games would also provide a significant opportunity to engage and train tens of thousands of volunteers, enhancing the City's volunteer capacity significantly.

### **Ways to maximize legacy**

As noted elsewhere in this Olympic Report, a main feature of hosting any Olympic Games is the legacy that is left behind. In order to maximize legacy impacts of the Games, the following should be considered:

- ▶ Ensure that legacy is a major component of any bid to ensure that it maintains sufficient visibility after the Games have finished;
- ▶ Funding for legacy items should be a prominent line item in any bid forecast to ensure that the necessary funds are available post-Games;
- ▶ Appropriate management structures must be put in place to ensure that legacy items are addressed once the Games are complete;
- ▶ Firm, concrete targets should be established, where appropriate. This will allow the City to objectively measure the success of legacy programs;
- ▶ The community should be consulted to ensure that appropriate legacy items are included in any Olympic planning;

## Next Steps

## Next steps

In accordance with the scope of work in Appendix “A”, EY has prepared the following in respect of a potential next phase of analysis. We estimate the time to complete this work to be 3 to 6 months and anticipate a budget of \$350,000 to \$400,000:

Scope of Services	Key Activities
(a) Engagement management;	<ul style="list-style-type: none"> <li>▶ Meet with City staff to confirm scope and deliverables.</li> <li>▶ Assign responsibility to consultant and City staff for given tasks.</li> <li>▶ Determine appropriate schedule for process update meetings.</li> <li>▶ Review information provided by City staff.</li> <li>▶ Determine the location of the major Games venues.</li> <li>▶ Determine extent of City’s financial and operational involvement with the Games.</li> </ul>
(b) Review of the Pan Am facilities and determination of new builds;	<ul style="list-style-type: none"> <li>▶ Assemble necessary venue descriptions and specifications on the Pan Am facilities.</li> <li>▶ Benchmark Pan Am specifications against Olympic requirements on site by site basis.</li> <li>▶ Prepare traffic study and analyse time to travel to Pan Am venues from Olympic Village site to determine if within IOC parameters.</li> <li>▶ Determine which venues may be available to convert/upgrade to Olympic standards.</li> <li>▶ Estimate costs to upgrade.</li> <li>▶ For facilities requiring new construction, determine what land is available, either City or for purchase.</li> <li>▶ Estimate construction costs in speaking with developers.</li> </ul>



Scope of Services	Key Activities
(c) Conduct a detailed socioeconomic impact study;	<ul style="list-style-type: none"> <li>▶ Review prior studies to confirm methodology.</li> <li>▶ Determine inputs to economic impact study.</li> <li>▶ Develop economic model to determine impacts</li> <li>▶ Assemble necessary data.</li> <li>▶ Review budgets etc. to determine tax rates in effect.</li> <li>▶ Confirm results with other orders of government for reasonability.</li> <li>▶ Consider economic impact study of improved transit and infrastructure spending on GTA and Ontario economies.</li> <li>▶ The approximate number and types of jobs, including approximate income levels, that can be created by hosting the 2024 Olympic Games and World Expo 2025, including;               <ul style="list-style-type: none"> <li>▪ Creative sector jobs;</li> <li>▪ Service sector jobs;</li> <li>▪ Construction jobs;</li> <li>▪ Manufacturing jobs;</li> <li>▪ Temporary jobs;</li> <li>▪ Contract jobs; and</li> <li>▪ Permanent jobs.</li> </ul> </li> <li>▶ The approximate amount of revenue the City could receive as a result of hosting the 2024 Olympic Games and World Expo 2025, in Toronto, by               <ul style="list-style-type: none"> <li>▪ changes in property tax assessments on the venue site(s) and associated businesses/properties;</li> <li>▪ rent, lease or other income from city-owned lands if used for the Olympic Games and/or World Expo;</li> <li>▪ equity returns if city lands are used as an equity contribution to a private project;</li> <li>▪ economic returns to the federal, provincial and municipal treasuries; and</li> <li>▪ other revenue opportunities, including those that may be negotiated with the provincial and federal governments, including funding to repair and maintain Toronto Community Housing</li> </ul> </li> </ul>



Scope of Services	Key Activities
(d) Engage the community and other orders of government;	<ul style="list-style-type: none"><li>▶ Determine the nature of public forums to be undertaken.</li><li>▶ Prepare information briefings for public.</li><li>▶ Ensure that the chosen forum allows for input of a wide range of stakeholders.</li><li>▶ Discuss the potential bid with community groups that have expressed opposition to similar events in the past.</li><li>▶ Determine strategies to mitigate or address opposition.</li><li>▶ After incorporating comments, gauge level of interest/opposition to the proposed bid.</li><li>▶ Use of online surveys and polling and other multimedia to gauge public interest and support;</li><li>▶ Consider public opinion polls by ward.</li><li>▶ Consider if opposition could be fatal to a potential bid.</li><li>▶ Determine what information the other orders of government may require before agreeing to participate in a bid.</li><li>▶ Begin the process of selling the Games to other orders of government and determine if they are supportive of a bid put forth by the City.</li></ul>

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Scope of Services	Key Activities
(e) Determine the municipal infrastructure that will be necessary to support the Games.	<ul style="list-style-type: none"><li>▶ Estimate the population of the Games area after the Games are complete.</li><li>▶ Determine what mode of transit will be used to transport people to the Games and what the volume of people will be each day.</li><li>▶ Work with TTC, Metrolinx, City Planning department, and City Transportation department to estimate the cost of installing and operating such transit links.</li><li>▶ Consider alternatives, weighing costs and benefits and economic impact.</li><li>▶ Based on Games and post-Games plans, determine what site servicing will be required and estimate the cost and time to install it.</li><li>▶ Perform sensitivity analysis to assess a range of possible funding required.</li><li>▶ Consider availability of funding</li></ul>

Scope of Services	Key Activities
(f) Preparation of business plan	<ul style="list-style-type: none"><li>▶ Determine who will lead the bid and what team will be required.</li><li>▶ Determine what funding will be required and the source of such funding.</li><li>▶ Estimate revenue sources based on previous Games and an outlook into the future, taking into account any trends that have recently emerged.</li><li>▶ Build a cash flow forecast based on prior bids and incorporating new information, including the aspirations of the Games to be held.</li><li>▶ Assess whether the funding required is acceptable to other orders of government. Discuss alternate funding sources, if necessary.</li><li>▶ Determine financing costs and financing structures to be used for larger capital projects including P3 financing models such as DBFOM, DBFM and DBF and DBB and DB.</li></ul>



Scope of Services	Key Activities
(g) Perform an analysis of tourism information to determine if there is any lasting impact	<ul style="list-style-type: none"> <li>▶ Obtain the necessary tourism data from other Olympic cities.</li> <li>▶ Interview local tourism officials in host cities and review data from pre and post Olympics.</li> <li>▶ Discuss Olympic tourism literature with authors where available.</li> <li>▶ Confirm methodologies and scope.</li> <li>▶ Assess draft findings against other results.</li> </ul>
(h) Identify legacies of the Games and ways to achieve them;	<ul style="list-style-type: none"> <li>▶ Prepare prelim cost estimates for legacy items</li> <li>▶ Determine what legacy items have been achieved in other Games cities</li> <li>▶ Determine desired legacy impacts in consultation with community</li> <li>▶ Determine which legacy impacts require the assistance of third parties and develop strategies to engage such parties.</li> <li>▶ Through meetings with stakeholders and member of prior Olympic bid committees prepare a Toronto legacy working paper.</li> </ul>
(i) Information with respect to other City-regions and nations expected to bid for the 2024 Olympic Games and/or 2025 World Expo, including comments on the "unofficial continental rotation policy" for awarding international events;	<ul style="list-style-type: none"> <li>▶ Update analysis of other potential bidders based on media searches from publicly available information and compile a list of findings.</li> <li>▶ Contact potential bidding cities to determine interest if they will respond.</li> <li>▶ Consult with experts to determine potential other bidders.</li> <li>▶ Confirm that other bidders can be overcome</li> <li>▶ Refine services cost estimates in context of desired legacy impact</li> </ul>
(j) Identification of issues related to land use, physical planning, infrastructure (including transportation) and other matters associated with Olympics or a World Expo site within the City; and	<ul style="list-style-type: none"> <li>▶ Determine primary site for Olympics</li> <li>▶ Prepare valuation of proposed lands under current use</li> <li>▶ Prepare highest and best use valuation of proposed site</li> <li>▶ Prepare valuation of proposed site after servicing and remediation</li> <li>▶ Provide recommendations on obtaining the best value for the City's land and possible financials structures including lease, sale-lease back, sales and other options.</li> </ul>
(k) Market sounding for corporate	<ul style="list-style-type: none"> <li>▶ Prepare market sounding of corporate support for Olympic bid including focus groups and</li> </ul>

Scope of Services	Key Activities
support and possible sponsorship opportunities;	open forums ▶ Review prior sponsorship agreements and determine best structure for the City ▶ Prepare estimate of the potential sponsorship level available for the bid ▶ Provide recommendations on sponsorship structures and approach and controls ▶ Determine processes followed by other Games cities and confirm best practices
(l) Bid Organizing committee	▶ Prepare recommendations on structure and nature of bid committee ▶ Provide recommendations on city’s role in design and vision for the Games ▶ Confirm composition of bid committee
(m) Community housing and community development	▶ Work with TCHC and other stakeholders to determine social housing needs ▶ Determine best way to structure Olympic village to include design to accommodate social housing and other community resources component ▶ Determine levels of community housing in Olympic Village to balance financial and social needs ▶ Prepare recommendations with respect to community outreach and mentoring programs to give opportunities for at risk youth and to represent the diverse community that is Toronto with roles on bid committee and positions during Olympic Games to allow them to obtain experience and develop contacts with corporate and public executives.
(n) Prepare risk assessment of Olympic Games project and strategy to mitigate such risks.	▶ Prepare risk assessment of key processes in bid process and operations of the Olympic Games ▶ Determine strategies to mitigate risks in practical manner ▶ Develop controls over costs and prepare expense policy for Bid committee ▶ Determine audit program for annual cost and value for money audits. ▶ Benchmark against best practices.



## Appendix A: Scope of Work

Scope of Services	Key Activities	Report Reference
(a) Engagement management;	<ul style="list-style-type: none"> <li>▶ Meet with City staff to confirm scope and deliverables.</li> <li>▶ Assign responsibility to EY and City staff for given tasks.</li> <li>▶ Determine appropriate schedule for process update meetings.</li> <li>▶ Review information provided by City staff.</li> </ul>	▶ Done
(b) A summary of the bid procedures for: <ul style="list-style-type: none"> <li>(i) The Bureau of International Exhibitions (BIE) and the Government of Canada for the World Expo Bid;</li> <li>(ii) The Government of Canada, the International Olympic Committee and the Canadian Olympic Committee (COC) for the Olympic Bid.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review bid procedures in BIE and Government of Canada literature and proprietary databases for the World Expo bid.</li> <li>▶ Consider procedures and their impact on the City.</li> <li>▶ Suggest high level alternatives to deal with any issues identified.</li> <li>▶ Discuss process with subcontractors and EY Global Resources.</li> <li>▶ Review bid procedures in IOC, COC and Government of Canada literature and proprietary databases for the Olympic bid.</li> <li>▶ Contact Heritage Canada and BIE to confirm bid procedure and support.</li> <li>▶ Consider procedures and their impact on the City.</li> <li>▶ Suggest high level alternatives to deal with any issues identified.</li> </ul>	▶ Page 22
(c) An overview of the current provincial and federal process to select a location to host 2024 Olympic Games and World Expo 2025, the competitive position of the Greater Toronto Area with respect to these processes and the level of support the City should expect from other orders of government;	<ul style="list-style-type: none"> <li>▶ Review processes set by federal and provincial governments to select bidders.</li> <li>▶ Consider procedures and their impact on the City and compare them to other potential bid sites in terms of key issues identified by our review.</li> <li>▶ Discuss process with subcontractors and EY Global Resources</li> <li>▶ Review media and other releases to determine current government appetites to host large scale events.</li> <li>▶ Consider the impact of any such statements on any potential City bid.</li> <li>▶ Based on previous large events in Canada, estimate potential governmental support at an order of magnitude level.</li> </ul>	▶ Page 30



Scope of Services	Key Activities	Report Reference
(d) Information with respect to other City-regions and nations expected to bid for the 2024 Olympic Games and/or 2025 World Expo, including comments on the "unofficial continental rotation policy" for awarding international events;	<ul style="list-style-type: none"> <li>▶ Identify other potential bidders based on media searches from publicly available information and compile a list of findings.</li> <li>▶ Consider previous locations of events (both major and minor fairs for the World Expo report) and the impact on any potential bids put forth by the City.</li> <li>▶ Determine timing of next North American bids based on unofficial continental rotation policy.</li> <li>▶ Use our contacts and EY Global Resources to determine potential other bidders.</li> <li>▶ The host city selection process will be reviewed with the appropriate provincial and federal government agencies; the competitive position of Toronto in Canada as host for Expo 2025 and level of support by three orders of government will be assessed.</li> <li>▶ The available information, primarily from the BIE, will be reviewed for information on potential international competitors to host Expo 2025. The BIE criteria for choosing a host city, including the continental rotation policy, are on file with the Team. The winning and losing cities bidding for previous major Expos and for Expo 2015 are known from Team files and from the BIE; the cities bidding for Expo 2020 are known. We will make an assessment of the competitive position of Toronto for a 2025 bid based on the above information.</li> </ul>	▶ Appendix "F"



Scope of Services	Key Activities	Report Reference
<p>(e) Preliminary analysis and advice, based on a review of the history of past decisions of City Council, background material, public consultation and/or lessons learned with regard to prior Olympics or World Expo bids, as well as, post event impact studies on the following:</p> <p>(i) The current relevance of those decisions/consultations, and an appropriate process for additional public consultations;</p> <p>(ii) The approximate number and types of jobs, including approximate income levels, that can be created by hosting the 2024 Olympic Games and World Expo 2025, including;</p> <ol style="list-style-type: none"> <li>1. Creative sector jobs;</li> <li>2. Service sector jobs;</li> <li>3. Construction jobs;</li> <li>4. Manufacturing jobs;</li> <li>5. Temporary jobs;</li> <li>6. Contract jobs; and</li> <li>7. Permanent jobs.</li> </ol> <p>(iii) The approximate amount of revenue the City could receive as a result of hosting the 2024 Olympic Games and World Expo 2025, in Toronto, by</p> <ol style="list-style-type: none"> <li>1. changes in property tax assessments on the venue site(s) and associated businesses/properties;</li> <li>2. rent, lease or other income from city-owned lands if used for the Olympic Games and/or World Expo;</li> <li>3. equity returns if city lands are used as an equity contribution to a private project;</li> <li>4. economic returns to the federal, provincial and municipal treasuries; and</li> <li>5. other revenue opportunities, including those that may be negotiated with the provincial and federal governments, including funding to repair and maintain Toronto Community Housing Corporation buildings, to support social programs and to expand and maintain public transit.</li> </ol>	<ul style="list-style-type: none"> <li>▶ Determine nature and timing of any public consultations and the impact of such meetings on the timing and nature of the City's bid and determine if such past statements would support either an Olympic or World Expo bid.</li> <li>▶ The decisions of Council and reports of city departments concerning previous Toronto Expo bids will be reviewed. The reasons that the three previous bids - Expo 98, Expo 2000, and Expo 2015 - were not successful will be discussed and lessons learned for an Expo 2025 bid will be summarized.</li> <li>▶ The results of previous public consultation processes will be summarized and a process for Expo 2025 outlined.</li> <li>▶ Assess impact of public consultations on previous large scale consultations held by the City.</li> <li>▶ Provide an order of magnitude level job study by reviewing job creation levels for other large scale events that are similar in nature (Olympics, World Cup tournament etc.) and use this info to estimate the impact to the City for each of the Olympics and World Expo. Such data will come from publicly available media sources, proprietary data bases or, where applicable, relevant organizing committee publications, as applicable.</li> <li>▶ Consult with City staff to determine appropriate venue hosting/rent fees for each event after determining where such locations will be situated/constructed;</li> <li>▶ Compare estimates above to current property tax levels.</li> <li>▶ Consult with City staff to determine what share of equity positions would be acceptable/expected to the City for either event. Also consider whether the City would expect to be protected from loss in a downside scenario.</li> <li>▶ Review public and proprietary tourism data to extrapolate potential benefits to the City, both during and after each event based on a comparison with other locations that have held similar events. Assumptions will be based on demographic information from previously held events.</li> <li>▶ Based on a review of publicly available media, conclude on provincial and federal government appetite for funding municipal capital or operating requirements (housing, infrastructure, transportation, etc.).</li> <li>▶ Based on a review of City owned real estate, determine what sites may be suitable for hosting either event.</li> <li>▶ Public lands (City, Provincial, Federal and their agencies) will be identified and their suitability for Expo 2025 assessed. The Team has available tested criteria for successful Expo sites.</li> </ul>	<p>▶ Page 58</p> <p>▶ Page 62</p>



Scope of Services	Key Activities	Report Reference
(iv) Identification of city-owned lands suitable for an Olympic or World Expo site;	▶ A range of estimates will be made based on the specialized knowledge of a Team Member in providing the estimates for the Toronto Expo 2000 feasibility study, in directing the feasibility studies for Toronto Expo 1998 and Ottawa 2005 on behalf of Ernst & Young, and in directing the Toronto 2015 feasibility study. The estimates will be based on experience at past Expos in penetrating the market populations available to them. These estimates may be modified if the available sites are smaller than can accept the estimated attendance without dangerous overcrowding.	▶ Page 70
(v) Identification of scenarios to maximize Toronto's potential revenues and legacy projects arising from Olympic Games or World Expo;		
(vi) The impact of the Olympics or a World Expo on Toronto's ability to attract tourists and convention/conference business;		▶ Page 76
(vii) The legacy the Olympics or a World Expo would have for the City of Toronto and region, Ontario and Canada, including the impact on:	▶ The economic impact of Expo 2025 or Olympics 2024 will be assessed based on the experience of past expos / Olympics and the estimates of previous feasibility studies. Expo financial success is driving largely attendance given the long event time while Olympic financial success is driven by television revenues.	
(viii) Trade and investment;		▶ Page 76
1. The environment and environmental sustainability;		
2. Transit and transportation;	▶ An important impact will be on tourism. This results from the large number of foreign, mostly American, visitors that have been shown to attend previous events. An estimate of the numbers of foreign tourists will be extrapolated from these attendance estimates. The spending of these tourists on travel, accommodation, meals, entertainment and other retail off site as well as for tickets and other spending on the site will benefit local and provincial businesses and result in substantial taxes for governments.	
3. Major infrastructure;		
4. Economic development;	▶ An estimate of full time equivalent (FTE) jobs will be made based on previous studies. Estimates of tax revenues to the three orders of government will be made on the basis of these studies	
5. Arts and culture;		
6. Communities and urban planning;	▶ The construction of Expo or Olympic sites may advance existing plans, including Waterfront Toronto plans, by the remediation of polluted soils, and the provision of underground and transportation services.	
7. Research, high-tech and innovation;		
8. Affordable housing, social and community improvements;	▶ New and cultural and/or entertainment buildings such as the Sydney Opera House or the Buckminster Fuller Dome in Montreal created for Expo 67, may be retained as permanent icons for Toronto.	
9. Waterfront redevelopment;	▶ Based on a review of publicly available information, determine what other jurisdictions have done to maximize revenue/enhance legacy projects.	
10. Expansion of Toronto's tourism base by marketing the city abroad; and	▶ Determine, based on publicly available information, the impact from event hosting on tourism, conferences and investment.	
11. Showing the City's diversity, citizenship, multiculturalism and inclusion to the world.	▶ Identify any significant infrastructure needed and compare such needs to current and projected future state.	



Scope of Services	Key Activities	Report Reference
	<ul style="list-style-type: none"> <li>▶ The foreign tourists attending may be persuaded to spend additional time visiting other parts of Ontario and Canada. This requires cooperation between the organizing body and other agencies responsible for tourism at the three orders of government. An estimate of the increment in Ontario tourism outside the GTA during the event period will be made based on past studies. Evidence from the past two Canadian Expos shows that cooperation between such agencies and Expo may improve and sustain tourism in the years after Expo. The evidence will be provided.</li> </ul>	<ul style="list-style-type: none"> <li>▶</li> </ul>
<p>Identification of issues related to land use, physical planning, infrastructure (including transportation) and other matters associated with Olympics or a World Expo site within the City; and</p> <p>Advice on how to create an Olympic or World Expo incorporating the broad principles of innovation, social responsibility, environmental sustainability and advanced technology that will be planned and executed on-time and on-budget featuring extensive civil society participation.</p>	<ul style="list-style-type: none"> <li>▶ Based on a review of publicly available information, determine what issues other cities have faced in terms of planning large scale events such as an Olympics or World Expo.</li> <li>▶ Determine, based on a review of organizing committee publications, how other cities have dealt with issues such as social responsibility, environmental sustainability, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Page 76</li> </ul>
<p>(k) An estimate of the time and cost required to undertake further detailed analysis and due diligence to prepare a report addressing all components outlined in this SOW;</p>	<ul style="list-style-type: none"> <li>▶ In consultation with City staff, determine the level of detail required.</li> <li>▶ Based on discussions with City staff, provide a detailed time budget and cost estimate.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Page 82</li> </ul>





Scope of Services	Key Activities	Report Reference
(l) An estimate of the time and funding required to prepare formal bids for the 2024 Olympic Games and 2025 World Expo, including the type and magnitude of future commitments necessary for a successful bid;	<ul style="list-style-type: none"> <li>▶ Based on the bid submission requirements listed above, compile a detailed time budget with the assistance from City staff.</li> <li>▶ The lessons learned from Toronto’s three previous bids will be identified and reflected in the following analysis of the bid process:</li> <li>▶ The time and cost required to prepare a comprehensive feasibility study and any associated reports will be determined.</li> <li>▶ The nature of a successful bid organization and its funding will be described.</li> <li>▶ The time and cost to negotiate with the provincial and federal governments and to prepare further reports that may be required will be estimated.</li> <li>▶ The contents of the bid documents required by the BIE will be identified and the time and cost to prepare them estimated.</li> </ul>	▶ Page 29
(m) The consultant will be expected to provide two separate reports - one report for the 2024 Olympic Games and the second report for the World Expo 2025. Each report will address the requirements set out in Section 5 of the Statement of Work.	<ul style="list-style-type: none"> <li>▶ Draft interim report and present to City staff for comments.</li> <li>▶ Consider City staff comments and adjust report accordingly, as appropriate</li> </ul>	▶ Done



## Appendix B: Information Sources

## Appendix B: Information sources

During the course of our work, EY consulted the following individuals and organizations:

### Organizations consulted

<i>Government</i>	<i>Organizations</i>	<i>Other stakeholders</i>
City of Toronto - Pan American Games Liaison	International Olympic Committee	Canada Lands Corporation
Toronto Economic Development Department	Canadian Olympic Committee	Canadian National Exhibition
Toronto Planning Department	Bureau International des Expositions	Carpenters Union Local 27
Toronto Police Services	University of Toronto	Toronto Hotel Association
Toronto Transit Commission	VANOC 2000	Tourism Toronto
Toronto Transportation Services	Toronto 2008 Bid Committee	Paul Henderson
Toronto Waterfront Secretariat	Dundee Kilmer Developments LP	Mike Chambers
Toronto Port Lands Company	Metrolinx	Irene Kerr
Heritage Canada	Ontario Place Corp	Carmen Sylvan
Ontario Ministry of Culture Tourism & Sports	Toronto Sports Council	Bob Richardson
City of Toronto - Finance		Karen Pitre
Water		Joe Halstead
		Richard Pound
		Dave Podmore
		Walter Seiber
		Mark Maloney
		Steven Staples
		Steve Tanny

Although E&Y did not undertake an exhaustive review of the existing relevant body of research, E&Y reviewed the following documents:

## Literature and other supporting information

Name of Document	Author	Year
Memo to J. Halstead, Commissioner of Economic Development, Culture & Tourism regarding the Financial Review of the 2008 Olympic Games Budget	W. Liczyk, Chief Financial Officer and Treasurer	2000
Virginia Tech College of Natural Resources & Environment, "Toronto's Olympic Ambitions: An Investigation of the Olympic Bidding Legacy in one Modern City"	Robert D. Oliver, Assistant Professor, VirginiaTech	2011
Feasibility Study of a World's Fair in Toronto in 2015 - Final Report	Consortium 2013: Steven Staples, du Toit Allsopp Hillier, BA Group, Jeff Shamie, Nichole Swerhun, TCI Management Consultants, Hanscomb Limited	2005
"Istanbul" - Finance - Impact of OCOG Tax Status of Operations	Unknown	2012
Economic Benefits of the 23rd Olympiad in Los Angeles 1984	Harrison Price Company	1982
Winning and Losing in the Attractions Business	Harrison A. Price, Harrison Price Company	1984
The Role and Impact of Mega Events and Attractions on National and Regional Tourism: A Conceptual and Methodological Overview	Dr. J.R. Brent Richie (Calgary) and Ju Yangzhou (Xian)	1988
Hosting a Major Event	R.J. (Bob) Fleming, President, Calgary Tourist & Convention Bureau	1987
Memo to the Canadian Government Travel Bureau regarding a copy of the Economic and Financial Effects of Expo 67 Report, including the attached Report.	Otto E. Thur	1972
Beyond 2012 - The London 2012 Legacy Story	Department for Culture, Media and Sport	2012
Identifying and Evaluating the Impacts of the 2012 Olympics: London Borough of Hounslow	WPI (Worcester Polytechnic Institute) - Andy Creeth, Eric Spazzarini, Cody Shultz & Cordell Zebrose	2011
Our New Blue Edge Comes to Life - Building Our New Blue Edge (brochure)	WATERFRONToronto, City of Toronto, Government of Ontario & Government of Canada	Unknown
2020 Candidature Acceptance Procedure - Games of the XXXII Olympiad	International Olympic Committee	2011
Toronto Port Lands Company Corporate Plan 2010 - 2013 (booklet)	Toronto Port Lands Company	2010
Statistical Bulletin - Overseas Travel and Tourism, August 2012	Office for National Statistics	2012
London 2012 - Delivering the Economic Legacy	UK Trade & Investment	2013

Name of Document	Author	Year
The London 2012 Olympic Games and Paralympic Games: Post-Games review	Report by the Comptroller and Auditor General, National Audit Office	2012
Progress Report from UK Trade & Investment - London 2012: Delivering the Economic Legacy	UK Trade & Investment	2013
Factsheet - Beijing Facts & Figures - Updated August 2009	International Olympic Committee	2009
The 2008 Toronto Olympic Bid - Public Consultation	City of Toronto Council and Committees, Clerk's Office	1998
The 2008 Bid: We risk \$1 billion debt to get Olympics	Charles Smedmor & Associates - The Toronto Star, Editorial and Opinion Page	1998
Our Toronto - Canada Gateway to New Canada Gateway to the New Canada - Waterfront	Robert A. Fung	Unknown
2012 Summer Olympics	Wikipedia	2013
Venues of the 2015 Pan American and Parapan American Games	Wikipedia	2013
2024 Summer Olympics	Wikipedia	Unknown
2008 Summer Olympics	Wikipedia	Unknown
Olympic Village	Wikipedia	2013
Staff Action Report to the City of Toronto Executive Committee - Toronto 2015 Pan American/ParaPan American Games Bid	City of Toronto - City Manager	2009
Staff Report Action Required - City of Toronto Final Report - Downsview Area Secondary Plan Review to the North York Community Council	Director, Community Planning, North York District	2010
Executive Summary - Community Economic Impact of the 1984 Olympic Games in Los Angeles with an attached cover sheet relating to the City of Toronto, Allocation of Work Plan Items	Economics Research Associates	1984
Reports, Books & Files on Relevant Expos. Roaster Assignment #9144-11-7001-Cat2MC19-27	Steven Staples	2013
"Tokyo" - 06 Finances - Tokyo - 2020	Unknown	Unknown
City of Toronto - Feasibility Study - Hosting 2024 Olympic Games and World Expo 2025 - Statement of Work for External Management Consultants. Roster Assignment #9144-11-7001-Cat2MC19-27	Unknown	2013
"Madrid 2020" - 06 Finance - OCOG Budget	Unknown	2012
An Economic Analysis of the Barcelona '92 Olympic Games: Resources, Financing, and Impact	Ferran Brunet	1995

Name of Document	Author	Year
City branding and the Olympic effect: A case study of Beijing	Li Zhang, Simon Xiaobin Zhao	2009
The Economic Impact of the London 2012 Olympics	Adam Blake	2005
Assessing the impact of the 2004 Olympic Games on the Greek economy: A small macroeconometric model	Evangelia Kasimati and Peter Dawson	2008
Going for gold: two perspectives on the Olympic Games: 321 Globalization, cities and the Summer Olympics; 341 Mapping the Olympic growth machine: transnational urbanism and the growth machine diaspora	John R. Short	2008
The Expo Story - The Macroeconomic Consequences of Expo 86	Charles Blackorby, Robert Picard and Margaret Slade	1986
"Toronto's Olympic Ambitions: An Investigation of the Olympic Bidding Legacy in one Modern City"		
Bidding for the Future: Toronto's 2008 Olympic bid and the Regulation of Waterfront land	Robert Douglas Oliver	2008
How to Win the Olympic Games - The Empirics of Key Success Factors of Olympic Bids	Arne Feddersen, Wolfgang Maenning, and Philipp Zimmermann	2007
Port Lands Acceleration Initiative - Appendix 8, Infrastructure Investment Required to Enable Port Lands Development	WATERFRONToronto, City of Toronto, Toronto & Region Conservation for the Living City	2012
Olympic Marketing Fact File	International Olympic Committee	2012
1988 Seoul International Conference - Hosting the Olympics: The Long-Term Impact - Report of the conference, Olympic Form: Themes of Permanence and Transience	Julian Beinart, Massachusetts Institute of Technology	1988
Expo 2015 Bid Document Review - Final Report prepared for Canadian Heritage	Government Consulting Services, Public Works and Government Services Canada	2006
Canadian Balance of Payments on Travel Account, World Total (charts and schedules)	Statistics Canada	1991
Travel and Economic Impacts of the 1984 Olympic Games and 1984 Louisiana World Exposition	Harrison A. Price	1983
Response to Peer and Financial Review of the Feasibility Study of a World's Fair in Toronto in 2015	Steven Staples, du Toit Allsopp Hillier, BA Group & TCI Management Consultants	2006
Toronto Economic Development Corporation, Toronto 2015 World Expo Project, Economic Feasibility Study, Interim Findings: Presentation to City of Toronto April 20, 2006	PriceWaterhouseCoopers	2006

Name of Document	Author	Year
Key Issues, Expo '98, Toronto, Ontario, A Discussion Paper prepared for the Events Management Secretariat, Ministry of Tourism and Recreation	Steven Staples	1991
Ministry of Tourism & Recreation: Expo 2000: Follow-On Studies: Task 2, Structure of The Expo 2000 Organization	The Coopers&Lybrand Consulting Group	1990
Toronto 2015 World Expo Bid Feasibility Study - Consultation Approach - Appendix 4.4a, Capital Cost Estimate	Unknown	2005
Toronto World Expo 2015 Corporation - Draft Final Report: Toronto 2015 World Expo Feasibility Study Transportation Analysis/Preliminary Master Plan	Cansult & LEA	2006
Lessons Learned, Expo 2015 Toronto Bid	Ann MacDiarmid & Mark Maloney, Raptor Communications	2009
Atlanta 1996: Official Report of the Centennial Olympic Games - Volume 1	The Atlanta Committee for the Olympic Games	2004
Atlanta 1996: Official Report of the Centennial Olympic Games - Volume 2	The Atlanta Committee for the Olympic Games	2004
Atlanta 1996: Official Report of the Centennial Olympic Games - Volume 3	The Atlanta Committee for the Olympic Games	2004
Atlanta 1996: Official Report of the Centennial Olympic Games - Volume 4	The Atlanta Committee for the Olympic Games	2004
Athens 2004: Official Report of the Centennial Olympic Games - Volume 1	The Athens Committee for the Olympic Games	2007
Athens 2004: Official Report of the Centennial Olympic Games - Volume 2	The Athens Committee for the Olympic Games	2007
Sydney 2000: Official Report of the Centennial Olympic Games - Volume 1	The Sydney Committee for the Olympic Games	2004
Sydney 2000: Official Report of the Centennial Olympic Games - Volume 2	The Sydney Committee for the Olympic Games	2004
London 2012 Olympic & Paralympic Games - June 2012 - Quarterly Report	United Kingdom Department for Culture, Media & Sport	2012
Tourism - international visitors [1995-2005]	Australian Bureau of Statistics	2013
Tourism - international visitors [2002-2012]	VisitBritain.org	2013
Tourism - international visitors [2006-2012]	TravelChinaGuide.com	2013
Steve Staples Proprietary Database		

## Appendix C: Olympic Charter Excerpt and IOC Questionnaires

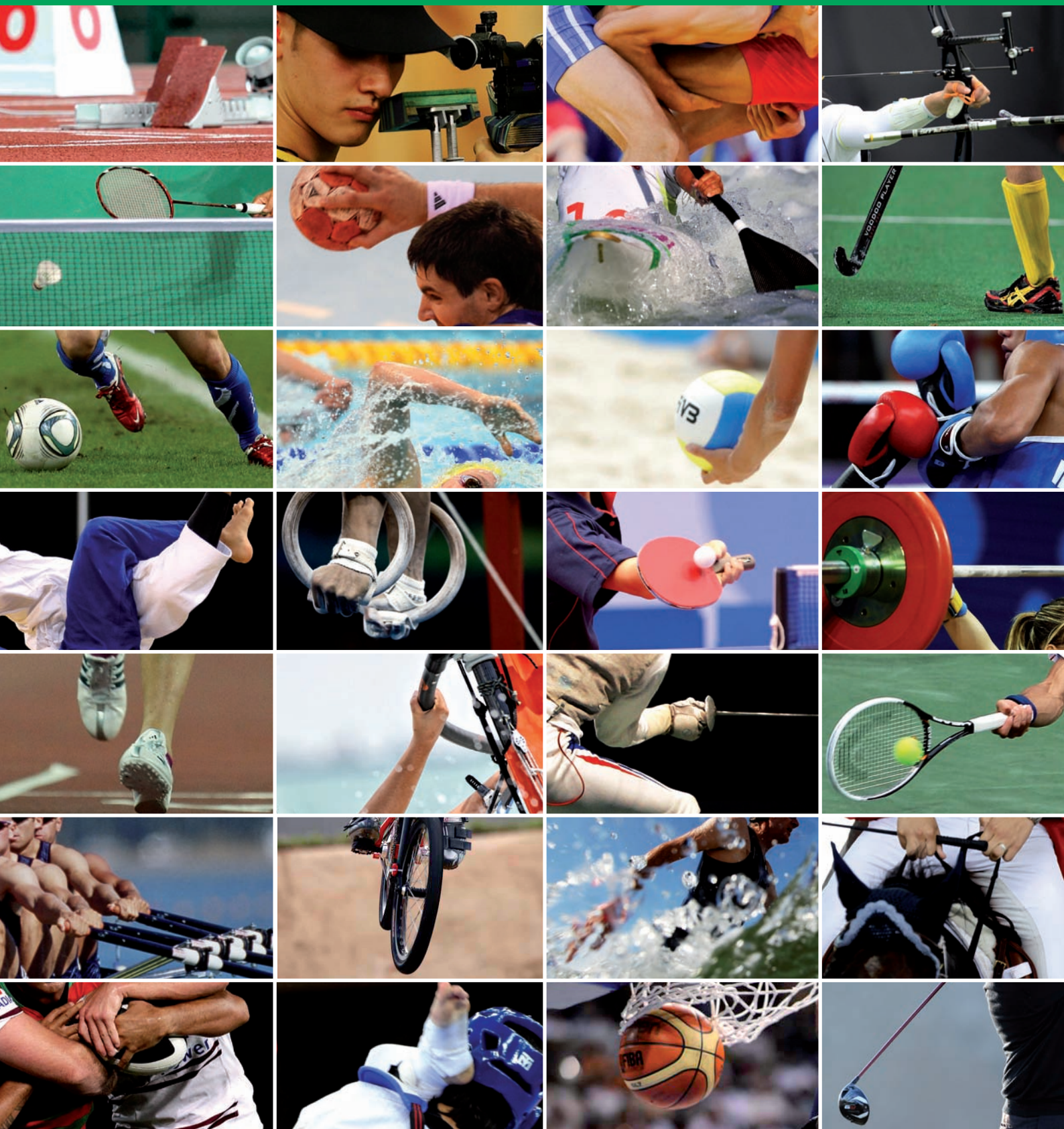




INTERNATIONAL  
OLYMPIC  
COMMITTEE

# 2020 CANDIDATURE ACCEPTANCE PROCEDURE

GAMES OF THE XXXII OLYMPIAD





INTERNATIONAL  
OLYMPIC  
COMMITTEE

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## I. Related Documents

List  
X

Here is a list of all documents linked to the bid process:

**Olympic Charter**

**Host City Contract**

**Technical Manuals**

- Accreditation and Entries at the Olympic Games – Users' Guide
- Technical Manual on Design Standards for Competition Venues
- Technical Manual on Sport
- Technical Manual on Olympic Village
- Technical Manual on Accommodation
- Technical Manual on Transport
- Technical Manual on Media (Broadcasting & Press)
- Technical Manual on Ticketing
- Technical Manual on Brand Protection
- Technical Manual on Marketing Partner Services
- Technical Manual on Protocol and IOC Protocol Guide
- Technical Manual on Workforce
- Technical Manual on Medical Services
- Technical Manual on Ceremonies
- Technical Manual on Communications
- Technical Manual on Games Management
- Technical Manual on Paralympic Games
- Technical Manual on Organising an IOC Session and Related Meetings
- Technical Manual on Arrivals and Departures
- Technical Manual on City Activities
- Technical Manual on Finance
- Technical Manual on Food & Beverage Services
- Technical Manual on Information and Knowledge Management
- Technical Manual on NOC Services

Continued on next page



## I. Related Documents, Continued

- Technical Manual on Olympic Games Impact (OGI)
- Technical Manual on Olympic Torch Relay
- Technical Manual on Signage
- Technical Manual on Venues
- Technical Manual on OCOG Marketing
- Technical Manual on Olympic Hospitality Centre
- Technical Manual on Brand, Identity and Look of the Games
- Technical Manual on Digital Media

### Other documents

- Olympic Games Study Report
- Guide on Olympic Legacy
- IPC Accessibility Guide
- Guide on Spectator Experience
- Guide on Environmental Management
- Guide to the Cultural Olympiad
- London Pictogrammes



## II. IOC tools and information

### Presentation X

The IOC distributes contractual requirements and educational information that can be described as follows:

	<p style="text-align: center;"><b>OLYMPIC CHARTER</b></p>	
	<p>The Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement and it governs the organisation action and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games.</p>	
	<p style="text-align: center;"><b>HOST CITY CONTRACT</b></p>	
	<p>The Host City Contract sets out the legal, commercial and financial rights and obligations of the IOC, the Host City and the NOC of the host country in relation to their specific Olympic Games (it is therefore different from Games to Games). In case of conflict between provisions of the Host City Contract and the Charter, the Host City Contract shall take precedence.</p>	
<p style="text-align: center;"><b>MASTER SCHEDULE II</b></p>	<p style="text-align: center;"><b>TECHNICAL MANUALS</b></p>	<p style="text-align: center;"><b>OLYMPIC GAMES KNOWLEDGE MANAGEMENT</b></p>
<p>All planning requirements (deliverables and milestones) are marked in a Generic Master Schedule, an executive road map used by the IOC to outline the key Games deliverables and to monitor the Games preparations. The Generic Master Schedule is then adapted per Organising Committee into a Specific Master Schedule, reflecting organisers' planning evolution. This information is the necessary planning complement to the Technical Manuals, and available through the IOC Games Dept.</p>	<p>IOC Technical Manuals are documents that contain key educational information on a specific subject (Games function or theme), related to the organisation of the Olympic Games and the Paralympic Games: functional requirements, constituent perspective, planning information, current practices. Technical Manuals are also annexes to the Host City Contract, and therefore contain contractual requirements, which are identified as such. Technical Manuals can be found in e-version only on the OGKM Extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>).</p>	<p>Information from the IOC's Olympic Games Knowledge Management (OGKM) Programme is found on a specific extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>), which contains reports, examples and data from previous Games experiences. More information on this Programme can be found in the Technical Manuals on Games Management and Information Management.</p>
	<p style="text-align: center;"><b>GUIDING PRINCIPLES</b></p>	
	<p>Guiding Principles are documents that contain key educational information on a specific subject related to the organization of the Olympic and Paralympic Games. Unlike the Technical Manual, these documents do not contain any contractual requirements. They are positioned as best practices in their respective fields recommended to be integrated in the planning and staging of the Olympic and Paralympic Games. The Guiding Principles can be found in e-version only on the OGKM Extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>).</p>	

### Updates to Technical Manuals

Technical Manuals are updated as part of the post-Games evaluation process, following each edition of an Olympic Games. This process includes the official Debriefing as well as meetings with and reports from all clients, in which changes to policies, working practices and recommendations are set. These changes are subsequently formalized within the Technical Manuals, which are republished with the updates. Therefore, all Manuals are published with the same publication date. All changes are outlined in the "Changes from Previous Version" chapter, found at the beginning of each Manual.

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## II. IOC tools and information, Continued

### **Spirit of Technical Manuals**

The content found within the Manuals represents the IOC's best understanding of the specific theme at a given moment in time, and must always be put in context for each Games edition. Even a requirement with a distinct objective may vary from Games to Games, and therefore a spirit of partnership should be shared with the Games organisers to allow for the evolution of the requirements. This is especially true as the Manuals are updated following the evaluation phase of each Games.

### **Olympic Games Knowledge Management – “OGKM”**

Underpinning this approach and fulfilling its role as a coordinator and facilitator in the transfer of information from OCOG to OCOG, with the objective of reducing the overall risk of staging a Games edition, the IOC initiated the Olympic Games Knowledge Management (OGKM) Programme.

The OGKM Programme features extensive educational material and service offers for OCOGs, as well as support processes such as the Games Debriefing. OGKM recently launched the Building Knowledge Capabilities project which sets up the framework of an on-going Transfer of Knowledge between the IOC and the OCOGs during the entire lifecycle of the OCOG. Technical Manuals are another integral part of this approach of knowledge transfer by providing to the user educational information alongside the contractual requirements described within, all of which are regularly updated with the latest knowledge available.

For the benefit of all the parties involved in the OGKM Program and especially the OCOGs, it is crucial that each OCOG engage in this program of knowledge capture and sharing.



### III. Olympic Games Study

#### **Games Size, Cost and Complexity**

The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games. The recommendations made by the Commission in 2003 have been fully integrated into the Technical Manuals.

Since the original Commission report was published, the technical aspects based on the original recommendations have evolved into more of a philosophical approach. The "spirit" of the Games Study recommendation to better manage the size, cost and complexity of the Games is now applied by all Games organisers in the management of the Games, supported by effective transfer of knowledge.

This approach should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The key messages behind this approach are as follows:

- Maintaining the position of the Games as an excellent and unique sporting event while balancing the need to keep the investments associated with Games organisation under reasonable control.
- Ensuring that host cities and residents are left with the best possible legacy from the Games

The IOC is currently reviewing the 2003 Olympic Games study report. While some recommendations of the study may be reviewed, the overall philosophy of managing the cost, size and complexity of the Games remains the same.



## IV. Olympic Games Impact (OGI)

### Presentation

Hosting an Olympic Games has a significant impact on the Host City and its community. From tangible infrastructure construction, such as competition venues and transport improvements, through to the evolution of the image of the Host City, the event acts as a vehicle and catalyst which leaves a lasting mark on the city, host country and its people through its economic, urban, social or historic influence.

The idea for the OGI study was born from this observation and the IOC's desire to measure objectively and scientifically this impact.

The OGI study proposes a set of indicators to measure the potential impacts of the Games. For the impact of the Games to be captured in a consistent manner from one Olympic Games edition to the next, this procedure is both common to all Olympiads and also compatible with the individual nature of each one.

There are two indicator categories, context and event, which are grouped into three types: mandatory, optional, and additional (as proposed by OCOG / stakeholders / Research Partner).

By monitoring the context indicators over time, one can understand the general evolution of the host context in which the Games impact will be measured by the event indicators.

The scope of the OGI study covers the three internationally recognised areas of sustainable development (economic, socio-cultural and environmental). Three territorial notions are proposed to take into account the different areas affected by the organisation and impact of the Olympic Games. They are the country, the region and the city.

The OGI study covers a period of twelve years. This period commences two (2) years prior to the Host City election and continues through to three (3) years after having staged the Games.

Two OGI reviews are provided to the IOC at G-48 and G-24. The initial conclusions of the OGI study are included within the Official Report that is submitted to the IOC at G+12. The final report is presented at G+36.

The OGI study can be used as a dynamic management tool which allows the organisers and their stakeholders to have an overall vision of the impact of their activities and investments made in the framework of staging the Games. Used actively, the OGI study offers the organisers a means of understanding the effects of certain actions undertaken and to make adjustments if necessary.

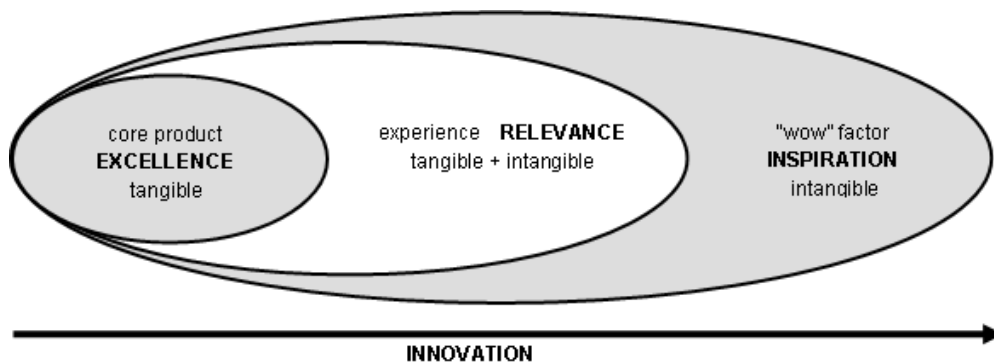
It can also be used as a means of demonstrating the positive contribution of holding the Games in terms of local and regional development.

## V. The Olympic Games Experience

### The Olympic Games Experience

Olympic Games clients wish to have a unique experience, one that merges concrete factors such as sporting competitions with other more intangible aspects such as a friendly atmosphere and cultural exchanges.

The power of the Games to inspire youth and the world in general requires both Excellence and Relevance. Excellence in the quality of the product – “doing things right” (preparation, staging, service levels, responsiveness, etc.) and Relevance in the way the Olympic experience is positioned – “doing the right thing”, for example closely considering the context when developing all the elements that eventually make an Olympic experience truly unique (sports presentation, look elements, city atmosphere, messaging, etc.). Innovation is therefore essential at all steps of the Games development: it allows for preparation and delivery of projects that can be less complex to manage and cheaper to develop or to provide the different stakeholders and the fans with a more stunning experience of the Games.



The following key principles underpin the vision and philosophy of the Olympic Experience:

- It is necessary for every party contributing to the Games' bid and organisation to share a common vision, mission and values.
- All elements of the Olympic Games must be developed in a coherent and integrated manner, with a consistent management and delivery approach among all parties: the IOC, the Clients, and the Organisers.

Continued on next page

## V. The Olympic Games Experience, Continued

- The Organisers must have integrated management mechanisms linking the OCOG, National Olympic Committee and Public Authorities. Integration is critical in areas such as Operation / Function, Commercial, Client, Product, Brand and Communication. The key success factors of the Games do not lie solely within the OCOGs' hands but depend on a wide and complex network of stakeholders.
- It is key to address the global picture of client's needs and to ensure that stakeholders' obligations / requirements are built into foundation.
- It is essential for Organisers to adopt a client-driven culture; it is this culture that enables differentiation between technically successful Games and an all-encompassing successful Games experience. The Olympic Experience is not homogeneous and needs to be personalized and adapted to specific context.
- The client culture is underpinned by the concept of reverse or backward planning: starting from a vision of the Clients' Games-Time experience (based on the client needs and expectations) and working backwards to "now", where now is any specific point in time during the planning phase.





## VI. The 360 Games Management Philosophy

### **The 360 Games Management Philosophy**

Games Organisers have a joint responsibility to ensure the Olympic Games are relevant and correctly positioned according to the local and international context in which they take place in. In addition to managing the technical and operational aspects, Games Organisers require a more holistic approach to understand and anticipate the wider macro-environment trends in developing the overall strategy for the Games.

As a compliment to the IOC's existing Games management approach, the IOC has adopted a '360°' framework and philosophy in order to guide the future direction of the Games and ensure that Olympic stakeholders and delivery partners are aligned with the Games' long-term success. This framework not only encourages innovation and new developments but ensures Games functions are integrated and allows for improved understanding of the wider context the Games takes place in as well as promoting greater collaboration across Games organisers. It is important that Organising Committees also adopt a similar philosophy when defining their own Games' strategy and ensure this is integrated into their overall Games management approach.

A shared 360° vision across all Games Organisers enables the creation of compelling and coherent value propositions to all Olympic stakeholders and ensures that the Games remain as a premier event.



## VII. Sustainable Development and Legacy

### **Sustainable Development**

As societies around the world have become increasingly conscious of environmental threats and challenges and the need to shift to more sustainable practices, so too has the Olympic Movement. This shift has been gaining momentum since the early 1990s.

The Olympic Games are above all about sport and the athletes, but they can be a catalyst for change and produce important sustainability outcomes if they are planned, managed and conducted in a way which minimizes the adverse environmental impacts and effects. The Games can also be used to provide sustainable environmental legacies, such as rehabilitated and revitalised sites, increased environmental awareness and improved environmental policies and practices. They can further encourage and facilitate strong environmental actions, as well as technology and product development in a city, country and beyond, through the educational value of good example.

For more information on Sustainable Development and the Olympic Games, please refer the [Guide on Environmental Management](#) and the [Guide on Olympic Legacy](#).

### **Legacy**

Legacy is a concept that has gained importance over the past few years. Today no event, whatever its size and complexity can avoid a vision of its legacy. The Olympic Games integrate this concept from the early stages of the bid phase, encouraging the bid cities to develop a unique vision for the legacy of their Games. Throughout the lifecycle of the OCOG ending up with its dissolution, Legacy aspects are considered and part of the decision making process. The IOC monitors the legacy vision, its management and the post-Games effectiveness of it.

For more information on Legacy and case studies of past Games, please refer to the [Guide on Olympic Legacy](#).



## VIII. Document presentation

- Introduction**      The Candidature Acceptance Procedure is the document provided by the IOC to Applicant Cities in the first phase of the bid process. It contains explanations about the various steps of the application phase until the selection of Candidate Cities by the IOC Executive Board in May 2012.
- Structure**            The Candidature Acceptance Procedure is structured in three parts:
- Part 1: Candidature Acceptance Procedure
  - Part 2: IOC Questionnaire (Phase 1)
  - Part 3: Instructions
- Part 1**                 Part 1 outlines what is required of an Applicant City during the first phase of the bid process. It contains procedures, rules and deadlines to be respected by Applicant Cities.
- Part 2**                 Part 2 contains the detailed IOC questionnaire which provides the structure of the Application File to be submitted to the IOC and which will form the basis for a technical analysis of each city's project.
- The following document types are requested in the IOC Questionnaire:
- Explanations
  - Tables
  - Maps
  - Guarantees
- Part 3**                 Part 3 contains precise instructions on the presentation of an Applicant City's submission to the IOC which includes the following documents:
- Application File
  - Guarantee letters
  - CD ROMs





## IX. Glossary

### Introduction

The following table lists specific terms and acronyms used in the Candidature Acceptance Procedure:

Term	Definition
Applicant City	A city which has officially been put forward by its NOC to apply to host the Olympic Games by a date specified by the IOC
Application	The application made to the IOC by the Applicant NOC/City for the latter to be accepted by the IOC as a Candidate City
Candidate City	A city (formerly an Applicant City) which has been accepted by the IOC Executive Board as a Candidate City
Games	2020 Olympic and Paralympic Games
IBC	International Broadcasting Centre
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
MPC	Main Press Centre
NOC	National Olympic Committee
OCOG	Organising Committee for the Olympic Games
OGI	Olympic Games Impact
WADA	World Anti-Doping Agency

**To describe their concept, Applicant Cities shall use the following terminology:**

Stand-alone venue	A site, typically of primary importance, operated by the OCOG, with a secure perimeter, subject to the exclusive use of the OCOG, officially used to deliver the Olympic Games.
Precinct	A number (more than one) of venues and/or facilities in close geographical proximity, which have a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
Cluster	A number (more than one) of venues and/or facilities in close geographical proximity, which do not require a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
Zone	Larger geographic area, too large to be considered a cluster, but still with a logical link between venues.



## X. Icons

### Use of icons

Specific icons have been used to enhance the readability of the Candidature Acceptance Procedure and Questionnaire.

These icons represent different information types as described in the following table:

Icon	Definition
✘	References another IOC document or indicates other impacted topics.
ⓐ	Indicates questions that require guarantee letters.





# PART 1 → Candidature Acceptance Procedure

## Overview

**Introduction** This part is a general introduction to the first phase of the bid process. The Candidature Acceptance Procedure outlines what is required of an Applicant City, as well as the procedures, rules and deadlines to be respected during this phase.

**Contents** Part 1 contains the following chapters:

Chapter	
1.1	Introduction
1.2	Extract from the Olympic Charter
1.3	Phase 1 - Bid process
1.4	Rules





## 1.1 → Introduction

### Introduction

The procedure leading to the election of the Host City for the Olympic Games is governed by the Olympic Charter (Rule 34 and its bye-law). A description of the two-phase procedure follows.

#### **Phase 1** **Application** **phase**

The Application phase is conducted under the authority of the IOC Executive Board.

No city is considered a “Candidate City” until it has been accepted as such by the IOC Executive Board. During this entire phase, therefore, all cities will be considered as “Applicant Cities”. For the 2020 bid process, phase 1 will last until May 2012.

Applicant Cities are required to submit a written Application File to the IOC, based on the questionnaire provided in Part 2. Application Files will be assessed by the IOC administration and experts (Working Group), under the authority of the Executive Board. Applicant Cities will have the opportunity to address the Working Group by video conference but there will be no formal presentations by Applicant Cities to the Executive Board. There may or may not be visits to the Applicant Cities by experts for the performance of their duties.

In concluding the Candidature Acceptance Procedure, the IOC Executive Board will determine which cities are to be accepted as “Candidate Cities”.

#### **Phase 2** **Candidature** **phase**

Those cities accepted as “Candidate Cities” by the IOC Executive Board will go through to a second phase, during which they will be required to submit a Candidature File to the IOC.

An Evaluation Commission, composed of, inter alia, IOC members, members representing the International Federations (IFs), members representing the National Olympic Committees (NOCs), representatives of the Athletes’ commission and the International Paralympic Committee (IPC), as well as other experts, will then examine the cities’ candidatures, visit the Candidate Cities and prepare an evaluation report, based on which the IOC Executive Board will draw up the list of Candidate Cities to be submitted to the IOC Session for election.

#### **NOC role and** **responsibilities**

Throughout the entire bid process (pre-application, application and candidature phases), great emphasis is placed on the role and responsibilities of NOCs.

Indeed, according to the Olympic Charter,

*“the NOC (...) shall supervise and shall be jointly responsible for the actions and conduct of the Applicant City in relation to its application, and, as the case may be, to the city’s candidature to host the Olympic Games”.*

*Olympic Charter, Bye-law 1.4 to Rule 34*

Close cooperation is therefore required between NOC and city.

Continued on next page



## Introduction, Continued

### **Compliance**

It is also important to note that all cities wishing to organise the Olympic Games and their NOCs are required to comply with the Olympic Charter, the IOC Code of Ethics, the “Rules of conduct applicable to all cities wishing to organise the Olympic Games” and all other rules, instructions and conditions which may be established by the IOC.

### **Fair-play**

Finally, the IOC expects that all cities wishing to organise the Olympic Games and their NOCs bear in mind at all times that this is an Olympic competition, to be conducted in the best Olympic spirit, with respect, friendship and fair-play.



## 1.2 → Extract from the Olympic Charter

### Extract from the Olympic Charter

#### RULE 34 – ELECTION OF THE HOST CITY

1. The election of any Host City is the prerogative of the Session.
2. The IOC Executive Board determines the procedure to be followed until the election by the Session takes place. Save in exceptional circumstances, such election takes place seven years before the celebration of the Olympic Games.
3. The National Government of the country of any Applicant City must submit to the IOC a legally binding instrument by which the said government undertakes and guarantees that the country and its public authorities will comply with and respect the Olympic Charter.
4. The election of the Host City takes place in a country having no Candidate City for the organisation of the Olympic Games concerned.

#### BYE-LAW TO RULE 34

##### 1. Application to host Olympic Games – Applicant Cities

- 1.1 In order to be admissible, any application by any city to host Olympic Games must be approved by the NOC of its country, in which case, such city is considered as an Applicant City.
- 1.2 Any application to host Olympic Games must be submitted to the IOC by the competent public authorities of the Applicant City together with the approval of the NOC of the country. Such authorities and the NOC must guarantee that the Olympic Games will be organised to the satisfaction of and under the conditions required by the IOC.

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## Extract from the Olympic Charter, Continued

- 1.3 Should there be several potential Applicant Cities in the same country to the same Olympic Games, one city only may apply, as decided by the NOC of the country concerned.
- 1.4 From the day of submission to the IOC of an application to host the Olympic Games, the NOC of the Applicant City's country shall supervise and shall be jointly responsible for the actions and conduct of the Applicant City in relation to its application, and, as the case may be, to the city's candidature to host the Olympic Games.
- 1.5 Each Applicant City has the obligation to comply with the Olympic Charter and with any other regulations or requirements issued by the IOC Executive Board, as well as with all the technical norms issued by the IFs for their respective sports.
- 1.6 All Applicant Cities shall comply with a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the contents of such procedure. The IOC Executive Board shall decide which cities will be accepted as Candidate Cities.

### 2. Candidate Cities – Evaluation

- 2.1 Candidate Cities are those Applicant Cities which will be eligible for a decision by the IOC Executive Board to be submitted to the Session for election.
- 2.2 The President appoints an Evaluation Commission for Candidate Cities for each edition of the Olympic Games. These commissions shall each include IOC members, representatives of the IFs, of the NOCs, of the Athletes' Commission and of the International Paralympic Committee ("IPC"). Nationals of Candidate Cities' countries are not eligible as members of the Evaluation Commission. The Evaluation Commission may be assisted by experts.
- 2.3 Each Evaluation Commission shall study the candidatures of all Candidate Cities, inspect the sites and submit to all IOC members a written report on all candidatures not later than one month before the opening date of the Session which shall elect the Host City of the Olympic Games.

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## Extract from the Olympic Charter, Continued

- 2.4 Each Candidate City shall provide financial guarantees as required by the IOC Executive Board, which will determine whether such guarantees shall be issued by the city itself, or by any other competent local, regional or national public authorities, or by any third parties.

### 3. Election of the Host City – Execution of Host City Contract

- 3.1 Following the submission of its report by the Evaluation Commission, the IOC Executive Board shall draw up the final list of Candidate Cities retained by the IOC Executive Board in order to be submitted to the vote by the Session for election.
- 3.2 The election of the Host City takes place after the Session has considered the report by the Evaluation Commission.
- 3.3 The IOC enters into a written agreement with the Host City and the NOC of its country. Such agreement, which is commonly referred to as the Host City Contract, is executed by all parties immediately upon the election of the Host City.





# 1.3 → Phase 1 – Bid process

## Overview

### Contents

This chapter contains the following topics:

Topic	
1.3.1	NOC Submission of application
1.3.2	Deadlines
1.3.3	Signature of the Candidature Acceptance Procedure
1.3.4	Assessment and acceptance of applications
1.3.5	Payment of Candidature Acceptance Fee
1.3.6	IOC services provided to Applicant Cities
1.3.7	Applicant City logo



## 1.3.1 NOC submission of Application

### **NOC submission of Application**

Application to host the 2020 Olympic Games must be made by the NOC of the territory in which the Applicant City is situated, together with a letter from the official authority of the city concerned. NOCs may only submit the application of one city within their territory.

Both letters from the NOC and the city must be submitted to the IOC by **1 September 2011.**



## 1.3.2 Deadlines

### Deadlines

The following table lists the main deadlines of the Candidature Acceptance Procedure:

	Object	Deadline
	Submission of letters regarding WADA compliance and CAS jurisdiction Submission of proposed dates if outside normal Olympic Games period (15 July –31 August)	By 29 July 2011
	IOC to reply to NOCs regarding WADA compliance, CAS jurisdiction and the proposed dates	By 29 August 2011
<b>PHASE 1</b>	NOCs to inform the IOC of the name of an Applicant City	1 September 2011
	Signature of the Candidature Acceptance Procedure	15 September 2011
	Payment of the Candidature Acceptance Fee (USD 150,000)	15 September 2011
	IOC information seminar for 2020 Applicant Cities	November 2011
	Submission of the Application File and guarantee letters to the IOC	15 February 2012
	Examination of replies by the IOC and experts	February – April 2012
	IOC Executive Board meeting to accept Candidate Cities for the 2020 Olympic Games	May 2012
<b>PHASE 2</b>	Olympic Games Observers' Programme – London 2012	27 July – 12 August 2012
	London 2012 debrief in Rio de Janeiro	November 2012
	Submission of Candidature File to the IOC (Start of international promotion)	7 January 2013
	Report of the 2020 IOC Evaluation Commission	June 2013 (date tbc)
	Candidate City Briefing to IOC Members	June 2013 (date tbc)
	Election of the Host City of the 2020 Olympic Games	7 September 2013 125 <sup>th</sup> IOC Session, Buenos Aires



### 1.3.3 Signature of Candidature Acceptance Procedure

- Signature**                      Applicant NOCs/Cities are required to sign the Candidature Acceptance Procedure, confirming their acceptance of the rules.
- The application only becomes official when the Candidature Acceptance Procedure has been signed by the Applicant City and its respective NOC.
- The signature page of the Candidature Acceptance Procedure can be found at the end of Part 1.
- 
- Original and deadline**                      Each Applicant City will receive an original Candidature Acceptance Procedure which must be returned to the IOC by 15 September 2011, duly signed by representatives of the city and the NOC.



## 1.3.4 Assessment and acceptance of applications

- Application** Applicant Cities shall respond, in written files and within the time limit established by the IOC, to the questionnaire. By the deadline of 15 February 2012, 80 copies of the bilingual Application File (English/French) – hard copy and CD-ROM – and the guarantee letters must be submitted to the IOC administration.
- Furthermore, Applicant NOCs/Cities will provide the IOC with all requested information relative to their applications and their plans for organising the 2020 Olympic Games.
- NB: Applicant NOCs/Cities must ensure that the Applicant City owns sufficient rights to the Application File in order to allow the IOC to make it available for educational purposes to future Applicant Cities or Organizing Committees.
- Working Group** The IOC will appoint a group of experts (Working Group) to assess the cities, including experts from the IFs, NOCs and the IOC Athletes' Commission. Applicant Cities will have the opportunity to respond to the experts' questions by video conference.
- The above-mentioned Working Group shall be at the disposal of the IOC Executive Board for the performance of their duties.
- Criteria for assessment of applications** The following criteria will be considered when assessing the applications:
- The potential of Applicant Cities – including their countries – to host, organise and stage successful Olympic Games in 2020.
  - Compliance with the Olympic Charter, the IOC Code of Ethics, the Rules of conduct applicable to all cities wishing to organise the Olympic Games, the World Anti-doping Code, this Candidature Acceptance Procedure and all other rules, instructions and conditions which may be established by the IOC.
  - Any other criteria, which the IOC Executive Board, at its sole discretion, may deem reasonable to consider.
- Decision** The Executive Board shall take its decision pursuant to Rule 34 of the Olympic Charter and the criteria for assessment of applications referred to above.
- In addition, the IOC Executive Board reserves its right to take into account any other consideration relating to the reinforcement of the principles and rules which are at the basis of Olympism.
- The IOC Executive Board shall decide, at its sole discretion, not later than May 2012, which Applicant Cities shall be accepted as Candidate Cities. It may subject its acceptance to the implementation of general or particular conditions by the Candidate Cities and/or their NOCs.





## 1.3.5 Payment of Candidature Acceptance Fee

**Candidature Acceptance Fee** Applicant NOCs/Cities shall be required to pay a non-refundable candidature acceptance fee to the IOC of **USD 150,000** (which includes approximately USD 80,000 for word mark protection outside the Applicant City's territory) by 15 September 2011.

Please note that, in the second phase of the bid process, Candidate Cities will be required to pay a non-refundable Candidature Fee of USD 500,000.

**Procedure** The Candidature Acceptance Fee shall be payable to the IOC by direct bank transfer. The IOC's bank details will be communicated to the Applicant Cities in due course, by separate circular.



## 1.3.6 IOC services provided to Applicant Cities

<b>Services</b>	<p>During the Application phase, the IOC will provide Applicant NOCs/Cities with the following services:</p> <ul style="list-style-type: none"><li>• All documents/information produced by the IOC for Applicant Cities</li><li>• Protection of the word mark “[<i>City</i>] 2020” outside the Applicant City’s national territory</li><li>• Access to the IOC’s Olympic Games Knowledge Management programme</li><li>• Participation in the IOC Applicant City information seminar (November 2011 in Lausanne)</li></ul>
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## 1.3.7 Applicant City logo

- Creation of a logo**  
**X**
- Consideration should be given to the creation of a logo representing the application in accordance with the conditions listed in Appendix 1 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games (Chapter 1.4).
- Such logo should consist of an integrated design with a distinctive design element, the name of the city and the year of the Olympic Games for which the city is applying, with the designation “Applicant City” directly underneath.
- Approval**
- The Applicant City logo is subject to the written approval of the National Olympic Committee of the country in which the Applicant City is located and must then be submitted to the IOC for approval.
- The Applicant City logo may only be submitted to the IOC for approval after the NOC has officially confirmed its application in writing to the IOC as described in the Candidature Acceptance Procedure.
- Use of the logo**
- In addition to the conditions of use listed in Appendix 1 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, attention is drawn to the following:
- The Applicant City logo may not be made public prior to the written approval of the IOC
  - 2020 Applicant City logos may not be used until 7 July 2011, following the election of the 2018 Host City
  - The logo may not be used after the date of announcement of the Candidate Cities selected by the IOC if the Applicant City is not selected by the IOC as a Candidate City and, in any case, may not be used at any time after the host city election.
- Copyright**
- All Olympic-related graphic, visual, artistic and intellectual works or creations developed by or on behalf of the Applicant City or NOC shall be vested in and remain in the full ownership of the IOC.



## 1.4 → Rules

### Overview

#### **Introduction**

Applicant Cities must abide, in all aspects, by all provisions of the “IOC Code of Ethics” and the “Rules of conduct applicable to all cities wishing to organise the Olympic Games”.

This chapter contains the “Rules of conduct applicable to all cities wishing to organise the Olympic Games” which were approved by the IOC Executive Board on 5 April 2011. These Rules came into force on 11 April 2011 and are applicable as from the 2020 Bid Process onwards.



# Rules of conduct applicable to all cities wishing to organise the Olympic Games

## Article 1 SCOPE OF APPLICATION

These Rules apply to all Olympic parties<sup>1</sup> and in particular to cities wishing to organise the Olympic Games and their National Olympic Committees (NOCs), as well as to any person or organisation acting on their behalf or supporting them.

Each NOC is responsible for ensuring compliance with these Rules at all times.

These Rules are applicable as soon as they are published on the IOC web site, (namely 11 April 2011). For the 2020 candidature procedure, they replace the previous Rules in force.

## Article 2 PRINCIPLES

The conduct of the cities shall comply strictly with the provisions of the Olympic Charter, the IOC Code of Ethics and its Implementing Provisions. The Cities shall also respect the procedure for evaluating the candidature established by the IOC.

The NOC of the country is responsible for the activities and conduct of each city of the country.

## Article 3 AUDIT

No later than three months after publication by the IOC of the list of Applicant Cities, an independent expert responsible for auditing the financial management of the candidature shall be appointed, and the IOC informed of the name of the chosen expert. The NOC undertakes to provide the IOC with the audit report in accordance with the IOC's instructions.

## Article 4 LOGO - EMBLEM

The Applicant Cities may use a logo, which does not feature the Olympic symbol. The Candidate Cities may adopt an emblem, which includes the Olympic symbol. The creation and use of the logo and emblem are subject to the conditions listed in appendix 1.

They may also have a motto or slogan, which may not be incorporated into either the logo or the emblem, and the use of which is subject to the conditions listed in appendix 1.

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<sup>1</sup> See definition in the Preamble to the Code of Ethics



## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Article 5 STATEMENT OF ACTIVITIES

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of international Olympic sports competitions and meetings of IOC-recognised organisations to take place in its territory.

This list concerns all the international events scheduled, or in the process of being scheduled, between the date of publication of the present Rules on the IOC web site (namely 11 April 2011) and the date of the host city election.

The NOC shall provide this list within two months from the date of publication by the IOC of the list of Applicant Cities (namely before 1 November 2011).

Any addition to the list of meetings and competitions shall be submitted beforehand to the IOC Ethics Commission for its approval.

Furthermore, any meeting of an organisation recognised by the IOC involving a significant number of IOC members may not be organised on the territory of a city wishing to host the Olympic Games between the date of publication of the list of Applicant Cities and the election of the host city by the Session.

### Article 6 ASSISTANCE TO NOCs

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of all NOC agreements and all assistance programmes, of any nature, existing on the date of publication of the present Rules on the IOC web site (namely 11 April 2011), including those in partnership with the government of the country concerned.

The NOC shall provide this list within two months from the date of publication by the IOC of the list of Applicant Cities (namely before 1 November 2011).

After the date of publication of the present Rules on the IOC web site (namely 11 April 2011), any new agreement of any nature with any NOC shall be submitted beforehand to the IOC Ethics Commission for its approval.

### Article 7 INTERNET

The Applicant and Candidate Cities may create their own Internet site for informative purposes only.

The site may list third parties providing financial support to the candidature, subject to the conditions listed in Appendix 1. The sale of promotional items is permitted through the site, subject to the conditions listed in Appendix 1.

The Cities may promote their candidatures using social networks. They are responsible for the content of such Internet sites and the social networks used.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Article 8 PROMOTION

Throughout the procedure, the promotion of a candidature shall take place with dignity and moderation. The city and its NOC are entirely responsible for all forms of promotion. Any person or organisation acting on behalf of a city shall respect, in particular, the provisions of this article.

The IOC reserves the right to issue additional specific provisions concerning promotional activities during major international events (see the examples in the non-exhaustive list in Appendix 2).

#### National promotion:

National promotion of the candidature is possible at any time on the occasion of national events held on the territory of the NOC concerned.

The territory must be understood in a restrictive manner excluding, in particular, diplomatic representations abroad.

#### International promotion by the Candidate Cities:

The promotion of candidatures at an international level is permitted only after the candidature files have been submitted to the IOC (namely on January 2013).

Unless the IOC grants specific authorisation, no form of international promotion may be undertaken either on the territory of Switzerland at any time<sup>2</sup> or on that of the country hosting the Session during the three weeks before the day of the vote.

Any form of promotion (advertising, public relations work, use of social networks, etc.) is to be undertaken by the Candidate Cities themselves, excluding all third parties.

Only when they are invited by the IOC to present their candidature at an international event is an equivalent offer guaranteed for all the Candidate Cities.

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<sup>2</sup> exclusion to be re-discussed if a Swiss city is a candidate.



## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Article 9 GIFTS

No gifts, of whatever value, may be given to or received by Olympic parties or the IFs of Olympic sports. No advantage or promise of any kind of advantage may be made to or accepted by an Olympic party or an IF of an Olympic sport.

This prohibition shall be respected by the Cities and their NOCs as well as by all those acting on behalf of or supporting the candidature.

The same principle applies to the Cities' relations with third parties, in particular the media and organisations recognised by the IOC.

### Article 10 RELATIONS WITH SPONSORS

In order to preserve the integrity and neutrality of the procedure, TOP Sponsors and other IOC marketing partners shall refrain from supporting or promoting any of the Cities. Consequently, Cities may not solicit or accept any such support or promotion from TOP Sponsors and other IOC marketing partners.

Furthermore, throughout the host city selection procedure, the Applicant and Candidate Cities' sponsors or donors may not conclude any new contract in support of an organisation recognised by the IOC in any form, when there is a risk of a conflict of interests<sup>3</sup>.

### Article 11 VISITS BY INTERNATIONAL FEDERATIONS, THE IOC EVALUATION COMMISSION AND THE MEDIA

Applicant Cities may request the advice of the IFs concerning their project. If an IF deems necessary a working visit to a city, the IOC may authorise such visit.

The Candidate Cities may organise, at their own expense, working visits by International Olympic Winter/Summer (as applicable) Sports Federations if these visits are necessary for the preparation of the candidature.

For the visits organised in the framework of the above two paragraphs, a sense of moderation must be respected, particularly concerning hospitality and accommodation.

The IOC Evaluation Commission will pay a working visit to each Candidate City. The IOC will determine the order, period and programme of the visits.

The Candidate Cities may organise working visits for representatives of the media, entirely at the cost of such representatives.

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<sup>3</sup> See definition in the Code of Ethics





## **Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued**

### **Article 12 RELATIONS WITH IOC MEMBERS**

There shall be no visits by IOC members to the Cities, or by the Cities to IOC members.

If an IOC member has to travel to a city for any reason, he or she shall inform the IOC Ethics Commission beforehand. The city may not take advantage of this occasion for the promotion of its candidature, nor cover the costs and other expenses linked to such a visit, in particular travel and accommodation.

Only after the deadline for submitting the candidature file to the IOC (i.e. January 2013) may the Candidate Cities promote their candidatures with IOC members, either on the occasion of international events or international competitions, or by sending written documentation.

IOC members may not be invited to any form of reception linked to the promotion of a candidature.

The ambassadors of the countries concerned may not visit the IOC members nor invite the IOC members to any form of reception in their embassies or elsewhere to promote the candidature.

No honorary degrees or official decorations may be awarded to an IOC member by a city or a representative of a city's country between the date of publication of the present Rules on the IOC web site and the host city election (namely between 11 April 2011 and 7 September 2013).

In order to respect the neutrality of the IOC members, the cities may not use the name or image of an IOC member, an IOC honorary member or an IOC honour member, except for the members from the country of the city concerned.

### **Article 13 ELECTION OF THE HOST CITY**

The IOC Ethics Commission supervises the Host City election procedure, in accordance with the provisions made by the IOC. The Commission may request an amendment to these provisions.

### **Article 14 RELATIONS BETWEEN CITIES**

Each city shall, in all circumstances and at all times, respect the other cities as well as the IOC members and the IOC itself.

The cities shall refrain from any act or comment likely to tarnish the image of a rival city or be prejudicial to it. Any comparison with other cities is strictly forbidden.

No agreement, coalition nor collusion between the cities or their NOCs aimed at influencing the result is permitted.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Article 15 INTERPRETATION AND SANCTIONS

All questions concerning the Rules of Conduct and matters concerning their interpretation shall be addressed to the IOC Olympic Games Department – Bid City Relations.

Minor breaches of the Rules of Conduct will be dealt with by the Olympic Games Department:

- a first breach will result in a confidential observation, in writing, to the city concerned;
- after consultation with the Ethics Commission, a second breach will result in a written notification to the members of the IOC Executive Board (and possibly the other Candidate Cities);
- further breaches of the Rules will be submitted to the IOC Ethics Commission, which will take the necessary measures.

Serious and repeated breaches of the Rules of Conduct will be dealt with by the IOC Ethics Commission. The Commission may recommend sanctions for approval by the Executive Board.

The IOC members will be informed, in writing, of any sanctions imposed by the IOC Executive Board. A press release will also be issued.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 1 Conditions Governing the Creation and Use of Logos and Emblems

(referred to in articles 4 and 7)

#### 1. Introduction and Definitions:

- 1.1 The creation and use of logos and emblems by any Applicant City and/or Candidate City in connection with its bid to be appointed as host of any edition of the Olympic Games shall be subject to the prior written approval of the International Olympic Committee ("IOC") and the corresponding National Olympic Committee ("NOC") of the territory in which the Applicant City or Candidate City (jointly, "City" or "Cities") is located in accordance with the terms and subject to the conditions set out in this Appendix 1 (the "Rules of Conduct").
- 1.2 For the purposes of these Rules of Conduct, the following words shall have the following meanings:
  - (a) "City Sponsor" shall mean any sponsor appointed by the Applicant City or Candidate City (as appropriate) to support its bid to host the Games.
  - (b) "City Sponsor Designation" shall mean "Sponsor of [name of the City] + [year of the Olympic Games for the hosting of which the City is an applicant or candidate]" and no other element, it being understood that the Sponsor Designation shall not include the word "Olympic".
  - (c) "City Wordmark" shall mean the [name of the City] + [year of the Games] (on the same line).
  - (d) "Designation" shall mean "Applicant City or "Candidate City", as applicable.
  - (e) "Emblem" shall mean an integrated design, including the Olympic Symbol and other distinctive design elements, which shall be reflected in the following manner from top to bottom:
    - (i) the Logo (or such other distinctive design element developed in accordance with paragraph 2.1 and approved for use during the Candidate City phase);
    - (ii) the Designation; and
    - (iii) the Olympic Symbol, used in accordance with the Graphic Guidelines.
  - (f) "Games" shall mean any edition of the Olympic Games and/or the Olympic Winter Games.
  - (g) "Graphic Guidelines" shall mean the document setting out the guidelines for the use of Olympic Symbol and other Olympic-related marks, otherwise known as the "Olympism & The Olympic Symbol - Principles and Usage Guidelines".



## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 1 (continued)

- (h) “Logo” shall mean an integrated design with certain distinctive elements, which shall be reflected in the following manner from top to bottom:
  - (i) a distinctive design element developed in accordance with paragraph 2.1;
  - (ii) the City Wordmark; and
  - (iii) the Designation (directly underneath the City Wordmark).
  
- (i) “Olympic Sponsor” means a TOP Partner, another international Olympic sponsor or a sponsor of the NOC.
  
- (j) “Olympic Symbol” shall mean the five interlaced Olympic rings of equal dimensions, as described in the Olympic Charter.
  
- (k) “Premium” shall mean those items of merchandise produced by any City Sponsor for the purposes of promotion of its partnership with the City, which items:
  - (i) are given away free of charge or sold at a nominal price;
  - (ii) bear the Logo together with the mark of the City Sponsor; and
  - (iii) have been approved by the corresponding NOC for use as Premiums.
  
- (l) “Promotional Item” shall mean those items of merchandise produced by any City for the purposes of promotion of its bid, which items:
  - (i) are given away free of charge or sold at a nominal price;
  - (ii) bear the Logo but do not bear the mark of any City Sponsor or any other commercial identification; and
  - (iii) have been approved by the corresponding NOC for use as Promotional Items.
  
- (m) “Slogan” shall mean a phrase or motto expressing the aims of the City in connection with its bid to be appointed as host of the Games.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 1 (continued)

2. **Applicant Cities**
  - 2.1 **Creation of a Logo.** An Applicant City may create a Logo in connection with its bid to be appointed as host city of the Games, subject to the conditions that the distinctive design element of the Logo shall not:
    - (a) contain any component of the NOC emblem or a distorted version thereof or a design confusingly similar thereto;
    - (b) be limited to the name or abbreviation of the territory in which the City is located;
    - (c) contain an image or expression with a well-known international or universal connotation or message; or
    - (d) contain the Olympic Symbol, the Olympic motto, the Olympic flag, any other Olympic-related imagery (e.g. flame, torch, medal, etc.), slogan, designation or other indicia or the distorted version thereof or a design confusingly similar thereto.
  - 2.2 **Creation of a Slogan.** An Applicant City may develop a Slogan, but is not obliged to do so, provided that it does not incorporate any elements of the Logo or any reference to the name of the City, the region or country in which the City is located, the year of the Games, or the word "Olympic".
  - 2.3 **Approval of the Logo and/or the Slogan:** The Applicant City shall first submit the Logo and the Slogan (if any) to the NOC for approval. If the Logo and/or the Slogan (if any) is approved by the corresponding NOC, the Applicant City shall thereafter submit such Logo and/or Slogan (if any) to the IOC for final written approval prior to any use.
  - 2.4 **General Use of the Logo.**
    - (a) The Logo must always be reproduced in its entirety and no single element thereof may be used separately.
    - (b) The position, proportion and design of the Logo must not be altered, distorted or re-drawn in any way whatsoever at any time.
    - (c) Applicant Cities may not use the Olympic Symbol in any manner whatsoever.
  - 2.5 **Institutional Use of the Logo and/or the Slogan.** Applicant Cities may use the Logo and/or the Slogan (if any) for the purposes of institutional representation of their bid on:
    - (a) stationery (e.g. letterheads and business cards);
    - (b) candidature documents (e.g. presentations, brochures or videos); and
    - (c) on the official internet site dedicated to their bids.
  - 2.6 **Promotional Use of the Logo and/or the Slogan.** Applicant Cities may use the Logo and/or the Slogan (if any), provided that there is no third-party association in relation thereto, for the purposes of promotional representation of their bid on a national basis only on:
    - (a) advertising;
    - (b) advertorials;
    - (c) promotional documents (e.g. brochures or magazines); and
    - (d) Promotional Items.



## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 1 (continued)

#### 2.7 Commercial Use of the Logo and/or the Slogan.

- (a) Subject to prior written approval of the NOC, Applicant Cities may develop merchandise for sale bearing the Logo and/or the Slogan (if any) to promote the bid, provided that:
  - (i) any such sales, whether through the official internet site of the City dedicated to its bid to host the Games or otherwise, are limited to the territory of the corresponding NOC; and
  - (ii) there is no third-party association in relation thereto.
- (b) Applicant Cities may authorise the use of the Logo and/or the Slogan (if any) by third parties providing financial support to the bid, subject to the following conditions:
  - (i) such third party is not a donor;
  - (ii) such third party is not a competitor in the category of any Olympic Sponsors, it being understood that exceptions may be granted by the IOC or the NOC of the corresponding Applicant City, as applicable, on a case by case basis provided that the Olympic Sponsors' rights are fully respected;
  - (iii) such use is restricted to the territory of the NOC of the corresponding Applicant City;
  - (iv) the Applicant City provides to the IOC, upon request, copies of all promotional and commercial material; and
  - (v) the Applicant City shall terminate its relationship with any such third party if so requested by the IOC in writing for any reason whatsoever.
- (c) Applicant Cities shall ensure that any agreements with third parties providing financial support to the bid, and in which there is a grant of rights in relation to the Logo and/or the Slogan (if any), shall include provisions to ensure that:
  - (i) in the event that the Applicant City is not selected by the IOC as a Candidate City, all rights granted by the Applicant City to the use of the Logo and/or the Slogan (if any) terminate on the date of announcement of the Candidate Cities selected by the IOC;
  - (ii) if not terminated earlier pursuant to paragraph (c)(i) above, all rights granted by the City in connection with the use of the Logo and/or the Slogan (if any) terminate on the date of the decision to award the Games to any City; and
  - (iii) third parties providing financial support to the bid shall have no automatic or binding residual rights, options or other arrangements of any nature, express or implied, with respect to the Games if the City is successful in its bid to be appointed as the host city of the Games.

Applicant Cities shall supply the IOC, upon request, with copies of all agreements and/or proposed agreements with third parties providing financial support to the bid.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 1 (continued)

#### 3. Candidate Cities

- 3.1 Use of the Logo and/or Slogan. A Candidate City may continue to use the Logo and/or Slogan (if any) in connection with its bid to be appointed as host city of the Games, subject to and in accordance with the conditions set out in paragraph 2. Such use of the Logo and/or Slogan (if any) may be extended to outside the territory of the NOC of the corresponding Candidate City provided, however, that there is no third-party association in relation thereto.
- 3.2 Creation of an Emblem. A Candidate City may create an Emblem in connection with its bid to be appointed as host city the Games, subject to the following conditions:
- (a) the Emblem shall reproduce fully, accurately and without embellishment, the colour, design and appearance of the Olympic Symbol in accordance with the Graphic Guidelines; and
  - (b) the area covered by the Olympic Symbol shall not exceed one third of the total area of the Emblem.
- 3.3 Approval of the Emblem: The Candidate City shall first submit the Emblem to the NOC for approval. If the Emblem is approved by the corresponding NOC, the Candidate City shall thereafter submit the Emblem to the IOC for final written approval prior to any use.
- 3.4 General Use of the Emblem.
- (a) The Emblem must always be reproduced in its entirety and no single element thereof may be used separately.
  - (b) The position, proportion and design of the Emblem must not be altered, distorted or re-drawn in any way whatsoever at any time.
- 3.5 Institutional Use of the Emblem. Candidate Cities may use the Emblem inside and outside of the territory of the NOC of the corresponding Candidate City, provided that there is no third-party association in relation thereto, for the purposes of institutional representation of their bid on:
- (a) stationery (e.g. letterheads and business cards);
  - (b) candidature documents (e.g. presentations, brochures or videos); and
  - (c) the official internet site dedicated to their bids.
- 3.6 Promotional Use of the Emblem. Candidate Cities may use the Emblem inside and outside of the territory of the NOC of the corresponding Candidate City, provided that there is no third-party association in relation thereto, for the purposes of promotional representation of their bid on an international basis on:
- (a) advertising;
  - (b) advertorials;
  - (c) promotional documents (e.g. brochures or magazines);
  - (d) pins; and
  - (e) promotional displays or venue banners (e.g. exhibition stands).
- 3.7 Commercial Use of the Emblem. Candidate Cities shall not use or authorise the use of the Emblem by third parties for any commercial purpose whatsoever.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 1  
(continued)

4. **Recognition of and Communication by Third Parties Providing Financial Support to the Bid.**

4.1 Cities may list the names of third parties providing financial support to the bid (including donors) on their official internet site or in their publications provided that such third party is not a competitor in the category of a TOP Partner, another international Olympic Sponsor or one of their NOC sponsors.

4.2 Donors which are competitors in the product/service category of a TOP partner, another international Olympic Sponsor or a sponsor of the corresponding NOC of the City shall not be authorised to communicate with respect to their donation to the bid or otherwise associate themselves with the bid in any manner whatsoever.

5. **Respect of commitments to the Olympic Sponsors**

Cities shall collaborate at all times with the corresponding NOC to fully respect any and all contractual commitments undertaken by the NOC towards the Olympic Sponsors in the implementation of their bids.

6. **If the City is awarded the Olympic Games,** the provisions of the Host City Contract between such City, the corresponding NOC and the IOC, together with the provisions of the Olympic Charter, shall apply thereafter.

7. **Use of the Olympic Symbol.**

Cities may not make any use of the Olympic Symbol alone for any purpose whatsoever.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 2 (referred to in article 8)

The information in this appendix refers to the IOC Sessions during which a Host City is elected, the Briefing for IOC Members in Lausanne\* and the Olympic Games. This information complements and is an integral part of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games. The information is not exhaustive and may be complemented by further information by the IOC.

Any reference to Applicant and Candidate Cities in this document also encompasses their respective NOCs, the governments/embassies/consulates of the respective countries, sponsors or any other person or organisation acting for or on their behalf or supporting them.

\*This meeting is organised in Lausanne during the Candidate City phase and is structured to provide the IOC Members and the Candidate Cities with the utmost opportunity to interact and discuss the Candidate Cities' projects.

#### **1.- IOC Sessions during which a Host City is elected**

##### 1.A – Promotion

There may be no receptions held by a Candidate City for any persons other than the city's own delegation. Candidate Cities or any other third party acting for or on behalf of the bid will not be permitted to hire their own premises for promotional activities or to meet with IOC Members (e.g. NOC house or bid city restaurant etc.). The Candidate Cities will, however, be provided with the opportunity to have a suite at the official IOC Hotel where the cities can meet with IOC Members to discuss their projects.

The above rule, however, does not prevent the Candidate Cities from organising activities for their own delegations, in the spirit of moderation.

No IOC members, apart from the IOC members of the countries concerned or officials of the country organising the Session, may be invited to a reception organised by a Candidate City or to any form of diplomatic reception organised by the country of a Candidate City.

Embassy/Consulate premises may not be used for any meetings with IOC Members.

##### 1.B – Advertising

In line with Article 8 of the Rules of Conduct, the Candidate Cities may not carry out any form of international promotion in the country where the Host City election will take place during the three-week period before the election. The Candidate Cities may not undertake any form of written advertising in the local or international media during this three-week period (this includes magazines, newspaper wraps, internet and television). Interviews and editorials are, however, permitted.

Furthermore, there may be no form of "building wrap"/external decoration or any billboard advertising whatsoever relating to any candidature.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

### Appendix 2 (referred to in article 8)

#### 1. C – Media

The IOC will provide each city with the opportunity to hold a press conference in the Session venue following its final presentation to the IOC Members. If Candidate Cities wish to hold other press conferences, they may do so, but not in the official IOC Hotel or the Session venue.

There must be no reception at the end of any press conferences.

#### 1.D – Document distribution

Bilingual documentation (French and English) may be distributed in line with instructions provided by IOC Bid City Relations.

No documents may be delivered by the cities or any third party working on their behalf to the IOC Members' hotel rooms.

### **2.- Briefing for IOC Members**

#### 2.A – Promotion

Candidate Cities may not organise any receptions and are not permitted to hire their own premises for promotional activities or to meet with IOC members (e.g. NOC house or bid city restaurant etc.).

There may be no receptions held by a Candidate City for any persons other than the city's own delegation.

Embassy/Consulate premises may not be used for any meetings with IOC Members.

#### 2.B – Media

If Candidate Cities wish to hold a press conference, they may do so, but not at the IOC headquarters, the Olympic Museum, the Lausanne Palace Hotel or any other venue as specified by the IOC. The IOC will not provide the cities with the opportunity to hold a press conference.

There must be no reception at the end of any press conferences.

#### 2.C – Document distribution

Bilingual documentation (French and English) may be distributed in line with instructions provided by IOC Bid City Relations.

No documents may be delivered by the cities or any third party working on their behalf to the IOC Members' hotel rooms.

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## Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 2  
(referred to in  
article 8)

### 3.- Olympic Games

#### 3.A – Promotion

Applicant / Candidate Cities may set up a bid exhibition in the respective NOC House or at a location to be approved by the IOC during the Olympic Games if they so wish and promotional documentation may be distributed.

Cities are permitted to have some element of team visibility on their official clothing during the Games, provided the following is respected:

- Cities may use their logo (i.e. graphic device (including *Name of City* + 2020 + “Applicant City” or “Candidate City”) without the Olympic rings) on items of clothing.
- The logo in its entirety shall not be larger than 20cm<sup>2</sup>;
- Only City representatives (excluding national delegations, athletes and NOC accredited persons) may wear the items of clothing;
- There must be no advertising or trademark on the items of clothing except the manufacturer’s mark (see below);
- The identification of the manufacturer on the clothing should be in accordance with Rule 51 of the Olympic Charter, in particular:
  - The identification of the manufacturer shall not appear more than once per item of clothing
  - Any manufacturer’s identification must not exceed 20cm<sup>2</sup>

All other forms of identification on Applicant or Candidate Cities’ clothing are prohibited.

#### 3.B – Media

The IOC will provide each city with the opportunity to hold a press conference in the Main Press Centre. There must be no reception at the end of any press conferences.



## 2020 Candidature Acceptance Procedure – signature page

**Signature of the Candidature Acceptance Procedure** The Applicant Cities shall abide, in all aspects, by all provisions of the Olympic Charter, the Candidature Acceptance Procedure, the IOC Code of Ethics, the Rules of Conduct applicable to all cities wishing to organise the Olympic Games and all other rules, instructions and conditions which may be established by the IOC Executive Board.

The present Candidature Acceptance Procedure comes into effect on 16/05/2011 and shall remain in force until further notice.

Lausanne, 16/05/2011

The IOC Executive Board

The **Bid Committee** of \_\_\_\_\_ hereby certifies to have received a copy of the document entitled “Candidature Acceptance Procedure” and declares to have duly noted its contents.

.....  
*Signature*

.....  
*NAME AND FUNCTION (in block capitals)*

The **City** of \_\_\_\_\_ hereby certifies to have received a copy of the document entitled “Candidature Acceptance Procedure” and declares to have duly noted its contents.

.....  
*Signature*

.....  
*NAME AND FUNCTION (in block capitals)*

The **NOC** of \_\_\_\_\_ hereby certifies to have received a copy of the document entitled “Candidature Acceptance Procedure” and declares to have duly noted its contents.

.....  
*Signature*

.....  
*NAME AND FUNCTION (in block capitals)*





# PART 2 → IOC Questionnaire

## Overview

**Application File** In the application phase of the bid process, Applicant Cities are required to submit a document containing their replies to the IOC questionnaire contained in Part 2.

The aim of this Application File is to provide the IOC with an overview of a city's project to host the Olympic Games and to determine whether this corresponds to the needs of the Olympic Movement.

The IOC will assess Applicant Cities on the basis of their replies to the questionnaire contained in Part 2 and on the results of any independent studies carried out by the IOC (as described in chapter 1.3.4).

**Fonts** Throughout the questionnaire contained in Part 2, **all questions and guarantees are presented in bold font** and any accompanying explanatory text is presented in regular font.

**Guarantees** The IOC questionnaire also requires Applicant Cities to obtain guarantees from third parties. Questions requiring a guarantee are flagged with the following icon in the questionnaire:



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## Overview, Continued

### Instructions

Precise instructions on how to create your replies to the questionnaire, from a presentation and content point of view, can be found in Part 3 of this document. The aim of these instructions is two-fold:

- To save the Bid Committee unnecessary work, effort and expense
- To ensure that the information provided to the IOC can be easily and objectively analysed

Applicant Cities must follow the instructions given in Part 3.

### Reference documents



We remind Applicant Cities that the following documents will provide invaluable assistance to anyone connected with the bid/preparation of the Application File:

- Olympic Charter
- IOC Technical Manuals
- Olympic Games knowledge database

### Contents

The questionnaire is divided into the following chapters:

Chapter	
1	- Vision, concept and legacy
2	- Sport and Venues
3	- Environment and Meteorology
4	- Accommodation
5	- Transport
6	- Medical Services and Doping Control
7	- Safety and Security
8	- Technology and Energy
9	- Legal aspects and custom and immigration formalities
10	- Government and public support
11	- Finance and Marketing



# 1 → Vision, Concept and Legacy

## DATES OF THE OLYMPIC GAMES

- Q 1.1** In accordance with the Olympic Charter (Bye-law to Rule 33),  
“*The duration of the competitions of the Olympic Games shall not exceed sixteen days*”. For the Games of the XXXII Olympiad, the dates of the Games shall be chosen within the following period: 15 July to 31 August 2020. (As mentioned in the IOC circular letter to NOCs dated 31 January 2011, the IOC may agree to dates outside this period in the case of exceptional circumstances – e.g. non-favourable weather conditions. The deadline for such application is 29 July 2011.)
- State your proposed dates to host the Olympic Games and Paralympic Games in 2020 and specify your reasons.**

## VISION AND LEGACY

- Q 1.2** What is your motivation to host the Olympic Games and what is your vision for your Games?
- Q 1.3** What do you believe would be the long-term benefits for your city / region / country of:
- Bidding for the Olympic Games (irrespective of the outcome of the bid)
  - Hosting the Olympic Games
  - Hosting the Paralympic Games
- Q 1.4** How can hosting the Olympic Games in your city contribute to the development of the Olympic Movement and of the Olympic Games?

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## Vision, Concept and Legacy

### CONCEPT

#### Q 1.5

Describe your concept of the 2020 Olympic Games in your city/region.

Detail the following aspects:

- Explain how your concept of the Olympic Games fits into your city/region's long-term planning strategy.
- Motivation behind the choice of location of key Olympic infrastructure
- Expected benefits at Games-time
- Games legacy plans

#### Q 1.6

Provide Map A: a map of your city/region on which your project is superimposed thus giving a complete visual overview of your project.

Map A should be no larger than A3 - folded or double page - and the graphic scale used must be clearly indicated.

Map A should include all major infrastructure:

- Competition venues
- Olympic Village(s)
- Media accommodation (hotels/village(s))
- Main Press Centre (MPC)
- International Broadcast Centre (IBC)
- Main hotel area
- Main transport infrastructure (airport(s), motorways, train/tram/metro lines etc.)

Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.

On the map, please draw a 10km radius around the Olympic Village(s).



## 2 → Sport and Venues

### SPORT EXPERIENCE

**Q 2.1** What experience have you had in hosting international sports events and multi-sports events?

List a maximum of ten major events held in the city and ten major events held in the country over the last ten years, indicating official dates and duration. Please include only Senior Continental and World Championships (excluding Junior Championships).

### VENUES

**Q 2.2** Complete Chart 1 for all sports as well as the Opening/Closing Ceremony venue(s), IBC/MPC, Olympic Village(s) and Media Village(s) (if applicable), which you expect will be used for the Olympic Games and the Paralympic Games.

In addition to the chart in the Application File, please provide the chart in excel format on the CD-ROM (see instructions).

In Chart 1, Applicant Cities are required to define the venue construction status as either:

Existing            EXISTING VENUES - NO PERMANENT WORKS REQUIRED (OVERLAY ONLY)

Existing - permanent works required            EXISTING VENUES - PERMANENT WORKS REQUIRED

Planned            VENUES TO BE BUILT - PERMANENT - PLANNED (IRRESPECTIVE OF THE GAMES)

Additional            VENUES TO BE BUILT - PERMANENT - ADDITIONAL (VENUES A CITY IDENTIFIES AS BEING NECESSARY TO HOST THE GAMES - GAMES DEPENDENT)

Temporary            TEMPORARY VENUES

Please note that venues for road events (road cycling, marathon, triathlon, etc.) should be considered as temporary venues, except where the finish area is in an existing venue.

Continued on next page



## Sport and Venues

### Q 2.3

For each **existing venue**, provide a **photographic file** which clearly illustrates the venue (inside and outside – as applicable).

A venue photographic file is an A4 document (maximum 5 pages – with A3 fold-out pages if you so wish), presenting an existing venue through a set of colour photographs together with a written description of the venue and its location giving an overview of its history, location, layout, functionality and architecture.

The following list provides an indication of elements to include in the photographic files:

- Written description (maximum 1 page)
  - Location (in relation to the city) and accessibility (transport routes and public transport)
  - History and usage: initial construction, renovations, architectural and functional description, previous and current usage
- Set of colour photographs (maximum 4 pages, including A3 fold-out pages if you so wish)
  - Aerial and/or external panoramic elevated view
  - Venue external frontage (where applicable)
  - Views including field of play and seating tribunes

For outdoor events, please draw the route/field of play/finish area etc. on the photo.

Continued on next page



## Sport and Venues

### IOC Guiding Principles – Venues X

The following information contains important guidelines concerning the choice of venues:

Venues are a critical success factor for the Olympic Games, in both financial and operational terms. It is therefore important that Applicant Cities have a full understanding of venues, from planning through to construction and operational delivery.

Whilst some guiding principles are listed below, please note that further details concerning venues can be found in the Technical Manual on Venues and the Technical Manual on Design Standards for Competition Venues.

- Venues must meet requirements and be realistic with respect to the master plan of the Host City, resource efficiencies and post-Games legacy
- Venue planning should support the concept of sustainable development as it applies to the Olympic Games in general, and to venues specifically (e.g. use of permanent versus temporary structures, environmentally sensitive materials/systems/impacts)
- For site selection and venue location:
  - Use existing venues with refurbishment if needed
  - Build a new permanent venue only if there is a legacy need, ensuring flexible use if possible
  - If there is no legacy need, seek a temporary solution
- Venues should be safely and efficiently operated, keeping the primary focus on the athletes

### Gross seating capacities

Venue gross seating capacities are provided in the Technical Manual on Design Standards for Competition Venues. Please note that, for every Olympic Games, these capacities must be considered with the following points to determine final venue capacities:

- Capacity of any existing venue to be potentially used
- Capacity of any new venue considering its legacy use
- Terrain, venue footprint and layout (mainly for outdoor venues)
- Popularity of the sport in the Host City, region and/or country
- The potential ability to increase capacity on a temporary basis for Olympic Games use
- Existing/planned road capacities or transport operation constraints to bring spectators (and other clients) to the venue
- Operational feasibility due to overlapping competition schedule in venue clusters/precincts/zones.

Continued on next page



## Sport and Venues

### VENUE LOCATION

#### Q 2.4

##### Map B:

Provide a map of your city/region on which the location of the competition venues as well as the following non-competition venues are superimposed:

- Olympic Village(s)
- Opening/Closing Ceremony venue(s)
- Media accommodation (hotels/village(s))
- MPC
- IBC
- Main hotel area

Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport. On the map, please draw a 10km radius around the Olympic Village(s).

Also provide a map (Map C) with the corresponding Paralympic venue locations.

Provide additional map(s) (B1, B2 etc.) for all competition venue clusters/precincts included in your project, indicating access routes and security perimeter fence lines.

All B maps should be no larger than A3 – folded or double page – and should contain a clear legend. The most appropriate graphic scales must be chosen to best represent your project and venue clusters in A4 to A3 formats. These graphic scales must be clearly indicated on all maps.

The following colour-code must also be used for all B maps:

<u>PALE BLUE:</u>	Existing venue, no permanent works required (Overlay only)
<u>DARK BLUE:</u>	Existing venue, permanent works required
<u>GREEN:</u>	Planned permanent venue (irrespective of the Games)
<u>RED:</u>	Additional permanent venue (Games dependent)
<u>PINK:</u>	Temporary venue required for the Olympic Games

All venues in chart 1 should be attributed a unique colour coded number (according to the colour code provided above) which should also feature on all B maps. Please note that all B maps must also be included on the CD ROMs to be provided to the IOC (see instructions).

Continued on next page



## Sport and Venues

### NON-COMPETITION VENUES

#### Q 2.5 OLYMPIC VILLAGE(S)

**Q 2.5.1** Describe your concept for the Olympic village(s), including the following elements:

- Owner
- Location
- Altitude
- Type of accommodation / type of buildings
- Size of village(s) (hectares)
- Number of beds
- Paralympic considerations
- Post-Olympic use.

**Q 2.5.2** Specify who will finance the construction of the Olympic village(s).

**Q 2.5.3** Please indicate whether alternative accommodation is planned/required. Please describe the alternative accommodation you plan to use, if any.

#### Q 2.6 INTERNATIONAL BROADCAST CENTRE / MAIN PRESS CENTRE

**Q 2.6.1** Describe your concept for the IBC and MPC, including the following elements:

- Location(s)
- Existing or new construction(s)
- Combined or separate venues
- Size(s)
- Type of building(s)
- Adjacent space for compounds, transport mall and parking
- Occupation dates (when the OCOG would take full possession of the IBC and MPC)
- Post-Olympic use.

**Q 2.6.2** Specify who will finance the construction of the IBC and MPC.

## Chart 1 – Competition and non-competition venues (all figures to be provided in USD million)

- Add as many rows for disciplines (e.g. Cycling – Road, BMX, Mountain Bike, Track) / additional venues as needed
- Ownership: Venue owner (existing venues) or land owner (planned/additional/temporary venues) as appropriate
- Venue construction status: Please use the categories as defined above: Existing, Existing with permanent works required, Planned, Additional and Temporary.

Olympic sport/ discipline	Paralympic sport/ discipline	Name of venue	Venue construction status	Gross seating capacity	Ownership (public/ private)	Permanent works				Source of financing (public/ private/ joint)	Post-Olympic use	
						Original date of construction	Date of upgrade (if completed)	Dates of permanent works required				Cost of permanent works required (in USD 2011)
								Start date	Finish date			
Archery												
Athletics												
Aquatics												
Badminton												
Basketball												
Boxing												
Canoe-Kayak												
Cycling												
Equestrian												
Fencing												
Football												
Gymnastics												
Golf												
Handball												
Hockey												
Judo												
Modern Pentathlon												
Rowing												
Rugby												

Continued on next page

# Chart 1 - Competition and non-competition venues (all figures to be provided in USD million),

Continued

Olympic sport/ discipline	Paralympic sport/ discipline	Name of venue	Venue construction status	Gross seating capacity	Ownership (public/private)	Permanent works				Source of financing (public/private/joint)	Post-Olympic use	
						Original date of construction	Date of upgrade (if completed)	Dates of permanent works required				Cost of permanent works required (in USD 2011)
								Start date	Finish date			
Sailing												
Shooting												
Table Tennis												
Taekwondo												
Tennis												
Triathlon												
Volleyball												
Weightlifting												
Wrestling												
		Olympic Village										
		MPC										
		IBC										
		Media Village										





## Appendix A - Olympic programme

### OFFICIAL PROGRAMME OF THE LONDON 2012 OLYMPIC GAMES

Sports	Men's events	Women's events	Mixed/ open events	Total
<b>ATHLETICS</b>	<b>24</b>	<b>23</b>		<b>47</b>
<i>Track events</i>	100m 200m 400m 800m 1,500m 5,000m 10,000m 110m Hurdles 400m Hurdles 3,000m Steeplechase 4 x 100m Relay 4 x 400m Relay	100m 200m 400m 800m 1'500m 5'000m 10'000m 100m Hurdles 400m Hurdles 3'000m Steeplechase 4 x 100m Relay 4 x 400m Relay		
<i>Field events</i>	High Jump Pole Vault Long Jump Triple Jump Shot Put Discus Throw Hammer Throw Javelin Throw	High Jump Pole Vault Long Jump Triple Jump Shot Put Discus Throw Hammer Throw Javelin Throw		
<i>Combined events</i>	Decathlon (100m, Long Jump, Shot Put, High Jump, 400m, 110m Hurdles, Discus, Pole Vault, Javelin, 1,500m)	Heptathlon (100m Hurdles, High Jump, Shot Put, 200m, Long Jump, Javelin, 800m)		
<i>Road events</i>	20km Race Walk 50km Race Walk Marathon	20km Race Walk  Marathon		
<b>ROWING</b>	<b>8</b>	<b>6</b>		<b>14</b>
	Single Sculls (1x) Pairs (2-) Double Sculls (2x) Fours (4-) Quadruple Sculls (4x) Eights (8+)	Single Sculls (1x) Pairs (2-) Double Sculls (2x)  Quadruple Sculls (4x) Eights (8+)		
<i>Lightweight events</i>	Double Sculls (2x) Fours (4-)	Double Sculls (2x)		
<b>BADMINTON</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>
	Singles Doubles	Singles Doubles	Mixed doubles	
<b>BASKETBALL</b>	<b>1</b>	<b>1</b>		<b>2</b>
	12-team tournament	12-team tournament		

Continued on next page



## Appendix A - Olympic programme, Continued

Sports	Men's events	Women's events	Mixed/ open events	Total
<b>BOXING</b>	<b>10</b>	<b>3</b>		<b>13</b>
	Light fly (46 to 49 kg) Fly (up to 52 kg) Bantam (up to 56 kg) Light (up to 60 kg) Light Welter (up to 64 kg) Welter (up to 69 kg) Middle (up to 75 kg) Light heavy (up to 81 kg) Heavy (up to 91 kg) Super Heavy (+ 91 kg)	Fly (48 to 51 kg) Light (57 to 60 kg) Middle (69 to 75 kg)		
<b>CANOE-KAYAK</b>	<b>11</b>	<b>5</b>		<b>16</b>
<i>Sprint</i>	K-1 200m K-1 1,000m K-2 200m K-2 1,000m K-4 1,000m C-1 200m C-1 1,000m C-2 1,000m	K-1 200m K-1 500m K-2 500m K-4 500m		
<i>Slalom</i>	K-1 men C-1 men C-2 men	K-1 women		
<b>CYCLING</b>	<b>9</b>	<b>9</b>		<b>18</b>
<i>Track</i>	Team sprint Sprint Keirin Team pursuit Omnium	Team sprint Sprint Keirin Team pursuit Omnium		
<i>Road</i>	Mass start Time trial	Mass start Time trial		
<i>Mountain Bike</i>	Cross-country	Cross-country		
<i>BMX</i>	BMX Racing	BMX Racing		
<b>EQUESTRIAN</b>			<b>6</b>	<b>6</b>
<i>Jumping</i>			Team Competition Individual competition	
<i>Dressage</i>			Team Competition Individual Competition	
<i>Eventing</i>			Team Competition Individual Competition	

Continued on next page



## Appendix A - Olympic programme, Continued

Sports	Men's events		Women's events		Mixed/ open events	Total
<b>FENCING</b>	<b>5</b>		<b>5</b>			<b>10</b>
		Individual Foil Individual Epée Individual Sabre  Team Foil Team Sabre		Individual Foil Individual Epée Individual Sabre  Team Foil Team Epée		
<b>FOOTBALL</b>	<b>1</b>		<b>1</b>			<b>2</b>
		16-team tournament		12-team tournament		
<b>GYMNASTICS</b>	<b>9</b>		<b>9</b>			<b>18</b>
<i>Artistic</i>		Team competition Individual all-around competition Floor competition Pommel Horse competition Rings competition Vault competition Parallel Bars competition Horizontal Bar competition		Team competition Individual all-around competition Vault competition Uneven Bars competition Balance Beam competition Floor competition		
<i>Rhythmic</i>				Individual all-around competition Group competition		
<i>Trampoline</i>		Individual competition		Individual competition		
<b>WEIGHTLIFTING</b>	<b>8</b>		<b>7</b>			<b>15</b>
		56 kg 62 kg 69 kg 77 kg 85 kg 94 kg 105 kg + 105 kg		48 kg 53 kg 58 kg 63 kg 69 kg 75 kg + 75 kg		
<b>HANDBALL</b>	<b>1</b>		<b>1</b>			<b>2</b>
		12-team tournament		12-team tournament		
<b>HOCKEY</b>	<b>1</b>		<b>1</b>			<b>2</b>
		12-team tournament		12-team tournament		
<b>JUDO</b>	<b>7</b>		<b>7</b>			<b>14</b>
		Up to 60 kg + 60 kg up to 66 kg + 66 kg up to 73 kg + 73 kg up to 81 kg + 81 kg up to 90 kg + 90 kg up to 100 kg + 100 kg		Up to 48 kg + 48 kg up to 52 kg + 52 kg up to 57 kg + 57 kg up to 63 kg + 63 kg up to 70 kg + 70 kg up to 78 kg + 78 kg		

Continued on next page



## Appendix A - Olympic programme, Continued

Sports	Men's events	Women's events	Mixed/ open events	Total
<b>WRESTLING</b>	<b>14</b>	<b>4</b>		<b>18</b>
<i>Freestyle</i>	Up to 55 kg from 55 to 60 kg from 60 to 66 kg from 66 to 74 kg from 74 to 84 kg from 84 to 96 kg from 96 to 120 kg	Up to 48 kg from 48 to 55 kg from 55 to 63 kg from 63 to 72 kg		
<i>Greco-Roman</i>	Up to 55 kg from 55 to 60 kg from 60 to 66 kg from 66 to 74 kg from 74 to 84 kg from 84 to 96 kg from 96 to 120 kg			
<b>AQUATICS</b>	<b>22</b>	<b>24</b>		<b>46</b>
<i>Swimming</i>	50m freestyle 100m freestyle 200m freestyle 400m freestyle 1,500m freestyle 100m backstroke 200m backstroke 100m breaststroke 200m breaststroke 100m butterfly 200m butterfly 200m individual medley 400m individual medley 4 x 100m freestyle relay 4 x 200m freestyle relay 4 x 100m medley relay 10km Marathon swim	50m freestyle 100m freestyle 200m freestyle 400m freestyle 800m freestyle 100m backstroke 200m backstroke 100m breaststroke 200m breaststroke 100m butterfly 200m butterfly 200m individual medley 400m individual medley 4 x 100m freestyle relay 4 x 200m freestyle relay 4 x 100m medley relay 10km Marathon swim		
<i>Diving</i>	Individual Springboard (3m) Individual Platform (10m) Synchronised Springboard (3m) Synchronised Platform (10m)	Individual Springboard (3m) Individual Platform (10m) Synchronised Springboard (3m) Synchronised Platform (10m)		
<i>Synchronized swimming</i>		Duet competition Team competition		
<i>Waterpolo</i>	12-team tournament	8-team tournament		
<b>MODERN PENTATHLON</b>	<b>1</b>	<b>1</b>		<b>2</b>
	Individual competition	Individual competition		
<b>TAEKWONDO</b>	<b>4</b>	<b>4</b>		<b>8</b>
	Under 58 kg Under 68 kg Under 80 kg Over 80 kg	Under 49 kg Under 57 kg Under 67 kg Over 67 kg		

Continued on next page



## Appendix A - Olympic programme, Continued

Sports	Men's events		Women's events		Mixed/ open events	Total
<b>TENNIS</b>	<b>2</b>		<b>2</b>		<b>1</b>	<b>5</b>
		Singles Doubles		Singles Doubles		Mixed doubles
<b>TABLE TENNIS</b>	<b>2</b>		<b>2</b>			<b>4</b>
		Singles Team		Singles Team		
<b>SHOOTING</b>	<b>9</b>		<b>6</b>			<b>15</b>
<i>Rifle</i>		50m Rifle Prone Men 50m Rifle 3 Positions Men 10m Air Rifle Men		50m Rifle 3 Positions Women 10m Air Rifle Women		
<i>Pistol</i>		50m Pistol Men 25m Rapid Fire Pistol Men 10m Air Pistol Men		25m Pistol Women  10m Air Pistol Women		
<i>Shotgun</i>		Trap Men Double Trap Men Skeet Men		Trap Women  Skeet Women		
<b>ARCHERY</b>	<b>2</b>		<b>2</b>			<b>4</b>
		Individual competition Team competition		Individual competition Team competition		
<b>TRIATHLON</b>	<b>1</b>		<b>1</b>			<b>2</b>
		Distance: 1.5km swim, 40km cycle, 10km run		Distance: 1.5km swim, 40km cycle, 10km run		
<b>SAILING</b>	<b>6</b>		<b>4</b>			<b>10</b>
		Windsurfer One Person Dinghy One Person Dinghy (Heavyweight) Two Person Dinghy Skiff Keelboat		Windsurfer One Person Dinghy  Two Person Dinghy Match Racing		
<b>VOLLEYBALL</b>	<b>2</b>		<b>2</b>			<b>4</b>
<i>Indoor</i>		12-team tournament		12-team tournament		
<i>Beach</i>		24-team tournament		24-team tournament		
<b>TOTAL (26)</b>	<b>162</b>		<b>132</b>		<b>8</b>	<b>302</b>

During the 121<sup>st</sup> IOC Session in Copenhagen, the IOC accepted Golf and Rugby in the Olympic programme as of 2016:

Sports	Men's events		Women's events		Mixed/ open events	Total
<b>GOLF</b>	<b>1</b>		<b>1</b>			<b>2</b>
		Individual competition		Individual competition		
<b>RUGBY</b>	<b>1</b>		<b>1</b>			<b>2</b>
		12-team tournament		12-team tournament		

### Programme changes

A review of the sports programme takes place after each edition of the Olympic Games. Candidate Cities should therefore be aware that any further modifications to the Olympic Games sports programme would be voted on by the 125<sup>th</sup> IOC Session in 2013.



## 3 → Environment and Meteorology

### ENVIRONMENT

**Q 3.1** Describe the following on a map no larger than A3 – folded or double page – and indicate the graphic scale used:

- General geographical features of the city and its surroundings
- Protected/environmentally sensitive areas
- Cultural heritage monuments
- Potential natural risks

**Q 3.2** Provide detailed information on the ambient air quality in the Applicant City (according to the most recent WHO standards/guidelines), including an assessment of the analyses performed over the last five years for the period during which you intend to hold the Olympic Games and the testing methods used.

Further information must be provided for any proposed competition venues situated more than 50km from the Applicant City or for any proposed competition venues where conditions are significantly different from the rest of the Applicant City.

**Please include the following figures in your assessment:**

	Mg/m <sup>3</sup>
Carbon monoxide	
PM10 (PM 2.5 if data readily available)	
Sulphur dioxide	
Nitrogen dioxide	
Ozone	

**Q 3.3** Provide detailed information on the quality of drinking water in the Applicant City (according to the most recent WHO standards/guidelines), including an assessment of the analyses performed over the last five years, the testing methods used and the system of supply.

Further information must be provided for any proposed competition venues situated more than 50km from the Applicant City or for any proposed competition venues where conditions are significantly different from the rest of the Applicant City.

Continued on next page



## Environment and Meteorology

- Q 3.4** Provide details of current general environmental conditions and actions in your city/region.
- Q 3.5** Provide details of any Games-specific environmental actions you plan on implementing, outlining how those actions fit in with overall city and region environmental and sustainable development strategies.
- Q 3.6** Provide a brief assessment of the environmental impacts and legacies of staging the Olympic Games in your city/region.
- Q 3.7** Have environmental impact studies been carried out on any of your proposed venues and does legislation in your country require you to carry out environmental impact studies? If so, at what stage of the planning and construction process?

### METEOROLOGY

- Q 3.8** Complete Charts 2.1, 2.2 and 2.3.

## Charts 2.1 to 2.3 – Meteorology

Statistics to be provided:

- For your proposed dates of the Games
- For the area in which the Olympic Games will be held (Applicant City + any outdoor competition venue where conditions are significantly different to the rest of the Applicant city)
- For the last ten years

### Chart 2.1 – Temperature, humidity and wind *(Indicate source of statistics)*

	Temperature			Humidity			Wind (general tendencies)	
	Minimum	Maximum	Average	Minimum	Maximum	Average	Direction	Strength
9 a.m.								
12 noon								
3 p.m.								
6 p.m.								
9 p.m.								

### Chart 2.2 – Precipitation and fog *(Indicate source of statistics)*

Precipitation (Number of days)		Fog (Number of days of fog during period of Games)
Annually	Period of Games	

### Chart 2.3 – Altitude *(Indicate source of statistics)*

Altitude in metres	
City	Other sites where significant differences exist







## 4 → Accommodation

### HOTELS

**Q 4.1** State what point of reference you have chosen as the Olympic Games centre in the Applicant City (e.g. Olympic Village, Olympic Stadium, IOC hotel(s), main hotel cluster,...) and explain why.  
This point of reference must be used to answer the questions below.

**Q 4.2** Questions in this chapter require you to categorise hotels according to the internationally accepted star rating system (5 star, 4 star, 3 star, 2 star) described in the Technical Manual on Accommodation.

**G** Provide a statement from your national tourist board, giving the equivalent rating used in your country and a description of the standard of hotel in each category.

**Q 4.3** Complete Charts 3 A and B indicating the number of hotels and hotel rooms

- within a radius of 0–10km from your chosen Olympic Games centre
- within a 10–50km radius of your chosen Olympic Games centre
- within a 0–10km radius of any competition venue cluster/precinct and/or stand-alone venue outside the Applicant City

Please also include Charts 3 A and B in electronic format (Excel) on the CD ROM to be provided to the IOC (see instructions).

**Q 4.4** Use the following table to indicate average convention rates in 2011 for 3, 4 and 5 star hotels and for all room types during the month of the Olympic Games, including breakfast(s) and all applicable taxes.

Please also indicate the source of the information provided.

	Average 2011 convention rates for the month of the Olympic Games		
	3 star	4 star	5 star
Single, including 1 breakfast			
Double/twin, including 2 breakfasts			
Suite, including 2 breakfasts			

Continued on next page



## Accommodation

### MEDIA ACCOMMODATION

**Q 4.5** Wherever the hotel infrastructure of the Host City is insufficient to cater for the needs of the media, the OCOG must provide a media village (or villages, depending on the configuration of the Olympic venues).

**If you envisage the use of (a) media village(s), please answer the questions below.**

**If no media village(s) is/are planned, please describe your concept for media accommodation.**

**Q 4.6** Describe your concept for the media village(s), including the following:

- Owner (current and future)
- Location
- Type of accommodation / type of buildings
- Size of village(s) (hectares)
- Number of rooms and beds
- Post-Olympic use.

**Specify who will finance the construction of any media village(s), if applicable.**

## Charts 3 A and B - Accommodation

### Chart 3 A - Applicant City

- Include all accommodation available within a radius of 0-10km and a radius of 10-50km of your Games Centre (as defined in question 4.1)
- **Please ensure that rooms are not counted twice**
- \*Please list apartments according to quality and number of rooms per apartment

#### Existing accommodation

Type of accommodation	Within a radius of 0-10km of Games Centre		Within a radius of 10-50km of Games Centre		TOTAL	
	Number of hotels	Number of rooms	Number of hotels	Number of rooms	Number of hotels	Number of rooms
5 star hotels						
4 star hotels						
3 star hotels						
2 star hotels						
1 star hotels						
University campus						
Apartments*						
Alternative Accom. <i>(specify)</i>						

#### Planned accommodation (accommodation for which construction authorisations have been signed)

Type of accommodation	Within a radius of 0-10km of Games Centre		Within a radius of 10-50km of Games Centre		TOTAL	
	Number of hotels	Number of rooms	Number of hotels	Number of rooms	Number of hotels	Number of rooms
5 star hotels						
4 star hotels						
3 star hotels						
2 star hotels						
1 star hotels						
University campus						
Apartments*						
Alternative Accom. <i>(specify)</i>						

## Charts 3 A and B – Accommodation (continued)

### Additional accommodation (accommodation for which construction authorisations have not yet been signed)

Type of accommodation	Within a radius of 0–10km of Games Centre		Within a radius of 10–50km of Games Centre		TOTAL	
	Number of hotels	Number of rooms	Number of hotels	Number of rooms	Number of hotels	Number of rooms
5 star hotels						
4 star hotels						
3 star hotels						
2 star hotels						
1 star hotels						
University campus						
Apartments*						
Alternative Accom. ( <i>specify</i> )						

### Chart 3 B – Competition venue clusters/precincts/stand-alone venues outside the Applicant City

- Include all accommodation available within a radius of 0–10km of each competition venue cluster/precinct or of each stand-alone venue outside the Applicant City – please provide one table for each competition cluster/precinct/venue, indicating its name in the table as shown.
- **Please ensure that rooms are not counted twice**
- \*Please list apartments according to quality and number of rooms per apartment

### Existing accommodation

Type of accommodation	Within a radius of 0–10km of <i>[insert name of competition venue cluster/precinct/venue]</i>	
	Number of hotels	Number of rooms
5 star hotels		
4 star hotels		
3 star hotels		
2 star hotels		
1 star hotels		
University campus		
Apartments*		
Alternative Accom. ( <i>specify</i> )		

## Charts 3 A and B – Accommodation (continued)

### Planned accommodation (accommodation for which construction authorisations have been signed)

Type of accommodation	Within a radius of 0–10km of <i>[insert name of competition venue cluster/precinct/venue]</i>	
	Number of hotels	Number of rooms
5 star hotels		
4 star hotels		
3 star hotels		
2 star hotels		
1 star hotels		
University campus		
Apartments*		
Alternative Accom. <i>(specify)</i>		

### Additional accommodation (accommodation for which construction authorisations have not yet been signed)

Type of accommodation	Within a radius of 0–10km of <i>[insert name of competition venue cluster/precinct/venue]</i>	
	Number of hotels	Number of rooms
5 star hotels		
4 star hotels		
3 star hotels		
2 star hotels		
1 star hotels		
University campus		
Apartments*		
Alternative Accom. <i>(specify)</i>		



## 5 → Transport

### Q 5.1 TRANSPORT INFRASTRUCTURE

Use Chart 4 to indicate:

#### EXISTING TRANSPORT INFRASTRUCTURE

List your existing transport infrastructure (roads and public transport systems):

- Motorways
- Major urban arterial network
- Suburban rail
- Subway
- Light rail

#### PLANNED TRANSPORT INFRASTRUCTURE

List all transport infrastructure developments planned irrespective of your application to host the Olympic Games, and which will have an impact on Olympic site accessibility.

#### ADDITIONAL TRANSPORT INFRASTRUCTURE

List the additional transport infrastructure you feel will be necessary to host the Olympic Games.

For each of the above, specify:

- Length and capacity (number of traffic lanes or rail tracks)
- Location of each infrastructure item by stating where it begins and ends
- How and by whom work will be financed (if applicable)
- Construction timelines (if applicable)

Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.

Please also include Chart 4 in electronic format (Excel) on the CD ROM to be provided to the IOC (see instructions).

Continued on next page



# Transport

## Q 5.2 AIRPORT

Which is the main international airport you intend to use for the Olympic Games?

State your reasons.

Which other airport(s) do you intend to use for the Olympic Games?

State your reasons.

For each airport you intend to use, please indicate capacity (number of runways, number of gates, passenger terminal capacity), distance to the city centre and existing, planned and additional public transport links to the city centre.

## Q 5.3 MAPS B

Complete the maps requested in theme Sport and Venues as follows:

Superimpose your city’s transport infrastructure, as listed in Chart 4, on Maps B, B1, B2 etc.

Please label each infrastructure item on the map with the unique number attributed to it in Chart 4 and observe the following colour code:

- PALE BLUE Existing infrastructure, no permanent works required
- DARK BLUE Existing infrastructure, permanent works required
- GREEN Planned infrastructure (irrespective of the Olympic Games)
- RED Additional infrastructure required for the Olympic Games

Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.

The following graphic standards should be used on Map B to represent your infrastructure:

Infrastructure	Motorways	Major urban arterial network	Suburban rail	Subway	Light rail
Existing, no permanent works					
Existing, permanent works required					
Planned					
Additional					

Continued on next page





# Transport

## **Q 5.4 TRANSPORT CHALLENGES**

**Q 5.4.1**            What current and future (2020) major transport challenges do your city and region face?

**Q 5.4.2**            What general transport and mobility concepts do you propose in order to address the following Games clients' transport needs:

- Athletes and team officials
- Media
- Spectators and workforce (including volunteers)

## **Q 5.5 DISTANCES AND TRAVEL TIMES**

Complete Chart 5, indicating all distances in kilometres and 2011 travel times in minutes by the most appropriate bus route.

If a rail connection is available, add rail travel time in brackets (rail).

Please also include Chart 5 in electronic format (Excel) on the CD ROM to be provided to the IOC (see instructions).

## Chart 4 – Existing, planned and additional transport infrastructure

- The infrastructure items should be listed in numerical order with a unique colour-coded number as shown in the table
- Please note that all infrastructure items listed should appear on Maps B, B1, B2 etc. with the unique number attributed to it
- Please identify the location of each infrastructure item by stating where it begins and ends
- Please provide all costs in USD 2011

EXISTING transport infrastructure, NO PERMANENT WORKS REQUIRED				
Type of transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction/upgrade	
	Within city boundary	From city boundary to outlying venues	Construction date	Date of completed upgrade(s)
①				
②				

EXISTING transport infrastructure, PERMANENT WORKS REQUIRED									
Type of transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	CURRENT length (km) + capacity (n° of traffic lanes or tracks)		Construction/upgrade					Source of financing (Public/private/joint)	
	Within city boundary	From city boundary to outlying venues	Type of work (length in km + capacity)		Body responsible	Construction date	Date of upgrade		Cost of upgrade
			Within city boundary	From city boundary to outlying venues					
③									
④									

PLANNED transport infrastructure							
Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction				Source of financing (Public/private/joint)
	Within city boundary	From city boundary to outlying venues	Body responsible	Start	End	Cost	
⑤							
⑥							

ADDITIONAL transport infrastructure							
Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction				Source of financing (Public/private/joint)
	Within city boundary	From city boundary to outlying venues	Body responsible	Start	End	Cost	
⑦							
⑧							

## Chart 5 – Distances and travel times in 2011

- All distances must be rounded to the nearest kilometre
- All times must be given in minutes and for average travel times by bus, using 5 minute intervals
- Provide in brackets travel times and mode of transport for any alternative means of transport available for a particular travel, if applicable at Games-time.
- If your project includes any other villages/accommodation for athletes, please include it/them in this table.
- If there is more than one competition venue for a sport/discipline/event please create new rows in the table as needed.
- If the IBC and MPC are in separate locations, please list them separately in the table.

All distances in <u>km</u> and travel times in <u>minutes</u> and by bus	Main international airport		Main hotel area		Athlete accommodation				Olympic Stadium		Media Accommodation (please specify)		MPC/IBC	
	Km	Min.	Km	Min.	Olympic Village		Any other village/ accommodation for athletes		Km	Min.	Km	Min.	Km	Min.
					Km	Min.	Km	Min.						
Main international airport														
Main hotel area														
Olympic Village														
Any other village/ accommodation for athletes														
Olympic Stadium														
Media Accommodation														
MPC/IBC														
Archery														
Aquatics														
Athletics														
Basketball														
Badminton														
Boxing														
Canoe														
Cycling														
Equestrian														
Fencing														
Football														
Golf														

Continued on next page

**Chart 5 - Distances and travel times in 2011, Continued**

All distances in <u>km</u> and travel times in <u>minutes</u> and by bus	Main international airport		Main hotel area		Athlete accommodation				Olympic Stadium		Media Accommodation (please specify)		MPC/IBC	
					Olympic Village		Any other village/ accommodation for athletes							
	Km	Min.	Km	Min.	Km	Min.	Km	Min.	Km	Min.	Km	Min.	Km	Min.
Gymnastic														
Handball														
Hockey														
Judo														
Modern Pentathlon														
Rowing														
Rugby														
Sailing														
Shooting														
Table Tennis														
Taekwondo														
Tennis														
Triathlon														
Beach Volleyball														
Volleyball														
Weightlifting														
Wrestling														



## 6 → Medical Services and Doping Control

### HEALTH SERVICES

The information requested below must be provided by the relevant public health authorities. In each case, specify the source of information.

**Q 6.1** Give a general outline of the health care system currently in operation in your city and region.

**Q 6.2** Describe your social system for managing medical expenses.  
Explain the arrangements for foreign nationals visiting your country.

**Q 6.3** Provide the number of hospitals and hospital beds per capita in your city.

Use tables 6.3.1 and 6.3.2 to list:

- Main hospitals and teaching hospitals
- Distance of main hospitals from the Olympic Village(s) (in km)
- Number of beds
- List of departments by speciality (including sports–medicine, physiology and biomechanical research laboratories for teaching hospitals)
- Heavy equipment

Table 6.3.1 - Main hospitals				
Hospital name	Distance from Olympic Village* (km)	Number of beds	List of departments by speciality	Heavy equipment

Total number: \_\_\_\_\_

\_\_\_\_\_

Table 6.3.2 - Teaching hospitals			
Hospital name	Distance from Olympic Village* (km)	Number of beds	List of departments by speciality (including sports–medicine, physiology and biomechanical research laboratories)

Total number: \_\_\_\_\_

\_\_\_\_\_

\* if several Olympic Villages are planned, please add columns as appropriate



## Medical Services and Doping Control

- Q 6.4** Describe the operational procedure of your current emergency services.
- Q 6.5** Explain how the Olympic Games will fit in with your first aid, transport and emergency services.
- Q 6.6** Describe existing plans for evacuation and assistance in the event of a natural disaster, specifying the chains of command and transfer of responsibilities.
- How will these be affected by the Olympic Games?
- If the chain of responsibility and command were to change due to the Olympic Games, please give details.
- Q 6.7** If applicable, briefly explain any epidemiological problems over the last ten years.
- Describe the resources in your city, region and country to counter epidemiological risks, and list the organisations responsible for controlling this issue.

### EQUINE HEALTH

- Q 6.8** Indicate which infectious diseases have occurred in your equine population during the last five years, specifying whether these were at an epidemic level or whether these are diseases which are endemic in your country.
- Q 6.9** Describe the resources in your city, region and country to counter epidemiological risks in the veterinary field and list the organisations responsible for controlling such risks (where applicable).

Continued on next page



## Medical Services and Doping Control

### DOPING CONTROL

- Q 6.10** Does your country have a National Anti-Doping Organisation (NADO)? Is this National Anti-Doping Organisation independent or part of the NOC? Explain.  
Does your country have any legislation on doping? Explain.  
What legislation is in place or will be implemented to allow cooperation and sharing of information between the sports authorities and the public authorities (police, customs) in relation to the fight against doping and to implement the commitments of the Host Country under the UNESCO Convention and the WADA Code?
- Q 6.11** Provide a guarantee from the relevant national authority confirming that
- a. the (WADA) World Anti-Doping Code and the IOC Anti-Doping Rules (which are based on the World Anti-Doping Code) which are in force in 2020 will apply upon the occasion of the Olympic Games; and
  - b. should there be any conflict between, on the one hand, the World Anti-Doping Code and the IOC Anti-Doping Rules and, on the other hand, any other anti-doping rules applicable in your country, the World Anti-Doping Code and the IOC Anti-Doping Rules shall take precedence; and
  - c. the relevant authority(ies) of the host country will provide its (their) full cooperation and support for the implementation of the IOC Anti-Doping Rules at the time of the Olympic Games, in particular in relation to investigations and procedures regarding athletes' support personnel or any other person involved in trafficking, or in assisting in any way in relation to the use of prohibited substances or prohibited methods, and that relevant laws are in place in order to ensure the foregoing.
- Q 6.12** Is there a WADA-accredited laboratory in your city or country?  
Indicate the distance in km and travel time between the existing accredited laboratory, the Olympic Village and the venues.  
Describe your plans for setting up/upgrading an anti-doping laboratory for the Olympic Games.  
Give a brief indication of the procedures envisaged for sample transportation.
- Q 6.13** Does the laboratory mentioned above also perform equine sample testing and is it accredited by the "Fédération Equestre Internationale" (FEI)?  
If not, which FEI-accredited laboratory will be used for testing horses at Games-time?



## 7 → Safety and Security

### RISK ANALYSIS

**Q 7.1** Provide an analysis, by a competent authority (please specify the authority), of the general risks connected with the Olympic territory:

- Fire (buildings, industry, forests)
- Intrusion into Olympic facilities
- Civil disobedience
- Crime
- Telecommunication / Technological risks
- Traffic
- Natural catastrophes (earthquake, flood, volcano, hurricane, etc.)
- Other catastrophes (chemical, biological, nuclear, plane crash, serious land accident, etc.)
- Major traffic accidents, including in tunnels

**Q 7.2** Provide an analysis, by a competent authority (please specify the authority), of the situation with respect to any risks posed by activist minorities (religious, political, ethnic, etc.) or terrorist groups in the country or region.

Specify the measures envisaged for preventing acts of terrorism by international groups.

### HUMAN RESOURCES

**Q 7.3** Provide estimates of the available police and emergency services human resources in the region and city.

**Q 7.4** Will it be possible to use the resources of the Armed Forces in the Olympic Games security operation and, if so, in what capacity?

Continued on next page





# Safety and Security

## LEGISLATION

**Q 7.5** Does legislation permit a single management structure that will be effective whatever the origin of the human and technical resources that are used, and without functional or territorial restrictions?

**Q 7.6** If necessary, is your government willing to make modifications to the laws, standards and administrative procedures considered necessary within the legislative organisation of the country in order to achieve an efficient structure and a safety and security operation that is appropriate to the special circumstances of the Olympic Games?

If so, what would be the timeframe for such a procedure?

**Q 7.7** Is it possible to limit and exercise effective control over the use of air space affected by the Olympic Games and, if so, how?

## EXPERIENCE

**Q 7.8** Use the table below to list, in chronological order (most recent first), the experience of your city/region and country over the last ten years in the organisation of security for major international events (particularly sports events).

Table 7.8 - Security experience						
Year	Event	Duration of event (days)	Number of participants	Number of dignitaries and VIPs	Number of attending spectators	Number of security personnel



## 8 → Technology and Energy

**Introduction** Technology plays an extremely important role both in the preparation phase and during the Olympic and Paralympic Games.

Technology encompasses a wide field of services, which can be defined in three broad categories:

- Information systems
- Telecommunications and other technologies
- Internet

Please note that, although the OCOG is responsible for planning and implementation, the IOC reserves the right to choose suppliers to cover one or more areas of technology necessary for the preparation and smooth running of the Olympic and Paralympic Games.

### TELECOMMUNICATIONS

**Q 8.1** Describe the market's level of openness to competition in the area of telecommunications.

**Q 8.2** How many licences have been awarded for:

- Setting up fixed telephony networks
- Supplying second generation (e.g. GSM) and third generation (e.g. UMTS) mobile telephony services

**Q 8.3** Indicate whether a regulatory body exists for the market, whether this body is tied to government authorities and who issues the licences.

Continued on next page



## Technology and Energy

**Q 8.4** Describe the existing infrastructure and technology networks linking competition and non-competition venues that will support the traffic necessary for the organisation of the Olympic and Paralympic Games (telephony, data network, audio and video circuits).

Indicate the existence of any alternative path for back-up purposes.

This information must be obtained from potential telecommunications providers.

Provide diagrams showing the infrastructure described above.

**Q 8.5** For each competition and non-competition venue, describe the current capacity (number of simultaneously supported communications) of the mobile network by carrier.

Indicate whether all of the roads linking all competition and non-competition venues are also fully covered by these carriers.

### WIRELESS BROADBAND SERVICES

**Q 8.6** Describe the penetration of wireless technology services, technologies used and generations (3G/4G) existing within the city.

**Q 8.7** State the number of providers offering these services.

**Q 8.8** Outline plans for further growth in wireless services leading up to 2020 and state whether there is additional infrastructure anticipated to specifically meet Games requirements. How will these improvements be funded?

Continued on next page



## Technology and Energy

### PRIVATE RADIO NETWORKS

- Q 8.9** Are there frequencies allocated to trunk radio type services?
- Q 8.10** How many types of trunk radio networks are in operation and what is the level of local and regional coverage?
- Q 8.11** How many subscribers are there to such networks?

### FREQUENCY CONTROL

- Q 8.12** Indicate the body(ies) responsible (and any ties) for allocating and controlling the frequencies necessary for radio transmissions.
- Q 8.13** Provide (a) guarantee(s) from the competent body(ies) that it (they) is(are) prepared to allocate, manage and control the necessary frequencies for the organisation of the Olympic and Paralympic Games.  
**G**
- Q 8.14** Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following client groups:  
**G**
- Athletes
  - IOC
  - OCOGs
  - NOCs
  - IFs
  - Media
  - Broadcasters
  - Olympic partners
- for the reservation and services of allocated frequencies from one month before the Opening Ceremony of the Olympic Games to one week after the Closing Ceremony of the Paralympic Games.

Continued on next page



## Technology and Energy

### **ENERGY**

#### **Energy Sector & Market Structure**

- Q 8.15** List the energy sector principal agents (state and/or private ownership) responsible for the provision of regional and local power services (production, transmission, distribution) and describe how they are structured and managed.
- Q 8.16** Describe the role of the regulator and other governmental agencies in the development of new energy facilities and in the regulation of service levels to clients.

#### **Energy Supply Facilities & Infrastructure**

- Q 8.17** Describe the existing local and regional utility grid and generating plants.
- Q 8.18** Outline the process for obtaining additional power beyond the capacity of the local system from other sources.



## 9 → Legal aspects and customs and immigration formalities

### LEGAL ASPECTS

**Q 9.1** What are the legal obstacles, if any, to the organisation of the Olympic Games in your country?

**Q 9.2** What are the existing laws, if any, in your country that relate to sport?

**Q 9.3** Do you envisage the implementation of any new laws to facilitate the organisation of the Olympic Games? Explain.

**Q 9.4** The IOC will take necessary measures to protect the word mark “[City] 2020” outside of the host territory.



**Provide documentation indicating that appropriate measures have been taken to:**

- protect the word mark “[City] 2020” within the host territory
- register domain names that are of value to your candidature such as “[City] 2020” followed by extensions .com .net .org as well as the country code concerned

### CANDIDATURE COMMITTEE – ORGANISATIONAL STRUCTURE

**Q 9.5** Should you be accepted as a Candidate City, how would your Candidature Committee be structured?

**Specify which public and/or private institutions, organisations or bodies would be represented in your Bid Committee and their respective levels of authority.**

Please note –

- NOC representatives must be members of your Bid Committee (see Olympic Charter, paragraph 1.4 of the Bye-law to Rule 34)
- IOC members in your country, should they so request, must also be members of your Bid Committee
- The IOC recommends that athletes’ representatives should also form part of the Bid Committee

Continued on next page



## Legal aspects and customs and immigration formalities

### ENTRY REGULATIONS

**Q 9.6** Describe the regulations in force in your country regarding immigration and entry visas.

**Q 9.7** Give precise details of the health and vaccination recommendations or regulations for persons entering your country.

In accordance with Rule 53 of the Olympic Charter, the Olympic identity and accreditation card is a document which establishes the identity of its holder and confers upon the latter the right to take part in the Olympic Games. Together with a passport or other official travel documents of the holder, the Olympic identity and accreditation card authorises entry into the country of the Host City. It allows the holder to stay and perform his Olympic function for the duration of the Olympic Games, including a period not exceeding one month before and one month after the Olympic Games.

The Olympic identity and accreditation card is delivered, under the authority of the IOC, to persons eligible for accreditation.

**Q 9.8** **G** Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and an Olympic identity and accreditation card will be able to enter into the country and carry out their Olympic function for the duration of the Olympic Games and for a period not exceeding one month before and one month after the Olympic Games, in accordance with the Accreditation and Entries at the Olympic Games - Users' Guide.

**Q 9.9** What would the entry regulations be for members of the Olympic Family to attend test events prior to the Olympic Games?

### ENTRY OF ANIMALS

**Q 9.10** Describe the regulations in force in your country regarding the entry of animals (i.e. guide dogs for the blind, horses) into your territory.

Continued on next page



## Legal aspects and customs and immigration formalities

### WORK PERMITS / REGULATIONS

**Q 9.11** In addition to those persons in possession of an Olympic identity and accreditation card, certain Games-related personnel will require temporary entry into the host country to perform their Olympic duties prior to the Olympic Games. Such persons may be required to work and domicile in the country for at least one year before the Olympic Games.

**Describe the process and average length of time required to apply for and issue work permits for temporary entry of personnel to work and domicile in the country and how this will be adjusted, if necessary, in order to conform with the requirements referred to above.**

**Q 9.12** It is incumbent upon the Host City to ensure that the relevant national, regional and local authorities understand the unique and temporary nature of the Olympic Games in regard to media working practices.

**Would Olympic related personnel, especially the media, broadcasters, the OBS and their personnel, and timing and scoring services be subject to union regulations or labour laws, and if so what special waivers will be introduced to enable the OBS, rights holders and media to fulfil their professional responsibilities without being constrained by the host country's media reporting regulations, labour laws, trade union agreements or regulations, if any, with regard to reporting and filming in the Host City or country.**

**Explain.**

### IMPORT AND EXPORT OF GOODS

**Q 9.13** Specify, if applicable, any regulations concerning the import of special products and equipment required by accredited persons to carry out their duties at the Olympic Games: e.g. firearms and ammunition (for sports competitions or security services), photographic and audio-visual equipment, medical equipment and products, computer equipment, foodstuffs etc.

**Q 9.14** What are the regulations with regard to the import, use and export of goods required for test events prior to the Olympic Games?

**Q 9.15** Specify, if applicable, any restrictions or regulations concerning the use of media material produced on the national territory intended principally for broadcast outside the territory.

**Q 9.16** Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals or other publications?





## 10 → Government and public support

### **BACKGROUND INFORMATION**

- Q 10.1** State the current population, as well as estimated population in 2020, for the following (please specify the source(s) used):
- City
  - Region
  - Country
- Q 10.2** Describe the political structure in your country: what are the institutions at national, regional and local level and their respective competence in relation to major infrastructure projects and government-related services (medical, security, customs, immigration, etc.)?
- Explain the interaction between the various authorities concerned, as well as their respective degree of autonomy, if any.
- Q 10.3** Provide the Gross Domestic Product (GDP) for the last ten years of your country, region and city, including a percentage breakdown of the economic resources (Agriculture, Industry, Energy and Services).
- Q 10.4** List the Per Capita Income (in USD) for the last ten years.

Continued on next page



## Government and public support

### GOVERNMENT SUPPORT AND COMMITMENT

- Q 10.5** What is the status of support of the national, regional and local governments for your bid and for the organisation of the Olympic Games in your city/region?
- Q 10.6** Give the full list of all public authorities and other official public or private bodies represented in your bid committee.
- Q 10.7** Provide a covenant from the government of your country stating the following:
- G** “*Name(s) of the duly authorised representative(s)* hereby confirm(s) that the government of *name of the host country*
- guarantees the respect of the Olympic Charter;
  - guarantees that it will take all the necessary measures in order that the city fulfils its obligations completely; and
  - guarantees free access to and free movement around the host country for all accredited persons on the basis of a passport (or equivalent document) and the Olympic identity and accreditation card referred to in the Olympic Charter.”
- Q 10.8** List all elections planned in your country at all levels until 2020 and indicate whether the outcome of such elections could have any impact – and if so what kind – on the preparation or staging of the Olympic Games in 2020.

### INSTITUTIONAL SUPPORT

- Q 10.9** Provide a letter of guarantee, signed by both your country’s NOC and your city authorities, stating the following:
- G** “*Names of the duly authorised representatives* hereby confirm that the *name of the host country’s NOC* and *name of the city authorities* will respect and comply with all obligations set out in the Olympic Charter.”
- Q 10.10** Do the NPC and relevant national organisations representing people with disability also support the bid?



## Government and public support

### PUBLIC SUPPORT

**Q 10.11** What is the general public opinion in your city/region and country towards your project of hosting the Olympic Games?

If you carry out opinion polls, please specify the following:

- Questions asked
- Area covered
- Dates of opinion poll field work
- Sample size

**Q 10.12** What, if any, opposition is there to your project? Please detail.

**Q 10.13** Does legislation in your country require you to carry out a referendum to be held on a project such as the Olympic Games?

Could you be forced into a referendum by opponents to the Olympic Games project?

If so, what would the legal implications be if the referendum was negative?

If a referendum is required, this should be carried out prior to the selection of Candidate Cities and the results of such a referendum should be provided to the IOC.



## 11 → Finance and Marketing

### OLYMPIC GAMES BUDGET

**Q 11.1** How will your Olympic Games (OCOG) budget be structured (private vs. public financing)?

**Q 11.2** What financial commitments have you obtained from your national, regional and/or local governments?

Please note that, in the candidature phase, it will be essential for you to obtain, inter alia, the following commitments from your public authorities as they are vital to the successful staging of the Olympic Games:

- A commitment to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee (OCOG)
- A commitment to make available all competition and non-competition venues owned by the public authorities to the OCOG either at no cost or a rental cost to be specified.
- A commitment to cover any shortfall in the OCOG budget;
- A commitment to undertake and finance the necessary infrastructure developments.

Continued on next page



## Finance and Marketing

### OCOG vs. NON-OCOG BUDGETS

In considering plans for the financing of the Olympic Games, it should be borne in mind that there are two distinct budgets:

- **OCOG operational budget**: this is the operations budget for the organisation of the Olympic Games. Infrastructure development costs for sports venues, the Olympic Village, the IBC and MPC or other major infrastructure projects must not be included in the OCOG budget
- **Non-OCOG budget**: this is the budget to be financed by public authorities and the private sector in the context of the long-term development of the city/region. It can be divided into capital investments and operations as follows:
  - **Capital investment**: for financing the construction of the main and sports infrastructure required for the Games which will be a long-term legacy. Depending on the context of each host city and the existing infrastructure, capital investments could also refer to land acquisition, relocation of existing communities, upgrading of telecommunications, power or medical infrastructure, etc.
  - **Operations**: for investments in operational areas usually funded by public authorities such as security, transport, medical, customs and immigration services, coordination of the government parties involved in Games preparations, city operations, traffic management, etc. With regard to transport, free public transportation for accredited persons, as well as extended operating hours should be considered, if necessary.

Continued on next page



## Finance and Marketing

### OCOG REVENUE GENERATING POTENTIAL

**Q 11.3** In addition to the financial contribution you will receive from the IOC, what other revenue do you expect to be able to generate?

Please indicate the source, estimated amount and background information on how these estimates were reached.

**Q 11.4** Provide a guarantee signed by authorised representatives of both the Applicant City and the NOC stating the following:

**G**

“The Applicant City of *[insert name of city]* (hereinafter “Applicant City”) and the National Olympic Committee of *[insert name of country of Applicant City]* (hereinafter “NOC”) acknowledge that, in the interest of a successful 2020 Olympic Games marketing programme, all Olympic-related properties and equities of the NOC and the Organising Committee for the Olympic Games (“OCOG”) must be consolidated in the host territory as of 1 January 2015. Should the Applicant City be accepted by the IOC as a Candidate City, the Applicant City and the NOC hereby undertake to enter into a Joint Marketing Programme Agreement to the entire satisfaction of the IOC not later than 7 January 2013, whereby all NOC-related commercial rights will be acquired by the Candidate City on the OCOG’s behalf for the period between 1 January 2015 and 31 December 2020.”

### TOP PROGRAMME AND OTHER IOC MARKETING PROGRAMMES

**Q 11.5** The TOP programme is a world-wide sponsorship programme coordinated by the IOC, which affords to a limited number of multinational companies, on a four-year cycle, the highest level international marketing rights in relation to the Olympic Games, the IOC and the NOCs, based on exclusivity for a given product category.

**G**

**G** Provide a guarantee confirming the OCOG’s unconditional participation in the TOP programme and other IOC marketing programmes.



## Finance and Marketing

### **BID BUDGETS**

**Q 11.6**      **Should you be accepted as a Candidate City to host the 2020 Olympic Games, describe how and by whom your candidature will be financed.**

**What is your budget (in USD) for:**

- **Phase I (Application)**
- **Phase II (Candidature)**



# PART 3 → Instructions

## Overview

**Introduction** This part contains precise instructions on how Applicant Cities must present their Application Files.

**Contents** Part 3 contains the following chapters:

Chapter
3.1 Application File instructions
3.2 Checklist







## 3.1 → Application File instructions

### Overview

**Introduction** This chapter provides clear instructions on how Applicant Cities must present their Application File.

Applicant Cities are required to respond to questions contained in 11 themes and provide guarantees.

The presentation of replies should be as simple and economical as possible (the IOC is interested in the facts, not the presentation).

<b>Right of refusal</b>	<b>The IOC reserves the right to refuse any file which does not comply with the presentation requirements.</b>
-------------------------	--

**Contents** This chapter contains the following topics:

Topic
3.1.1 General presentation and layout
3.1.2 Maps
3.1.3 CD ROM instructions



### 3.1.1 General presentation and layout

**Format** A4 (21cm x 29.7cm), vertical presentation.

**Presentation** Simple, soft-cover and glued binding. Loose leaves and binders not accepted.

**Languages** The Application File must be bilingual English and French.

**Layout** For the answers to each of the questions, the French text shall be presented on the left-hand page and the English text on the right-hand page.

Exceptions to this are the cover pages and all maps: these pages will be bilingual.

Each language may be presented in full page layout or in two columns in vertical format:



**Number of pages**

The answers for each theme shall be limited to a maximum number of pages (as specified below), plus one page for each of the appendices requested.

Maximum number of pages (excluding cover pages and appendices):

	<b>Chapter</b>	<b>Max. number of pages</b>
1	Vision, concept and legacy	<b>6</b>
2	Sport and Venues	<b>10</b>
3	Environment and Meteorology	<b>8</b>
4	Accommodation	<b>4</b>
5	Transport	<b>10</b>
6	Medical Services and Doping Control	<b>10</b>
7	Safety and Security	<b>10</b>
8	Technology and Energy	<b>8</b>
9	Legal aspects and custom and immigration formalities	<b>10</b>
10	Government and public support	<b>10</b>
11	Finance and Marketing	<b>6</b>
	<b>TOTAL</b>	<b>92</b>

Charts 1–5 and Maps A, B (B1, B2, ..) and C are to be presented together at the back of the Application File as appendices.



## 3.1.2 Maps

### Maps

**Applicant Cities are required to provide three project maps (Maps A, B and C) as well as a number of cluster maps (Maps B1, B2, B3 etc.), as applicable. All maps shall be no larger than A3 format (folded or double page).**

For maps A, B and C, the basic map is the same. It is the information you are asked to superimpose on the map that changes.

The basic map should be a recent map of your city/region, on which the scale is clearly marked.

#### **Map A**

No colour coding required.

#### **Maps B (B, B1, B2...) and MAP C**

The following colour code should be used for these maps:

- PALE BLUE** existing infrastructure, no permanent works required
- DARK BLUE** existing infrastructure, permanent works required
- GREEN** planned infrastructure (for which contracts have already been signed)
- RED:** additional permanent infrastructure (Games dependent)
- PINK:** temporary venues required for the Olympic Games

**Applicant Cities are also required to separately provide the three project maps (Maps A, B and C) using a scale of 1:25'000.**

Continued on next page



### 3.1.2 Maps, Continued

Map description	INSTRUCTIONS
Concept map ( <u>Map A</u> )	<ul style="list-style-type: none"><li>• No larger than A3 (folded or double page)</li><li>• Bilingual</li><li>• Indicate graphic scale used</li><li>• Indicate North arrow</li><li>• Indicate legend</li><li>• Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.</li></ul>
<ul style="list-style-type: none"><li>• Venue location and transport infrastructure – <u>Map B and C</u></li><li>• Venue location and transport infrastructure <u>cluster/precinct maps</u> – Maps B1, B2, etc. (as applicable)</li></ul>	<ul style="list-style-type: none"><li>• No larger than A3 (folded or double page)</li><li>• Bilingual</li><li>• Indicate graphic scale used</li><li>• Indicate North arrow</li><li>• Indicate legend</li><li>• Colour-coded (existing, planned and additional...)</li><li>• Use the graphic standards provided in chapter 5 to represent different types of transport infrastructure</li><li>• Label each infrastructure item on the map with the number attributed to it.</li><li>• Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.</li></ul>

Continued on next page



### 3.1.2 Maps, Continued

**Sport pictograms**

The IOC hereby authorises Applicant Cities to use the following London pictograms (Copyright LOCOG), on condition that they are not provided to third parties, no commercial use will be made of the pictograms and that they are used solely to illustrate your competition venues. (Pictograms will be provided in electronic format.)



**Archery**



**Aquatics - Synchronised Swimming**



**Basketball**



**Canoe - Slalom**



**Cycling - Track**



**Equestrian - Eventing**



**Football**



**Gymnastic - Trampoline**



**Judo**



**Sailing**



**Taekwondo**



**Beach Volleyball**



**Wrestling**



**Aquatics - Diving**



**Aquatics - Water Polo**



**Boxing**



**Cycling - BMX**



**Cycling - Mountain Bike**



**Equestrian - Jumping**



**Gymnastic - Artistic**



**Handball**



**Modern Pentathlon**



**Shooting**



**Tennis**



**Volleyball**



**Aquatics - Swimming**



**Athletics**



**Canoe - Sprint**



**Cycling - Road**



**Equestrian - Dressage**



**Fencing**



**Gymnastic - Rhythmic**



**Hockey**



**Rowing**



**Table Tennis**



**Triathlon**



**Weightlifting**



### 3.1.3 CD ROM instructions

**Quantity**

Applicant Cities are required to provide the IOC with **80 CD ROMs**, in addition to their Application Files, containing the following documents:

- **Electronic version of your Application File (.pdf)**
- **Electronic version of your Maps A, B, B1, B2 etc., and Map C (.jpg)**
- **Electronic version of your Charts 1 - 5 (excel)**
- **Applicant City logo - colour and black and white (.jpg and .eps)**



## 3.2 → Checklist

### Checklist of documents to be submitted to the IOC

The following table gives a summary of all documents to be submitted to the IOC:

Date	Documents to be submitted	Quantity	✓
15 September 2011	• Signed Candidature Acceptance Procedure	1	
	• Confirmation of payment of candidature acceptance fee	1	
15 February 2012	• Application File	80	
	• Sets of guarantee letters (originals and copies)	2	
	• Photographic Files	3	
	• CD ROMS (see CD ROM instructions - 3.1.3)	80	
	• Project Maps A, B and C, using a scale of 1: 25'000	1	



## Appendix D: IOC Delegates

Members	Country	Region	Year of election
Mr Vitaly SMIRNOV	RUS	Europe	1971
Mr Peter TALLBERG	FIN	Europe	1976
Mr Richard Kevan GOSPER, AO	AUS	Oceania	1977
Mr Richard W. POUND	CAN	Americas	1978
Mr Franco CARRARO	ITA	Europe	1982
Mr Iván DIBÓS	PER	Americas	1982
HE Mr Pál SCHMITT	HUN	Europe	1983
HSH the Princess Nora of LIECHTENSTEIN	LIE	Europe	1984
HSH the Sovereign Prince ALBERT II	MON	Europe	1985
Mr Lambis V. NIKOLAOU	GRE	Europe	1986
Ms Anita L. DEFRANTZ	USA	Americas	1986
HRH the Princess ROYAL	GBR	Europe	1988
Mr Ching-Kuo WU *	TPE	Asia	1988
Mr Willi KALTSCHMITT LUJÁN *	GUA	Americas	1988
Mr Richard L. CARRIÓN	PUR	Americas	1990
Mr Nat INDRAPANA	THA	Asia	1990
Mr Denis OSWALD	SUI	Europe	1991
Count Jacques ROGGE *	BEL	Europe	1991
Mr Thomas BACH *	GER	Europe	1991
Sheikh Ahmad Al-Fahad AL-SABAH	KUW	Asia	1992
Mr James L. EASTON	USA	Americas	1994
Sir Craiu REEDIE *	GBR	Europe	1994
Mr Mario PESCANTE	ITA	Europe	1994
Mr Gerhard HEIBERG	NOR	Europe	1994
Mr Austin L. SEALY	BAR	Americas	1994
Dr Robin E. MITCHELL	FIJ	Oceania	1994
Mr Alex GLADY	ISR	Europe	1994
Mr Shamil TARPISCHEV	RUS	Europe	1994
Mr Valeriy BORZOV	UKR	Europe	1994
Dr Rene FASEL *	SUI	Europe	1995



Members	Country	Region	Year of election
Mr Jean-Claude KILLY	FRA	Europe	1995
Mr Sam RAMSAMY *	RSA	Africa	1995
Mr Reynaldo GONZÁLEZ LÓPEZ	CUB	Americas	1995
Mr Olegario VÁZQUEZ RAÑA	MEX	Americas	1995
Mr Patrick Joseph HICKEY *	IRL	Europe	1995
Mr Toni KHOURY	LIB	Africa	1995
Syed Shahid ALI	PAK	Asia	1996
Mr Ung CHANG	PRK	Asia	1996
Mrs Gunilla LINDBERG *	SWE	Europe	1996
Mr Julio César MAGLIONE	URU	Americas	1996
Mr Kun-Hee LEE	KOR	Asia	1996
Mr Ottavio CINQUANTA	ITA	Europe	1996
Mr Guy DRUT	FRA	Europe	1996
Mrs Irena SZEWINSKA	POL	Europe	1998
HRH the Grand Duke of LUXEMBOURG	LUX	Europe	1998
General Mounir SABET	EGY	Africa	1998
Ms Nawal EL MOUTAWAKEL *	MAR	Africa	1998
Mr Melitón SÁNCHEZ RIVAS	PAN	Americas	1998
Mr Leo WALLNER	AUT	Europe	1998
Mr Ser Miang NG *	SIN	Asia	1998
Mr Samih MOUDALLAL	SYR	Asia	1998
Mr Joseph S. BLATTER	SUI	Europe	1999
Mr Lamine DIACK	SEN	Africa	1999
Mr Gian-Franco KASPER	SUI	Europe	2000
Mr Zaiqing YU	CHN	Asia	2000
Mr Timothy Tsun Ting FOK	HKG	Asia	2001
Raja Randhir SINGH	IND	Asia	2001
Mr John D. COATES, AC *	AUS	Oceania	2001
Mr Issa HAYATOU	CMR	Africa	2001
Mr Juan Antonio SAMARANCH JR *	ESP	Europe	2001



Members	Country	Region	Year of election
HRH Prince Nawaf Faisal Fahd ABDULAZIZ	KSA	Asia	2002
Mr Patrick S. CHAMUNDA	ZAM	Africa	2002
HH Sheikh Tamim Bin Hamad AL-THANI	QAT	Asia	2002
Sir Philip CRAVEN, MBE	GBR	Europe	2003
HRH Prince Tunku IMRAN	MAS	Asia	2006
Mrs Nicole HOEVERTSZ	ARU	Americas	2006
Mrs Beatrice ALLEN	GAM	Africa	2006
Mrs Rebecca SCOTT	CAN	Americas	2006
Mr Saku KOIVU	FIN	Europe	2006
Mr Andrés BOTERO PHILLIPSBOURNE	COL	Americas	2007
Mr. Patrick BAUMANN	SUI	Europe	2007
HRH Princess Haya AL HUSSEIN	UAE	Asia	2007
Mrs Rita SUBOWO	INA	Asia	2007
Mr Sergey BUBKA *	UKR	Asia	2008
Dr Ugur ERDENER	TUR	Europe	2008
Mr Dae Suno MOON	KOR	Asia	2008
Mr Alexander POPOV	RUS	Europe	2008
Mrs Claudia BOKEL *	GER	Europe	2008
Mrs Yumilka RUIZ LUACES	CUB	Americas	2008
Mr Richard PETERKIN	LCA	Americas	2009
HRH Crown Prince Frederik of DENMARK	DEN	Europe	2009
Mr Habu GUMEL	NGR	Africa	2009
Mr Habib MACKI	OMA	Asia	2009
Ms Lydia NSEKERA	BDI	Africa	2009
HRH Prince Feisal AL HUSSEIN	JOR	Asia	2010
Mr Barry MAISTER, ONZM	NZL	Oceania	2010
Mr Pat MCQUAID	IRL	Europe	2010
Mrs Marisol CASADO	ESP	Europe	2010
Mrs Yang YANG	CHN	Europe	2010
Mrs Angela RUGGIERO	USA	Americas	2010



Members	Country	Region	Year of election
Mr Adam L. PENGILLY	GBR	Europe	2010
Mr José PERURENA	ESP	Europe	2011
Dr Gerardo WERTHEIN	ARG	Americas	2011
Mrs Barbara KENDALL, MBE	NZL	Oceania	2011
Ms Lingwei LI	CHN	Asia	2012
Mr Frank FREDERICKS	NAM	Africa	2012
Mr Tsunekazu TAKEDA	JPN	Asia	2012
Baron Pierre-Olivier BECKERS	BEL	Europe	2012
Ms Aïcha GARAD ALI	DJI	Africa	2012
Ms Danka BARTEKOVA	SVK	Europe	2013
Mr James TOMKINS, OAM	AUS	Oceania	2013
Ms Kirsty COVENTRY	ZIM	Africa	2013
Mr Tony ESTANGUET	FRA	Europe	2013

\* Executive board member

## Appendix E: Illustrative Timeline for 2020 Olympic Games

	Object	Deadline
	<ul style="list-style-type: none"> <li>▶ Submission of letters regarding WADA compliance and CAS jurisdiction</li> <li>▶ Submission of Proposed dates if outside normal Olympic Games period (15 July - 31 August)</li> <li>▶ IOC to reply to NOCs regarding WADA compliance, CAS jurisdiction and the proposed dates</li> </ul>	<p>By 29 July 2011</p> <p>By 29 August 2011</p>
Phase 1	<ul style="list-style-type: none"> <li>▶ NOCs to inform the IOC of the name of an Applicant City</li> <li>▶ Signature of the Candidature Acceptance Procedure</li> <li>▶ Payment of the Candidature Acceptance Fee (USD 150,00)</li> <li>▶ IOC information seminar for 2020 Applicant Cities</li> <li>▶ Submission of the Application File and guarantee letters to the IOC</li> <li>▶ Examination of replies by the IOC and experts</li> <li>▶ IPC Executive Board meeting to accept Candidate Cities for the 2020 Olympic Games</li> </ul>	<p>1 September 2011</p> <p>15 September 2011</p> <p>15 September 2011</p> <p>November 2011</p> <p>15 February 2012</p> <p>February - April 2012</p> <p>May 2012</p>
Phase 2	<ul style="list-style-type: none"> <li>▶ Olympic Games Observers' Programme - London 2012</li> <li>▶ London 2012 debrief in Rio de Janeiro</li> <li>▶ Submission of Candidature File to the IOC (Start of international promotion)</li> <li>▶ Report of the 2020 IOC Evaluation Commission</li> <li>▶ Candidate City Briefing to IOC Members</li> <li>▶ Election of the Host City of the 2020 Olympic Games</li> </ul>	<p>27 July - 12 August 2012</p> <p>November 2012</p> <p>7 January 2013</p> <p>June 2013 (date tbc)</p> <p>June 2013 (date tbc)</p> <p>7 September 2013 125<sup>th</sup> IOC Session, Buenos Aires</p>

## Appendix F: Profiles of Potential Competing Cities



## **Washington, DC, USA**

We have identified the following considerations in respect of a potential bid by Washington, DC:

- ▶ Washington, as home to the seat of U.S. government, may have significant advantages in terms of security costs as much of this is already embedded in the city's infrastructure.
- ▶ Having the Games in the U.S. capital could be seen as being a significant positive by the IOC. However, given the U.S. reputation around the world, this could just as easily work against a bid from the U.S.
- ▶ The level of violent crime in Washington is significantly higher than that of Toronto. However, given that the 2016 Games were awarded to Rio de Janeiro, Brazil, this may not be a significant factor.
- ▶ Washington does not have significant experience in running large scale games. A successful Pan Am experience could be a significant advantage to the City.
- ▶ Washington, based on its U.S. location, may be seen as more attractive in terms of television revenue.
- ▶ Washington has excellent transportation links internationally, although Toronto is also strong in this area.
- ▶ The last Olympic Summer Games in North America were in Atlanta, another U.S. city, and this could work against a bid from Washington.

## **Boston, United States**

We have identified the following considerations in respect of a potential bid by Boston:

- ▶ Boston has undertaken legislative actions to enable it to bid for the 2024 Games, although final approval is still to be approved.
- ▶ Many of the same considerations in respect of Washington's geographic location also apply to Boston. It is also close to a large number of U.S. media outlets, which would presumably enhance coverage of the Games.
- ▶ Boston, like Washington, has never organized a large sporting event on the scale of the Games. As such, a successful Pan Am games for Toronto could be a significant advantage.

## Los Angeles, United States

We have identified the following considerations in respect of a potential bid by Los Angeles:

- ▶ The mayor of Los Angeles has formally expressed an interest in hosting the 2024 Olympic Games.
- ▶ Los Angeles has hosted the Olympic Games twice before, in 1932 and 1984. The 1984 are one of the most successful Games to date from a profitability perspective.
- ▶ Having the Games a third time may work against a bid from Los Angeles. However, having successfully organized a Games before could work against the city.
- ▶ The fact that Los Angeles is on the west coast of North America could lessen television revenue. However, it could be possible to schedule events such that this impact is minimized for the larger population on the east coast.
- ▶ Los Angeles is a geographically large city that is well developed. This could work against a Los Angeles bid as the venues may be some distance apart and the IOC has recently chosen cities that hold “compact” Games.

## Dallas, United States

We have identified the following considerations in respect of a potential bid by Dallas:

- ▶ Dallas has formed an exploratory committee to study the feasibility of hosting the 2024 Games.
- ▶ There are a large number of stadia in the Dallas area, which could be attractive for the Games. However, as most are currently designed for other sports, they would need to be renovated to be usable for the Games.
- ▶ Dallas has an extremely hot, humid summer climate. This would compare unfavourably to a Toronto bid, as it could be prohibitively hot to hold some outdoor games. As an example, the local Major League Baseball team does not play during the day due to the excessive temperatures.
- ▶ Dallas has identified Fair Park, an area just outside downtown, as the principle Olympic venue.
- ▶ Dallas has hosted the FIFA World Cup as part of the United States’ tournament in 1994, so it does have large organizing experience. That being said, single World Cup games are significantly different than a two week Olympic Games. 1994 was also another era in terms of security, so this will need to be addressed if Dallas is to bid.

## **Philadelphia, United States**

We have identified the following considerations in respect of a potential bid by Philadelphia:

- ▶ The Mayor of Philadelphia has expressed an interest in hosting the 2024 Games.
- ▶ Philadelphia is in a very densely populated area of the United States which will be very useful when it comes to ticket sales.
- ▶ Philadelphia does not have significant experience in organizing large scale events, although there are a large number of professional sports teams in the area.
- ▶ Philadelphia shares the geographic criteria of both Boston and Washington and benefits from the same positives as those two cities.
- ▶ Philadelphia has previously bid on Olympic Games, although it lost out to Chicago in the bidding for the 2016 Games.
- ▶ Philadelphia compares well to Toronto in terms of international transit links.

## **Guadalajara, Mexico**

- ▶ Guadalajara has previously hosted a well-run Pan Am Games (in 2011) and has experience in organizing large scale events.
- ▶ Significant upgrades to municipal infrastructure were undertaken and transportation links are up to date.
- ▶ The last Games in Mexico were in 1968 which could be an advantage over a Toronto bid, as Canada has had several Games since that time.
- ▶ Given that Guadalajara is not in the Eastern time zone, it may be less attractive for television sponsorship. However, the time difference is not that great and could likely be overcome.

## **Nairobi, Kenya**

- ▶ In August 2012, the Prime Minister of Kenya indicated that Nairobi would be putting forth a bid to host the 2024 Games.
- ▶ The Olympics have never before been held in Africa and this may be an attractive venue for the IOC.

- ▶ Infrastructure and transit links in Nairobi do not compare well to Toronto, nor does Nairobi have significant infrastructure to be able to host the Games.

### **Durban, South Africa**

- ▶ The South African Olympic Committee has begun a feasibility study to examine the impacts of hosting the Games in Durban.
- ▶ Durban has experience organizing large scale events, as it was host to World Cup matches in 2010.
- ▶ As part of the World Cup, the main stadium in the city was renovated, but the capacity is only 54,000, so work would need to be done to expand it for the Olympics.
- ▶ Similar to Nairobi, Durban may be an attractive location for the Games given that they have never before been held in Africa.
- ▶ Hotel rooms in Durban do not compare favourably with Toronto's 36,000 rooms.
- ▶ Toronto's transportation infrastructure is better than that of Durban.

### **Doha, Qatar**

- ▶ Doha has previously bid on Olympic Games and has indicated a willingness to bid for the 2024 Games as well.
- ▶ The summer climate in Doha is not conducive to the Games being held in their traditional time period, as daytime temperatures can reach 50 degrees Celsius. The 2022 FIFA World Cup has been awarded to Qatar and there has been significant outcry given to the local climate.
- ▶ Doha is a very wealthy per capita nation, although the population is less than 2 million people overall. Consideration should be given to whether a nation of this size has the ability to host a successful Games.
- ▶ Given the upcoming World Cup, it is expected that Qatar will have sufficient infrastructure by 2024 as the World Cup is prior to this date.

### **Baku, Azerbaijan**

- ▶ Baku has submitted bids for both the 2016 and 2020 Olympic Games, but failed to become a Candidate City both times.
- ▶ Infrastructure and transit links in Baku do not compare favourably with those offered by the City.
- ▶ Baku has hosted the FIFA Under 17 Women`s World Cup and is due to host the 2015 European Games. Such experiences could be leveraged in an Olympic bid.
- ▶ Most venues would need to be constructed, and the city`s previous bids have contemplated a very compact Games, something the IOC favours.

### **Casablanca, Morocco**

- ▶ A large 80,000 seat stadium is currently under construction in Casablanca. It has been suggested by officials in the city that it could be used for either the 2024 or 2028 Olympic Games.
- ▶ However, despite prior announcements, there has been very little additional information made available.
- ▶ Casablanca`s close proximity to Europe could make it an attractive option.
- ▶ If Casablanca were to host the Games, it would be the first African city to do so, which may be attractive to the IOC.

### **Taipei, Taiwan**

- ▶ The President of Taipei has indicated, as recently as 2011 that Taipei would be bidding for the Games.
- ▶ The political situation between Taiwan and China could be a major issue for the IOC to deal with.
- ▶ The IOC may also want to avoid an Olympic Games so close to China, who hosted the Olympic Games in 2008.
- ▶ Television revenue would be impacted for a Taiwanese bid, as the country is not close to either North America or Europe, the two largest television markets in the world.

### **Busan, South Korea**

- ▶ Busan's chances for the Games will likely be negatively impacted by the fact that South Korea is already hosting the 2018 Winter Olympic Games as the IOC may not want 2 Olympic Games within the same country only 6 years apart.
- ▶ Busan has previously hosted several large events, including World Cup matches, the 2002 Asian Games and the 2005 Asia-Pacific Economic Cooperation ("APEC") meeting.
- ▶ Similar to Taiwan, television revenues may be negatively impacted by an Asian time zone.

### **Paris, France**

- ▶ Paris has bid for a number of Olympic Games including 1992, 2008 and 2012.
- ▶ Paris, as a leading world capital, offers many features that would be attractive to the IOC. These include infrastructure, hotels and transit links in addition to a high number of cultural attractions.
- ▶ Paris previously held the Olympic Games in 1904 so the IOC may wish to honour prior competitions by awarding future Olympic Games to Paris.
- ▶ Paris, at the heart of Europe, is easy to reach and is central to a high number of people.

### **Berlin, Germany**

- ▶ Berlin previously held the Olympics in 1936 while Germany was under Nazi control. The IOC may wish to allow Germany another opportunity to host the Games given the circumstances in 1936.
- ▶ Germany, as Europe's most populous country (excluding Russia which is largely in Asia), is central to the continent and offers many of the same benefits as Paris.
- ▶ Germany held the World Cup in 2006 and that tournament was a resounding success so it speaks to Germany's ability to host large scale sporting events.

### **Rome, Italy**

- ▶ Rome previously held the Olympic Games in 1960.

- ▶ Italy is a popular tourist destination and would be very attractive to the IOC.
- ▶ Italy is well-connected to the rest of Europe via air and rail links.
- ▶ Two European cities are currently Candidate Cities for the 2020 Olympic Games and the outcome of this selection could have a strong bearing on Kiev's candidacy.

### **St. Petersburg, Russia**

- ▶ Sochi, Russia will be hosting the 2014 Winter Olympic Games so there may be a negative impact on a St. Petersburg bid given another recent Russian city hosting the Olympic Games.
- ▶ Russia has also been awarded the 2018 FIFA World Cup, so it will have an opportunity to host large scale events prior to the Games being held.
- ▶ The current political climate in Russia is not particularly welcoming to certain segments of the world population while Toronto is currently one of the most multicultural cities in the world.

### **Kiev, Ukraine**

- ▶ Kiev has experience in hosting large events, as it was host to several matches during EURO 2012.
- ▶ The infrastructure for the EURO 2012 tournament will assist Kiev if it decides to bid for the Games.
- ▶ Kiev is not as connected to the rest of Europe as many of the other potential hosts, so it may be less attractive to the IOC in that regard.
- ▶ Two European cities are currently Candidate Cities for the 2020 Olympic Games and the outcome of this selection could have a strong bearing on Kiev's candidacy.

## Appendix G: Site Maps



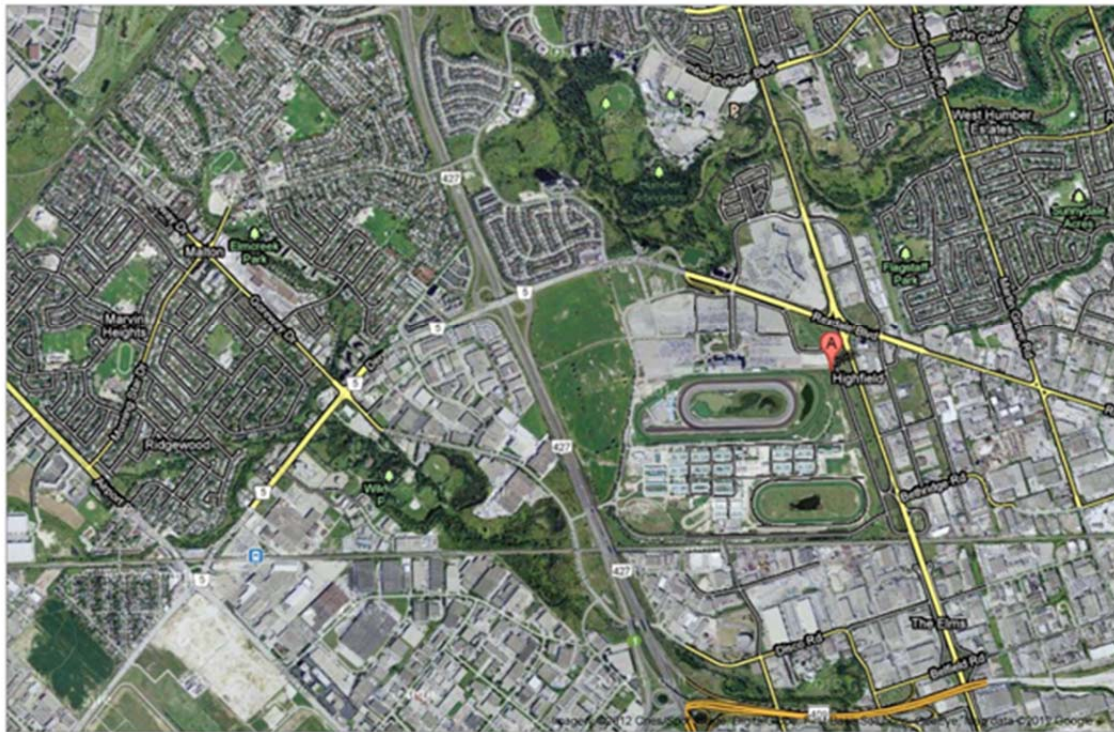
Woodbine Racetrack

555 rexdale blvd toronto - Google Maps

Page 1 of 2



To see all the details that are visible on the screen, use the Print link next to the map.



<https://maps.google.ca/maps?q=555+rexdale+blvd+toronto&hl=en&gbv=2&ie=UTF-8>

19/09/2012



Exhibition Place



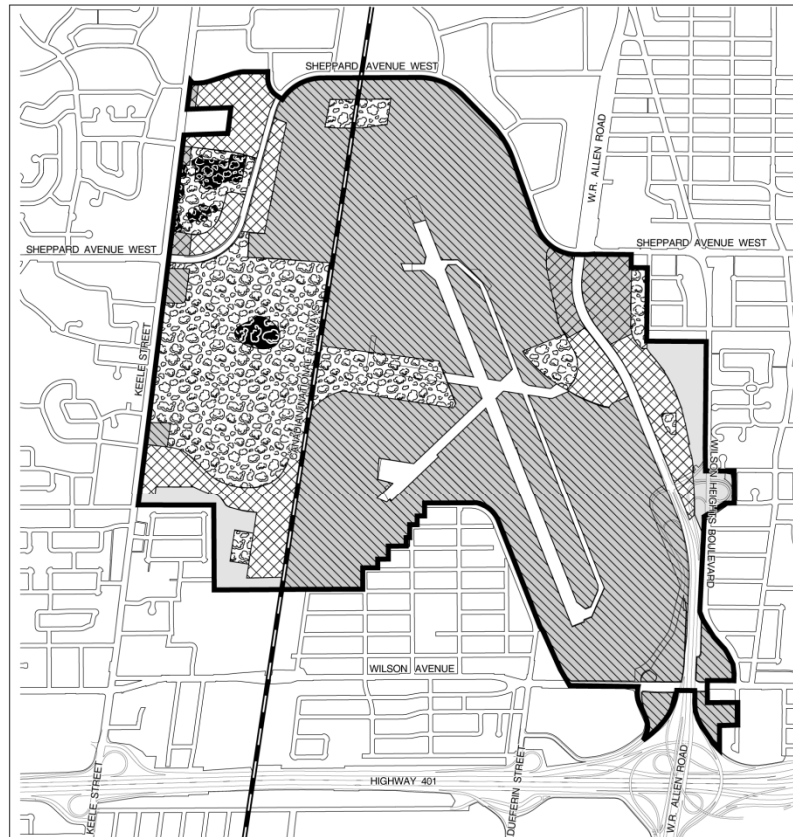
Toronto Port Lands





Downsview

SCHEDULE 'II'



**TORONTO** City Planning  
**Official Plan Amendment**  
 Revisions to Land Use Map 16

Downsview Area Secondary Plan

File # 08\_101113

- |                          |                          |
|--------------------------|--------------------------|
| Site Location            | Employment Areas         |
| Neighbourhoods           | Parks & Open Space Areas |
| Apartment Neighbourhoods | Natural Areas            |
| Mixed Use Areas          | Parks                    |

↑  
 Not to Scale  
 02/12/2010



## Appendix H: Toronto 2008 Site Map



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