

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



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

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

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

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

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

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

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

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

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

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

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

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

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

GENERAL ISSUES

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

1. Travel times

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

2. Accommodation (see appendix C)

The IOC requires Candidate Cities to guarantee:

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

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

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

3. Tax

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

4. Technology

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

5. Security

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

6. Natural disasters

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

7. Olympic programme

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

8. Test events

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

9. Public opinion

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

10. Letters of concern

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

11. Torch relay

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

12. Maps

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

13. Number of venues - counting methods

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

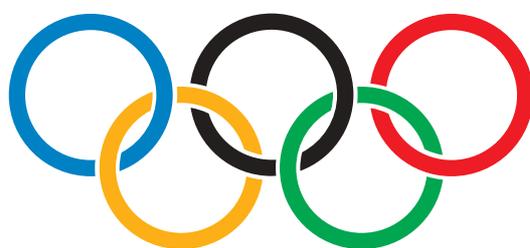
- Road courses are not counted as venues
- In the case of venues with multiple halls, each separate hall is counted as one venue.

Appendices

- A. Composition of the Commission
- B. List of visit dates
- C. Accommodation table
- D. Summary of IOC opinion poll results
- E. Maps
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LONDON
London

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LONDON
2012

CANDIDATE CITY

OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

London proposes Friday 27 July to Sunday 12 August as the period of the Olympic Games, based on school and university annual summer holidays and lower demands on public transport, roads, hotels and student accommodation. The temperate climate during this period would be satisfactory for athletes and spectators.

■ Olympic Games concept

The Olympic Games would be a catalyst for the re-development of the Lower Lea Valley, a 200-hectare rehabilitation and regeneration project in East London. Along with major new public infrastructure, this re-development would provide long-term benefits for the residents of London, including employment, housing, educational and recreational opportunities and the development of sport.

London has proposed Games based on providing world-class facilities and services for the athletes, and a legacy for sport and the community through new and enhanced facilities and a greater emphasis on sport and physical activity.

There has been significant involvement from the British Olympic Association (BOA) and athletes during the candidature phase. Commitments have been made that such involvement would continue throughout the organisation of the Games.

■ Legacy and impact

The bid process is providing the basis for London and the United Kingdom (UK) government to significantly improve the availability of sports facilities of an international standard in London, with construction already approved on the aquatic

centre, Velopark (track and BMX), Regents Park softball centre and Broxbourne canoe kayak slalom course.

Three sports halls, the water polo pool, and a number of training venues would be re-located to other cities in the UK after the Games.

Post-Games plans for Olympic Park include the creation of a significant legacy project - the London Olympic Institute, which would encompass elite and community sport, culture, the environment, sports science and research.

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

■ Additional comments

Whilst the development of the Olympic Park as part of the Lower Lea Valley regeneration is to take place irrespective of the outcome of the bid, the Olympic Games would accelerate the process and ensure that sport would be the major focus of the project.

The location of the Olympic Village within the Olympic Park (which includes the proposed Olympic stadium) would be very convenient, as 49% of athletes would be competing in close proximity to the village.

Whilst the Olympic Park would undoubtedly leave a strong sporting and environmental legacy for London, the magnitude of the project, including the planned upgrade and expansion of transport infrastructure, would require careful planning to ensure all facilities and rehabilitation projects were completed on time.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of the London Metropolitan area is expected to increase moderately from 7.3 to 7.5 million by 2012.

■ Political structure and responsibility

The UK is a parliamentary democracy with a constitutional monarch as Head of State. The Prime Minister, as leader of the majority party in parliament, is the head of government.

Greater London is made up of 33 boroughs and is administered by the Greater London Authority (GLA) with the Mayor having executive powers.

■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, the UK had the fourth largest economy in the world and a preliminary estimate on average annual growth rate was 2.2% with domestic price inflation at 2.9%.

■ Support

The bid enjoys strong support and commitment from the Queen, the national government and the GLA. This was demonstrated through the participation of various ministers throughout the Commission's visit. The bid is also supported by all major political parties. This was underlined to the Commission during a meeting with the Prime Minister and the leaders of the two main opposition parties.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 68% support in London and 70% support throughout the country.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided all of the guarantees required by the IOC, the majority of which are in order.

The guarantees delivered by the Manchester United and Aston Villa football clubs are subject to future negotiations regarding the commercial conditions for the use of these venues for the Games.

The completion of a "compulsory purchase order" procedure (land appropriation) may be necessary to acquire the remaining land needed for the Olympic Park from various businesses. Whilst there could be dispute resolution processes to determine financial aspects of the acquisition, the Commission believes that the land required would be obtained without any undue delay to construction schedules.

■ Legislation

During its visit, the Commission received documentation outlining the provisions that would be included in UK legislation to facilitate the organisation of the Games and passed by Parliament after 6 July 2005, if London were awarded the Games. In view of the support expressed by all political parties, the Commission believes this legislation would be passed.

The Act establishing a new lottery to be used for the funding of Olympic Games infrastructure has already been passed by UK Parliament.

■ Agreements

In 2003, a Memorandum of Understanding was signed by the UK government and the GLA to provide a USD 3.8 billion funding package,

USD 2.4 billion of which would come from two lotteries, to ensure the financing of major infrastructure projects and government services related to the Olympic Games.

A Joint Venture Agreement relating to the establishment and operation of the OCOG has been signed by the Secretary of State for Culture, Media and Sport, the Mayor of London and the BOA. This agreement sets out the roles and responsibilities of all parties, including financial contributions and formation of the OCOG.

The Commission believes that, having such an agreement in place before the election of the Host City is a positive factor, in so far as it sets out the framework for the planning and organisation of the Games, thus facilitating the transition to and formation of the OCOG.

■ OCOG structure

During its visit, the Commission received clarification concerning the structure of the OCOG and its relation to other bodies involved in the preparation and delivery of the Games. The OCOG would be a private limited company, the stakeholders of which would be the UK government, the GLA, the BOA and the British Paralympic Association. The OCOG would be at the heart of the structure and would prepare and drive the organisation of the Games.

An Olympic Board would act as the primary link between the OCOG, the governmental bodies (UK government and GLA) and the BOA. The Olympic Delivery Authority (ODA), a service provider to OCOG, would be established by law to oversee the

construction and delivery of the infrastructure required for the Games within the agreed timelines and budget.

The London bid has proposed a transition team to lead operations between the awarding of the Games and the formation of the OCOG. This team would comprise members of the bid committee and would be funded by the government.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country in accordance with IOC requirements. The UK is a member of the European Union (EU). The guarantees signed by the government are not subject to further negotiations with EU authorities as the UK is not a signatory to the Schengen agreement.

■ Work permits

The UK government guaranteed that work permits for temporary foreign workers coming to the UK to perform Olympic duties would be issued free of any duties or taxes.

■ Importation of goods

The temporary importation into the UK of goods required for the Olympic Games is authorised free of any duties. Food brought by delegations for their own consumption would be subject to existing restrictions.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

The London 2012 environmental plan is based on a “Towards a One Planet Olympics” concept, which aims to create a major and enduring legacy for sport, the community and the environment.

The environmental centrepiece of the bid and Games plans is the development of Olympic Park which would create a large new urban parkland, featuring wetland and waterways restoration, natural corridors, environmental solutions to resources, water, waste and energy management, and sustainable building development. New green areas would be created in Olympic Park after the Games as part of its integration into a greatly expanded Lower Lea Valley Park.

A comprehensive OCOG management scheme fully integrated into a wider city regeneration plan features a major set of priority actions and results, such as energy, waste, green areas, and environmental education.

The OCOG budget for environmental actions is integrated, as is the environment programme, across various operational and functional areas.

In the non-OCOG budget, approximately USD 700 million of the total estimated infrastructure investment in the Olympic project are allocated for environmental actions.

■ Air and water quality

Air quality in London at proposed Games-time is generally satisfactory. Increasing levels of ozone pollution are however a concern, but legislation and actions now in place, such as the “low-

emission zone” and the “congestion charge”, are aimed at correcting that trend and ensuring all air pollutants are within World Health Organisation (WHO) and EU target levels by 2010.

The ratification of the Kyoto Protocol by the UK will facilitate lower greenhouse gas emissions and better air quality.

Water quality at the triathlon, rowing/canoe kayak flatwater and sailing venues is satisfactory.

■ Meteorology

Average temperatures (according to figures provided, 23°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are wind speeds. There is an average of five precipitation days in London at proposed Games-time.

■ Additional comments

The OCOG Sustainability Management System should ensure strong coordination and cooperation with public authorities on environmental issues and the delivery of related programmes by all government and city agencies and the OCOG.

Environmental sustainability assessments have been carried out at all venues and environmental impact would be minimised by using and adapting existing venues, constructing temporary facilities, and concentrating new buildings within the Olympic Park.

There is a strong emphasis on the integration of environmental considerations across all aspects of planning and operations, ensuring minimum impact and maximum sustainability and the integration of those plans and actions into

wider regeneration and environmental strategies for London. Comprehensive and positive environmental legacies for the community and the Olympic Movement would be achieved from a London 2012 Olympic Games.

FINANCE

■ OCOG budget

London has proposed a balanced revenue and expenditure budget of USD 2.46 billion.

Contributions from the IOC and TOP sponsors amount to 36% of total revenue. Revenues from local sponsors, official suppliers, ticket sales, and licensing total USD 1.3 billion or 54% of revenue. A subsidy of USD 72 million for the Paralympic Games would be provided by the UK government.

Major expenditure items include sports venue operations at USD 417 million or 17% of expenditure, technology at USD 448 million (18%), administration at USD 255 million (10%), transport at USD 198 million (8.5%) and Games workforce at USD 187 million (8%).

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

■ Non-OCOG budget

Of the USD 15.8 billion non-OCOG budget presented in the candidature file, only USD 2.1 billion are directly related to the Olympic Games.

The UK government and the Mayor of London have agreed to a total funding package of USD 3.8 billion to finance Olympic infrastructure including USD 600 million for roads and railways, USD 700 million for sports venues and USD 800 million for Olympic Park infrastructure.

USD 1 billion would come from the London Council Tax and USD 400 million from the London Development Agency. USD 2.4 billion would come from lotteries – USD 1.2 billion from an existing lottery and USD 1.2 billion from a new lottery to support the Olympic Games.

■ Financial guarantees

The UK government has guaranteed it would act as the ultimate financial guarantor to cover any shortfall from the Games.

■ Additional comments

The budgeting process is very detailed and meticulous, and assumptions are well supported and documented. The budget appears to be reasonable and achievable.

MARKETING

■ Joint Marketing Programme

The Joint Marketing Programme Agreement (JMPA) signed by London and the BOA has been accepted by the IOC.

A separate JMPA has also been signed between London 2012 and the British Paralympic Association.

■ Billboards and advertising

Guarantees have been secured for all outdoor advertising sites in London with the exception of approximately 1% of the 2,700 sites controlled by the British Airports Authority (BAA) which is covered by long-term contracts. London 2012 has a binding agreement with the BAA to take control of these sites in the event that these contracts are not renewed. The guarantees signed by advertising site owners include a price formula based on an annual increase of 6% until 2012.

■ Rights protection

Current legislation exists to protect Olympic marks and intellectual property rights and to control street vending and illegal advertising, and also to provide a system of planning permission for billboards. The UK government has guaranteed to introduce new legislation to enhance protection of Olympic and Paralympic emblems, marks, logos and mascots. London 2012 has proposed to set up a Brand Protection Task Force to control outdoor advertising and eliminate ambush marketing.

■ Ticketing

The bid committee has stated that expected strong spectator demand, proactive ticket marketing and reasonable prices would ensure full stadia. It also indicated that facilities for ticket exchanges and the reselling of tickets would be introduced to help ensure full stadia using the experience of Wimbledon. Ticketing revenue estimates are based on sales rates of 82% for the Olympic Games and 63% for the Paralympic Games and amount to USD 473 million and USD 23 million respectively. It is believed that these targets are achievable.

■ Local sponsorship and licensing

The target for domestic sponsorship is USD 725 million. Revenue of USD 92 million from licensing, coins and stamps is projected. Given the UK's strong market for both sponsorship and licensing, these revenue targets are considered to be realistic.

■ Additional comment

The marketing programme proposed by London is reasonable and achievable.

SPORTS AND VENUES

Overall concept

The centrepiece of London's proposal is the Olympic Park, to be constructed in east London. London proposes two additional clusters (River and Central).

The Olympic Park would include the Olympic Village, the Olympic stadium and venues for 12 other sports/disciplines (1-6 km/2-11 minutes from the Olympic Village). It would provide a much-needed legacy for sport to an area of London in need of regeneration.

The River cluster (14 sports/disciplines, 10-15 km/11-17 minutes from the Olympic Village) and the Central cluster (6 sports/disciplines, 13-16 km/22-28 minutes) would use a mix of existing venues and iconic landmark sites.

64% of competition venues needed for the Games already exist, are under construction or are planned irrespective of the Games.

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (3 – 12 minutes)	13
10 – 20 km (11 – 28 minutes)	9
20 – 30 km (22 – 42 minutes)	4
30 – 40 km	0
40 – 50 km	0
50 – 100 km (60 minutes)	1
100 km and over	6 (football and sailing)

Sailing would be held at the Weymouth / Portland venue (238 km), the site of the UK National Sailing Academy. In addition to Wembley Stadium, football

would be played at five existing stadia outside London with travel distances ranging from 203 to 667 km.

London proposes to use five well-known public sites with temporary construction as competition venues for the Games. The bid committee selected two of these temporary sites in preference to existing but more distant international facilities (shooting and equestrian) to benefit athletes through reduced travel times.

The use of Wimbledon for tennis (24 km/42 minutes from the Olympic Village) and Eton Dorney for rowing/canoe kayak flatwater (56 km/61 minutes), whilst requiring additional travel times for athletes, makes very good use of existing world-class venues.

Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
33	13	2	6	3	9

Construction of the aquatic centre, the Velopark (track and BMX), Regents Park softball centre and the Broxbourne canoe kayak slalom course would take place irrespective of the Games. In addition, the 90,000-seat Wembley football stadium will be completed in early 2006.

The Olympic Delivery Authority (ODA) would be responsible for managing the construction programme, with all permanent construction to be completed by July 2011. A detailed construction timetable was supplied.

PARALYMPIC GAMES

The design of the planned Olympic stadium (80,000 seats) would enable seating capacity to be reduced to 25,000 in post-Games mode, for it to become the National Athletics Centre.

Athletes from 18 sports/disciplines would be able to train in and around Olympic Park, including at three competition venues. Athletes from a further 12 sports/disciplines would train at their respective competition venues.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues. Two of these guarantees were, however, still subject to negotiation (Manchester United and Aston Villa football clubs).

■ Sports experience

London regularly stages many large-scale public events. The city has staged World Championships/European Championships in only 8 Olympic sports over the past 10 years, but the UK has successfully hosted international events in most Olympic sports as well as the 2002 Commonwealth Games.

The BOA and London 2012 have introduced a support and development programme in sports where results are currently below international standards.

■ Budget

A balanced Paralympic Games budget of USD 144 million is projected and integrated within the overall OCOG budget. Revenue includes 50% in government subsidies (USD 72 million), with sponsorship at USD 35 million and ticket sales at USD 23 million. Expenditures include both pro-rata and incremental costs for the Paralympic Games. The budget includes a broadcast contingency of USD 8 million. Guarantees for the financing for the Paralympic Games have been received from the UK government, the GLA and LDA as part of the overall funding package.

■ Sport

The proposed dates for the Paralympic Games are Wednesday 29 August to Sunday 9 September. London's Olympic Park would be the centrepiece of a compact venue plan, with 11 sports/disciplines taking place in the park, and another 7 sports in the River cluster. Only road cycling and sailing would be held at other stand-alone venues. All sports would be held in Olympic competition venues except for wheelchair tennis which would be located at another site in Olympic Park.

■ Organising Committee

There would be one integrated organising committee with legal and operational responsibility for both Games. The British Paralympic Association would nominate a representative to the OCOG Board of Directors. A Paralympic Games division, headed by a member of the senior management team, would be responsible for coordination and planning. Any area with significant Paralympic activity would have staff with shared responsibilities.

■ Logistics

The Paralympic Village would comprise ten of the 17 blocks planned for the Olympic Village. The village would be based on a 100% inclusive design resulting in a barrier free environment. The village would accommodate team delegations as well as International Paralympic Sports Federations (IPSF) technical officials. Media would be accommodated in hotels used by media during the Olympic Games.

The transport Olympic Route Network would remain in use, although on a reduced scale as fewer venues would be required for the Paralympic Games. It is estimated that 95% of competitors would have a journey of 15 minutes or less from the village to their venues. All public transport would be fully accessible, including 21,000 London taxis, which are all currently wheelchair accessible. Public transport would be free to all accredited persons and spectators with same-day tickets.

■ Media and communications

In the UK, Paralympic sport has received significant television coverage resulting in strong public support and a high national profile. London 2012 plans to build on this through communication initiatives and education programmes.

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

■ Additional comments

London 2012 has proposed integrated Olympic and Paralympic Games that would minimise the planning and operational differences between them, while using innovative marketing strategies to promote their distinctiveness. It would be a compact Paralympic Games with a vision of setting new standards for services and facilities. Concepts have been developed and planned to maintain public interest and a sports festival atmosphere, including a carnival linking the two Games.

With its rich history, the capacities of UK Paralympic Sport are among the best in the world. The bid committee has proposed a "Paralympic legacy for all" including social, educational and sport legacies with a focus on improving society.

OLYMPIC VILLAGE

■ Location/concept

The Olympic Village would be situated in Olympic Park, adjacent to the Olympic stadium. The village would be 39 km (47 minutes) from the main gateway airport (Heathrow) and 14 km (24 minutes) from the centre of London.

Additional accommodation would also be provided for sailing and rowing/canoe kayak flatwater athletes.

■ Village development

The surface area of the Olympic Village would be 30 hectares.

Apartment buildings would be clustered around landscaped squares and range from 4 to 13 storeys. Although athletes would not be accommodated higher than the eighth floor, careful consideration would have to be given to the location and frequency of the elevators in the village buildings. NOC extra officials could be accommodated in village buildings above the eighth floor.

Post-Games, the Olympic Village would be converted into a sustainable community of apartments and town houses. The polyclinic and Olympic Village administration offices would be converted into nursery, primary and secondary schools as well as a lifelong learning centre, providing an educational legacy for the community.

The Mayor of London and the London Development Agency (LDA), working with a public/private consortium, would ensure the construction and delivery of the Olympic Village.

Construction of permanent buildings would begin in June 2007 and end in December 2011.

■ Village organisation

A total of 9,460 rooms (7,860 double and 1,600 single rooms) would be provided with a total of 17,320 beds for athletes and officials. Room sizes and raw floor space would be in accordance with IOC requirements.

At remote venues, athletes would stay in student accommodation at Royal Holloway College (rowing and canoe kayak flatwater), on a cruise ship (sailing) and in hotels (football). The Commission received a commitment that accommodation at these remote venues would have the same level of services as the Olympic Village.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget, in accordance with IOC requirements.

■ Additional comments

Athletes have been closely involved in the planning of the Olympic Village. The east side of the village would appear to be somewhat crowded, with the main dining hall, polyclinic and disco in close proximity to the international zone. However, this is to provide the athletes with privacy in the residential areas. The location of a retail outlet in the residential as well as the international zone is, again, aimed at giving athletes private retail facilities. The bid committee stated its commitment to incorporate noise reduction measures in construction specifications.

MEDICAL SERVICES

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

■ Olympic health care

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

Forty-one hospitals, including specialised services, would be available to athletes, IFs, NOCs and the IOC. A selection of these hospitals would have dedicated Olympic wards. Emergency services, which would be run through a centralised coordination service, would be reinforced during the Games.

NOC team doctors would need to apply for registration to ensure that they would be authorised to practice and write prescriptions in the UK for their own NOC delegation at Games-time.

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

■ Doping control

The UK has signed the Copenhagen Declaration and the NOC has also adopted the WADA code.

There are two WADA-accredited laboratories in the UK, one in London and one in Newmarket. The London laboratory would be the main laboratory for the Games. The Newmarket laboratory is also accredited to carry out equine testing.

SECURITY

The UK government guarantees that it would take the overall responsibility for security during the preparation and staging of the Olympic and Paralympic Games. It has also guaranteed to cover all security costs (for which a provision has been made as part of the USD 3.8 billion funding package), with the exception of in-venue security costs which would be borne by the OCOG for a sum of USD 36.8 million.

■ Command structure

A government-level Olympic Security Committee incorporating all of the key security agencies would be formed, chaired by the Home Secretary. This Committee would be responsible for security coordination and policy with the London Metropolitan Police Service playing a key role.

An OCOG Security Directorate would act as the single point for planning and command. The head of this directorate would be appointed by the Home Secretary and would be a member of the Olympic Security Committee.

■ Safety and security personnel

Whilst the majority of personnel would be drawn from the three London police forces, the armed forces and other security personnel including private and police forces from other parts of the UK would also be used. Security forces are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure safe and peaceful Games.

ACCOMMODATION

■ Experience

The UK played a key role in the seven-nation Athens Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the 2004 Olympic Games.

The UK has hosted a large number of sports and other international events, demonstrating it has the experience to cover potential security risks.

■ General

Letters of guarantee have been received for approximately 40,330 rooms.

The current hotel room capacity of approximately 103,000 within a 50 km radius of the city centre far exceeds IOC needs. There would be sufficient hotel capacity for spectators and visitors during the Games period, especially taking into account additional rooms available in the affordable bed and breakfast system in and around the city.

■ Room rates

The bid committee has guaranteed 1,800 rooms for the IOC at USD 290 (2012 price), including breakfast(s) and taxes in six 5 star hotels in the centre of London. To guarantee this price, a provision has been made in the OCOG budget.

For other constituent groups, the room rate would be calculated as follows: the average actual and audited, pre-tax room rate during the period of the Games in 2007-2010, adjusted for inflation (2% from 2010-2012) + a 2% premium 2010-2012 + taxes + breakfast. In addition, a USD 12 booking fee per night would be added.

■ Specifics

IFs and NOCs would have a wide choice of 3-5 star hotels in West London. Technical officials would be accommodated in single rooms with en-suite bathrooms in 3 – 5 star hotels close to their venues. 200 rooms would also be available in university accommodation (equivalent to a 2 or 3 star hotel) with sports facilities, including a swimming pool.

Sufficient rooms of appropriate quality have been guaranteed in the five football cities as well as in Weymouth (sailing) for the respective officials.

TRANSPORT

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

No minimum stay period is required in any of the guaranteed hotels.

Media would be accommodated in hotels and university rooms (with the same level of facilities and services), at reasonable rates, within a centrally located accommodation cluster. All accommodation would be connected by shuttle transport services to and from the IBC and MPC.

The OCOG would organise a free of charge home-stay programme for athletes' families.

■ Additional comments

London has a well-developed accommodation plan and would be able to provide the number of rooms required by the IOC as well as spectators. The quality of hotels at all levels is generally good.

■ Infrastructure development and public transport

London has comprehensive metropolitan road and rail systems. Capital investment of more than USD 30 billion is planned prior to 2012 for transport renovation and development. Approximately USD 11.6 billion of this transport budget has been allocated to accelerate rail urban transport development, particularly in the east London Olympic area, and USD 600 million is directly related to the Olympic project.

London has one of the world's strongest systems of airports with Heathrow, Gatwick, Stansted and London City airports among others. Heathrow and Gatwick are connected to the centre of London by express rail services. A new rail connection will also link Stansted and London City airports to Olympic Park by 2012. The capacity of Heathrow, the main Olympic gateway airport, will be substantially increased by the completion of a new terminal (Terminal 5) by 2008.

Phase two of the Channel Tunnel Rail Link (CTRL) is underway and will provide regional and international access to central and east London. A new station, Stratford International, would provide direct access to Olympic Park and dedicated shuttle trains would operate at Games-time resulting in a travel time of seven minutes to the centre of London.

London's underground, light rail and regional rail networks will be substantially upgraded and extended, particularly in east London, with Olympic Park to be served by a total of ten rail lines.

■ Olympic transport concept and operations

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

- a) Concentration of Olympic travel demands in Olympic Park and the nearby River cluster with approximately 69% of competition venues less than 15 minutes from the Olympic Village
- b) Constituent group transport to be facilitated by an extensive Olympic Route Network, allowing fast and reliable travel
- c) Comprehensive public transport, with at least one rail station serving all Olympic venues.

For the Games, a 235 km Olympic Route Network (470 km if both directions are taken into consideration) would allow efficient travel between Olympic Park and Olympic competition and non-competition venues. Within this network, a core system of 82 km of fully dedicated Olympic lanes (41 km each way) would be provided across London.

As a result of the Olympic Route Network and the consistently lower traffic levels in August, the Commission believes that Olympic bus travel speeds of 45–50 km/h between the Olympic Village and all Olympic venues would be achievable.

London proposes that accredited workforce would access Olympic venues by public transport, principally rail, free of charge. All accredited persons would have free access to public transport.

Each spectator ticket would include free travel on all public transport within London (except the Heathrow Express) on the day of the event through to 4 a.m. the following day.

An Olympic Transport Authority (OTA) would be

created to oversee the management of all Olympic transport infrastructure projects, to plan Olympic transport systems and to deliver transport at Games-time. The existing London Traffic Control Centre would be expanded to become the primary traffic control centre for the Olympic Games.

■ Additional comments

During the bid process, substantial London rail transport infrastructure investments have been clearly confirmed, guaranteed and accelerated. Provided that this proposed programme of public transport improvements is fully delivered on schedule before 2012 and the extensive Olympic Route Network is implemented, the Commission believes that London would be capable of coping with Games-time traffic and that Olympic and Paralympic transport requirements would be met.

MEDIA OPERATIONS

The IBC and MPC would be co-located on the edge of the Olympic Park, in close proximity to the Olympic stadium.

Construction funding is guaranteed under the government financial package but private sector investment would be sought, as the infrastructure would remain after the Games as television studios and production facilities.

The proposed designated space for the single storey IBC (65,000m²) is smaller than IOC recommendations, but shared resources, new technology and the availability of extra space, if required, should ensure the necessary space for all operations. The two-storey MPC would be 45,000m². A dedicated transport shuttle service would connect the IBC, MPC, media accommodation and competition venues.

Accredited media would be accommodated in hotels and university rooms with the same level of facilities and services in a centrally located accommodation cluster.

A city centre facility for non-accredited media is planned and the desirability of the centre being under the control of the OCOG was acknowledged by London 2012.

■ Broadcasting

The Commission received commitments that UK labour laws would not affect broadcasters or OBS in their employment and operation schedules for UK and foreign staff.

OLYMPISM AND CULTURE

■ Cultural programme

London has proposed an extensive and varied programme of activities, including theatre, music, carnival performances and exhibitions in museums during the Games. This programme would begin immediately after the Beijing Olympic Games with the launch of the “Olympic Friend-ship” (an ocean-going clipper) which would tour the world conducting an Olympic educational programme.

■ Ceremonies

The Opening and Closing Ceremonies would be held in the proposed 80,000-seat Olympic stadium. The stadium would be within walking distance of the Olympic Village which would facilitate pedestrian access to the village for team delegations after the Opening and Closing Ceremonies.

■ Education and information programme

A new Olympic dimension would be introduced into existing educational programmes for 400,000 school children. A special education pack for schools would be developed by OCOG in association with the British Olympic Foundation.

■ Torch relay

Plans for the torch relay propose to highlight the Olympic Truce through a programme called the “Heralds of Peace”, crossing through the countries of Nobel Peace Prize winners and then through the UK.

■ Youth camp

The youth camp would be housed in the “Olympic Friend-ship”, to be docked in the Port of London during the Games. The OCOG would pay for participants’ airfares, accommodation and meals (two participants per NOC).

LONDON

The candidature file and the information provided to the Commission during its visit were of a very high quality and indicated a high level of planning by the key organisations involved in the preparation of the bid.

The British Olympic Association (BOA), the UK government and the Greater London Authority (GLA) are the three major parties involved in the bid. A memorandum of understanding between the UK Government and the GLA provides for a funding package largely reliant on lottery funds to ensure the financing of major infrastructure projects and government services related to the Olympic Games. The respective roles and responsibilities of all parties involved are outlined in the Joint Venture Agreement signed by the UK Government, the city and the BOA.

London's concept is based on three main competition clusters – Olympic Park, Central cluster and River cluster – with the well-located Olympic Village in the Olympic Park (13 sports/disciplines including the proposed Olympic stadium). Athletes have had a direct input into village, venue and operational planning.

London proposes a total of 33 competition venues, 15 of which exist. The 9 venues to be constructed include the Olympic stadium as well as the aquatics centre and velodrome which are both already under construction. Nine temporary venues are planned.

A government agency, the Olympic Delivery Authority, would be set up to manage Olympic-related construction programmes.

With the OCOG having legal and operational responsibility for both Games, a London Paralympic Games would be fully integrated, while a marketing strategy would promote their distinctiveness. Paralympic sport in the UK has a rich history, strong media coverage and public support and its capacities are among the best in the world.

The Olympic Games would be the catalyst for the regeneration and development of the Lower Lea Valley, site for the Olympic Park. This park would provide significant sports and environmental legacies. Given the magnitude of the project, careful planning would be required to ensure that all facilities are completed on time.

Sufficient hotel rooms have been guaranteed to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 290. To guarantee this price, a provision has been made in the OCOG budget. For other constituent groups, a formula has been agreed to set prices in 2012.

Provided that the substantial programme of public transport improvements is fully delivered before 2012 and based on a Games concept concentrated in the East of London and an extensive Olympic Route Network, the Commission believes that transport demands would be met.

London's OCOG budget of USD 2.46 billion is detailed, well supported and is achievable.

The non-OCOG budget related to the Olympic Games is fully guaranteed through the funding package. The UK Government has guaranteed to cover any shortfall in the OCOG budget.