

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
- F. Abbreviations
- G. Signatures

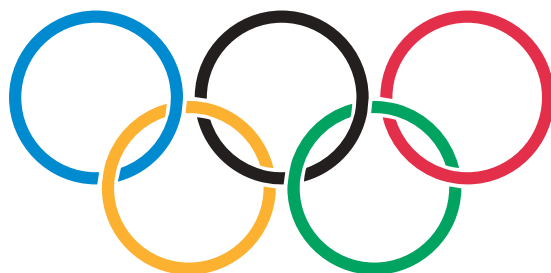
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CANDIDATE CITY



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OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

New York proposes Friday 27 July to Sunday 12 August as the period of the Olympic Games, based on the favourable climate, lower levels of traffic, lower public transport demand and increased hotel availability at this time of year.

■ Olympic Games concept

New York proposes a predominantly inner-city Games in the interest of enhancing the athlete experience, with the core of major venues to be constructed in the city centre, including the Olympic stadium, the IBC and the MPC on the banks of the Hudson River and the Olympic Village along the East River.

Through the bid, New York intends to create a legacy for sport and for the city of New York. This is coupled with a genuine desire to host many more international sports events in New York.

58% of athletes would compete in three designated clusters – Olympic Square (9 sports), Olympic Riverfront (4 sports/disciplines) and Olympic Park (6 sports/disciplines).

The majority of venues are located on two intersecting transport routes running east-west across the city and north-south along the East River. This transport concept is referred to as the “Olympic X”.

■ Legacy and impact

The Olympic Games would act as a catalyst to accelerate the redevelopment of degenerated river front areas in close proximity to the city centre, and provide more housing, employment and sports facilities for the residents of the five boroughs of New York City.

The Olympic Games would lead to the upgrading of existing venues and the construction of new facilities which would ensure a legacy for Olympic sports.

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

■ Additional comments

The bid proposes a comprehensive and ambitious three-phase promotion programme in the seven years leading up to the Olympic Games, including the establishment of an Olympic Sports Marketing Council and an Olympic Institute.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of New York City is expected to grow from 8.1 to 8.6 million by 2012.

■ Political structure and responsibility

The United States of America (USA) is a Federal Republic with an executive president at its head. The legislature (Congress) consists of two houses – the Senate and the House of Representatives. The Constitution delegates most power and decision-making responsibility over services to the state governments.

The State of New York delegates special authority to New York City, giving it unique power and the broadest authority over services and finance. New York City would be the lead government authority during the Games.

■ National economy

The economy is currently very stable. World Bank statistics indicate that, in 2003, the USA had the strongest economy in the world and a preliminary estimate on the average annual growth rate was 2.9% with domestic price inflation at 2.3%.

■ Support

The bid enjoys cross-party support at national, regional and local levels.

New York's labour unions are united behind the bid. In 2002, the city's construction and hotel unions signed no-strike pledges for all Olympic-related projects for a ten-year period covering Olympic preparation and delivery.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 59% support in New York City and 54% support in the USA.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

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

The guarantee delivered by Madison Square Garden (basketball) is subject to future negotiations regarding the commercial conditions for the use of the venue at Games-time.

As tender and approval processes were still ongoing during the Commission's visit, New York could not provide a guarantee for the use of the Olympic Square site (Olympic stadium and IBC).

Compulsory purchase procedures may be required to obtain the proposed site for the Olympic Village. These procedures could delay land acquisition, which may impact on construction schedules.

■ Legislation

No major changes to legislation would be required to host the Olympic Games. The State of New York is committed to implementing technical changes to clarify existing state law which would facilitate the transportation of firearms and increase the protection of Olympic marks.

■ Agreements

In November 2002, an agreement was signed between the City and the State of New York to provide government funding, facilities and other resources for the Games.

In November 2004, two agreements were signed:

- The Olympic Multiparty Agreement between the City of New York, the State of New York, the State of New Jersey, Nassau County and the

CUSTOMS AND IMMIGRATION FORMALITIES

United States Olympic Committee (USOC), which sets out the major responsibilities of all parties involved. It also describes the composition of the OCOG Board of Directors.

- The Olympic City Services Agreement between the city and the bid committee sets out the provision of city services necessary for the Games.

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

■ OCOG structure

The OCOG would be a private, not-for-profit, tax-exempt organisation. All of the parties involved (New York City, New York State, the State of New Jersey, Nassau County and USOC) would be represented on the OCOG Board.

A detailed transition plan has been developed and agreed through the Olympic Multiparty Agreement. Discussions have taken place with New York financial institutions about providing credit facilities to cover projected cash flow in the first years of operation. Further discussion would begin immediately after the election of the Host City. The Chief Executive Officer of the bid would be the chair of the OCOG board.

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country, in accordance with IOC requirements.

■ Work permits and importation of goods

The Commission received assurances from members of the US Congress regarding their willingness to introduce legislation, as was the case for the Atlanta and Salt Lake City Olympic Games, to provide work permits free of any duties or taxes and to provide exemptions from customs duties on goods and equipment required for the Games.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

The OCOG would implement a comprehensive Environment Management System designed to meet the international management standard ISO 14001.

The OCOG would be responsible for ensuring that environmental considerations are integrated into all Olympic operations. There would be a strong emphasis on innovation and technology, urban legacy, the use of public transport systems by spectators and clean or low-emission Olympic vehicles.

A feature of the Olympic-related urban renewal plan is the creation of a 68-hectare lake and wetland water reserve at the rowing/canoe kayak flatwater venue through the linking and cleaning of two degraded artificial water bodies.

USD 51.3 million of the OCOG budget are allocated to environmental planning and remediation, of which USD 50.9 million are for remediation. USD 125 million of the non-OCOG budget are allocated to environmental remediation required at venues.

■ Air and water quality

New York's air quality levels for the proposed period of the Games are generally within World Health Organisation (WHO) guidelines but levels of the pollutant ozone, while diminishing, remain a problem, particularly in summer. However, the City and State of New York have strict regulations in place regarding air pollution and emissions from vehicles and industry and the Commission received assurances that actions already in place would ensure that air quality in all Olympic Games areas

would comply with new ozone measure limits by 2010. The USA government has not ratified the Kyoto Protocol on greenhouse gas emissions.

The quality of water at the sailing venue appears to be satisfactory. The proposed environmental restoration of the site for rowing should ensure that water quality would be satisfactory. The swim leg of the triathlon would be in the Central Park reservoir which prior, to the 2012 Games, would be drained and refilled with water from aqueducts providing drinking water.

■ Meteorology

Average temperatures (according to figures provided, 28°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are average wind speeds at most outdoor venues, although there is a lack of long-term venue-specific wind data, particularly for the new sailing venue. There is an average of five precipitation days in New York at proposed Games-time.

■ Additional comments

All Olympic venues would be subject to environmental impact studies and assessments and all construction would be certified under the Leadership in Energy and Environmental Design standard, with traditional and innovative technologies incorporated into venue designs.

New York's urban renewal programme and park development plans are significant and encompass several proposed Olympic venues. Although these are not all Games-dependent, Olympic Games in New York would accelerate many actions and leave additional positive environmental and sustainable development legacies for the city.

FINANCE

■ OCOG budget

New York has proposed a balanced OCOG budget, with revenue and expenditure at approximately USD 3 billion. This includes capital investments of USD 276.6 million for sports facilities.

Contributions from the IOC and TOP sponsors amount to 29% of total revenue. Revenue from local sponsors, official suppliers, ticket sales, and licensing totals USD 1.8 billion or 58% of revenue.

Major expenditure items are sports venue operations amounting to USD 608.5 million or 19.7% of expenditure, technology at USD 448 million (14.5%), Games workforce at USD 429 million (13.9%), administration at USD 257 million (8.3%) and transport at USD 189 million (6.1%).

■ Non-OCOG budget

The non-OCOG budget amounts to USD 7.6 billion, including USD 2.4 billion for roads and railways, USD 2.7 billion for competition venues and USD 1.6 billion for the Olympic Village. The City and State of New York confirmed that, irrespective of the Games, all capital investments would go ahead with the exception of USD 46.9 million for the bridge over the Olympic regatta course, which would be Games-dependent.

■ Financial guarantees

The OCOG budget includes a general contingency fund of USD 200 million as well as additional contingency for each construction project totalling USD 42 million. The City and State of New York have provided a USD 250 million shortfall guarantee for the Games. The state and city governments have also agreed to provide all venues owned by them free of charge for the Olympic Games.

The bid committee considers that the total contingency of USD 492 million should be sufficient to cover any shortfalls.

■ Additional comments

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

MARKETING

■ Joint Marketing Programme

New York and USOC have signed a joint marketing agreement, the content of which does not fully comply with the standard form Joint Marketing Programme Agreement provided by the IOC.

■ Billboards and advertising

Guarantees have been secured for all outdoor advertising sites with the exception of 5% in the City of New York. The formula included in the binding contracts with advertisers to calculate rates for outdoor signage sites includes a 20% premium for 2012 over and above the rate of inflation.

■ Rights protection

The Mayor of New York has signed an executive order to establish the Mayor's Enforcement Board on Olympic Brand Protection. This Board would coordinate the various government agencies empowered to prevent ambush marketing and illegal street vending during the Games.

■ Ticketing

New York's ticket pricing policy is based on attaining full stadia, with a large sports-loving population living within easy travel distance of the city. The bid has undertaken to find a mechanism to distribute up to 250,000 free tickets (2.6% of total number of tickets available) to the families of athletes and school children for a variety of Olympic events. It would also rely on established ticket resale methods at lower prices on the day of the event. Ticketing revenue estimates are based on a sales rate of 81% for the Olympic Games and 68% for the Paralympic Games, with revenues amounting to USD 852 million and USD 28.5 million respectively. Based on past

experience and in comparison with sports ticket pricing in New York, these revenue targets are considered achievable.

■ Local sponsorship and licensing

There is a very strong tradition of sponsorship and licensing in the New York and USA markets. The bid has set targets for local sponsorship at USD 822 million and for licensed merchandise at USD 103 million. A further USD 14 million is projected from coin and philately programmes.

■ Additional comments

Given the vast market and enormous corporate presence in New York, the marketing plan and revenue targets are reasonable and achievable.

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SPORTS AND VENUES

Overall concept

New York proposes a predominantly inner-city Games based on three venue clusters (Olympic Square, Olympic Riverfront and Olympic Park).

The Olympic Square, including the Olympic stadium (5-6 km/13-15 minutes), the Olympic Park (13-16 km/16-20 minutes) and the Olympic Riverfront (13-14 km/17-29 minutes) clusters comprise 19 sports/disciplines, all close to the city centre and the Olympic Village.

The use of prominent sports venues, supplemented by 9 new permanent venues and 5 totally temporary venues is aimed at achieving a legacy for sport in New York. In addition to the inner-city competition venues, there are 10 stand-alone sports venues on the outskirts of New York City. Football would also be played in three cities outside New York State.

65% of competition venues already exist, are under construction or planned irrespective of the Games.

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (10 – 23 minutes)	10
10 – 20 km (16 – 32 minutes)	11
20 – 30 km	0
30 – 40 km (36 – 47 minutes)	5
40 – 50 km (47 – 48 minutes)	2
50 – 100 km	0
100 km and over	3 (football)

The travel times quoted to competition venues from the Olympic Village appear achievable through the use of Olympic lanes. However, a number of venues are not fully served by the core network of dedicated Olympic lanes, which may make it difficult to achieve the stated travel times.

Sailing would be based at a new facility (Gateway Park Olympic Marina) constructed for the Olympic Games, 39 km from the Olympic Village by road. Ferry transport (31 km/34 minutes) would also be available, allowing sailing competitors to live in the Olympic Village.

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
31	12	5	3	6	5

Construction of new venues is scheduled to begin in 2005 and end in September 2011, with a detailed construction timetable already in place.

New York envisages a major construction programme for the Olympic Games. In view of the city's construction environment, and particularly the ten-year moratorium on labour strikes on all Olympic projects, this construction programme, bearing in mind its size, complexity and cost, is considered feasible.

Many of the venues (including temporary venues) exceed IOC recommended seating capacities. However, New York is very confident of filling the stadia across all sports, given the very strong demand for sports events in New York and the USA generally.

The shared use of the track cycling venue with badminton and temporary venues for modern pentathlon and aquatics warrant further review.

New York 2012 proposes establishing a New York Olympic Legacy Foundation to help maintain the facilities built by the OCOG with USD 75 million funding from the budget item “unused contingency funds”.

New York proposes two multi-sport venues at Randall's Island and the Olympic Village Training Centre which would benefit athletes from 14 sports/disciplines who would be able to train there. In addition, athletes from 22 sports/disciplines would train at their respective competition venues.

The high number of new permanent training venues (including some competition venues) would serve as an excellent post-Games legacy for sports and community recreation.

■ 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, with the exception of Madison Square Garden.

■ Sports experience

The city has a good record of hosting major events, having conducted 43 world-class events since 2000.

The experience gained from the 1996 and 2002 Olympic Games supplements the significant number of international events staged in the USA since 1995.

In cooperation with USOC and the National Sports Federations, New York will support a development programme for less popular Olympic sports in the New York region.

PARALYMPIC GAMES

■ Budget

The revised Paralympic Games budget contains expenditures of USD 186.4 million and revenues of USD 99.7 million. Revenues include ticket sales of USD 28.5 million and sponsorship of USD 25 million. Expenditures have been adjusted from the Candidature File to include both pro-rata and incremental costs for the Paralympic Games. New York 2012 estimates a total of USD 40 million in federal and state financial support but, at the time of the Commission's visit, no written guarantee had been provided from the government to underwrite the budget.

■ Sport

The proposed dates for the Paralympic Games are Friday 31 August to Tuesday 11 September. Continuing the Olympic Games concept, venues would be located along the "Olympic X" and all sports would be conducted in either Olympic competition or training venues. Two of the proposed clusters would include 12 of the 19 sports: 7 at Olympic Square and 5 at Paralympic Park on Randall's Island with the remaining 7 sports at other stand-alone Olympic competition venues.

■ Organising Committee

The OCOG would be responsible for the Olympic and Paralympic Games, with an overall operational structure of highly integrated programmes. There would be Paralympic representation on the OCOG Board of Directors and the managing director of the Paralympic Games division would report directly to the OCOG Chief Executive Officer. USOC is the official National Paralympic Committee in the USA with all associated rights and responsibilities.

■ Logistics

The two main apartment blocks planned for the Olympic Village would be used for the Paralympic Village and would meet accessibility requirements. Although the apartment buildings to be used are 40 storeys high, modelling has been conducted that estimates reasonable wait times for elevators. Both team delegations and International Paralympic Sports Federations (IPSF) technical officials would be housed in the village, while the media would stay in hotels in Midtown Manhattan.

Over 200 km of dedicated lanes (or 109 km each way) would be in use during the Paralympic Games. Athletes and officials would average 17 minutes travel time to the two main clusters. All public buses are currently accessible and more subway stations are being upgraded to include accessibility features.

■ Media and communications

The US Open tennis tournament would take place during the same period as the Paralympic Games. New York 2012 plans to promote the Paralympic Games through the US Open. To redress a lack of television coverage of the Paralympic Games in the USA, a broadcaster has committed to providing television coverage of the Paralympic Games, commencing in 2010.

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

OLYMPIC VILLAGE

■ Additional comments

New York 2012 has proposed an integrated Games model to help ensure planning and operational efficiency. The Olympic cultural programme is planned to continue throughout transition and the Paralympic Games along with a specific Paralympic outreach programme.

The USA consistently fields strong teams at Paralympic Games. New York plans to use this resource and especially to draw on the experience gained from hosting the Paralympic Winter Games in Salt Lake City. Proposed legacies include an increased profile for the Paralympic Movement and new Paralympic sport opportunities.

■ Location/concept

The Olympic Village would be built on the banks of the East River in the borough of Queens, in the heart of New York City. The village is 6 km from the proposed Olympic stadium and 25 km from John F. Kennedy (JFK) International Airport.

There would be an ancillary village for equestrian with 268 rooms in two hotels on Staten Island.

■ Village development

The Olympic Village would be a compact waterfront settlement in the centre of the city. The surface area of the village would be 25 hectares, of which 10 hectares still need to be acquired.

The village would consist mainly of apartment buildings ranging in height from 8 – 15 storeys. These buildings would account for 65% of total village units. In addition, two 40-storey buildings are planned. The Commission felt that the use of these high-rise buildings, a consequence of inner-city Games, would require detailed planning to avoid potential operational and logistical challenges. New York 2012 assured the Commission that, based on extensive planning and technical modelling, the capacity of the elevator system in the village buildings would ensure minimal waiting times for residents.

The furthest walking distance within the Olympic Village (athlete residences to amenities) would be 440 metres.

Following the Games, the Village would become a waterfront residential community, with apartments leased or sold in the private housing market. Olympic amenities would be transformed into new community facilities.

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The Queens West Development Corporation, a state corporation, would supervise the design and construction of the Olympic Village. One or more private developers would be selected through a competitive tender process to build and finance the structures required for the village. During the Commission's visit, five developers confirmed their interest in participating in a tender for the construction of the village, and similarly, five banks confirmed their willingness to finance the project.

Construction of permanent buildings would begin in June 2008 and end in January 2012.

■ Village organisation

A total of 8,550 double rooms would be provided with 17,100 beds for athletes and officials. Room sizes and raw floor space would exceed IOC requirements due to the nature of the post-Games use of the residential buildings.

NOC extra officials would be accommodated in an apartment block adjacent to the village.

Athletes taking part in the football competitions would be accommodated in hotels. The Commission received a commitment that the level of services would be the same as in the Olympic Village.

A pier would be constructed to provide ferry transport for athletes between the Olympic Village and the sailing venue.

■ NOC travel costs

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

■ Additional comment

The use of the land on the perimeter of the Olympic Village would require careful consideration in regard to access and security at Games-time.

MEDICAL SERVICES

The USA 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.

17 out of the 70-plus existing New York hospitals, including specialised services, would be available to athletes, IFs, NOCs and the IOC.

Detailed response plans are in place and would be coordinated through New York's Office of Emergency Management, using all existing emergency services.

New York confirmed that team doctors would be authorised to practice and write prescriptions in the USA 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 USA has signed the Copenhagen Declaration and USOC has also adopted the WADA code.

A new anti-doping laboratory would be set up and accredited in New York and remain as a post-Games legacy, in addition to the WADA-accredited laboratory in Los Angeles and the laboratory being established in Salt Lake City. Equine testing would be carried out at the FEI-accredited US Equestrian Drug Testing and Research laboratory.

SECURITY

The USA government stated it would designate the Olympic Games as a National Special Security Event, and, as such, guaranteed that it would take overall responsibility for security for the Olympic Games. It has also guaranteed to cover all security costs over and above areas of OCOG responsibility. The OCOG budget contains USD 101 million for security (USD 9.4 million for security services, USD 14.5 million for security equipment and USD 77 million for city services contracts).

■ Command structure

The New York Police Department (NYPD) would be the lead agency for local security, planning and implementation of all Olympic security and, as a National Special Security Event, the US Secret Service would coordinate US government support.

The NYPD would nominate a Director of Olympic Security who would also act as OCOG Director of Security, providing a single point of contact.

The NYPD would be responsible for all security coordination, as well as strategic and operational planning.

■ Safety and security personnel

Whilst most of the personnel required for Games security would be drawn from the NYPD, the armed forces and police forces from other US regions and private security would also be called upon. Law enforcement personnel are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure safe and peaceful Games.

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ACCOMMODATION

■ Experience

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

New York has the experience to cover potential security risks, having hosted a number of sports, international and designated National Special Security events. In addition, the USA's experience includes hosting the 1996 and 2002 Olympic Games.

Letters of guarantee have been received for approximately 45,150 rooms.

The current hotel capacity in New York of approximately 123,000 hotel rooms within a 50 km radius of the city centre, far exceeds IOC requirements. As a result, there would be more than sufficient hotel capacity for Olympic visitors, in addition to New York's normal tourist trade.

There are 57,000 hotel rooms within a 2.5 km radius of the centre of New York City (Manhattan), which incorporates Olympic Square, the proposed location for 9 sports, including the Olympic stadium.

■ Room rates

Two 5 star quality hotels have been guaranteed for the IOC in the heart of the city at USD 449 (2012 price) for a standard, deluxe or executive room, including breakfast and taxes. To guarantee this price, a provision has been made in the OCOG budget.

For the other constituent groups, the room rate would be calculated as follows: the actual average room rate during the months of July and August of 2007-2009 as certified by the hotels' auditors + inflation (2.5% from 2010-2012) + 5% Olympic premium compounded annually from 2010 – 2012. In addition, a 10% administration fee would also be added by the OCOG who would handle bookings for all guaranteed hotels.

TRANSPORT

The guaranteed hotels have agreed to a minimum stay period of 5-6 days, controlled by the OCOG, with flexibility in regard to the start and finish of the block periods.

■ Specifics

IFs and NOCs would have a wide choice of 3 – 5 star hotels in New York City. Technical officials would be accommodated in single hotel rooms in close proximity to their venues, or in the city centre. Hotel accommodation would be provided for sailing officials close to the proposed sailing centre. Sufficient hotel rooms for football officials have been guaranteed.

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

Media would be accommodated in hotels in close proximity to the IBC and MPC. Lower cost university accommodation would also be available.

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

■ Additional comments

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

■ Infrastructure development and public transport

The city has a comprehensive metropolitan transport network moving nearly 9 million people every weekday. Major transport development and renovation investments have been made during the last two decades to modernise and expand rail and road systems.

New transport projects planned for the Olympic Games are a 2 km subway extension from Time Square to Olympic Square, a 4 km suburban rail link to Meadowlands (football and volleyball) in New Jersey, new ferry landings and an expanded intelligent transport system centre.

New York's three major airports – JFK, Newark Liberty and La Guardia - provide some of the world's highest capacity for domestic and international flights.

■ Olympic transport concept and operations

New York's Olympic transport concept is based on three principles:

- Grouping of Olympic venues and Olympic travel demands on the four branches of the proposed "Olympic X" system with the Olympic Village at its centre
- Constituent group transport to be facilitated by an Olympic lane network allowing faster travel movements
- Public transport (rail and supplementary buses) serving all Olympic venues.

To overcome road congestion with regard to access to the city centre (Manhattan), a 260 km Olympic Priority Route Network (520 km if both directions are taken into consideration) on motorways and

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major arterial streets would provide significantly improved travel conditions between the Olympic Village and almost all Olympic venues. Of these lanes, a core system of fully dedicated Olympic lanes of 136 km (68 km each way) would be implemented.

New York transport authorities have the power to enforce traffic management measures such as the proper use of dedicated lanes. As a result of the dedicated Olympic lanes and lower traffic demands in August, Olympic travel speeds between the Olympic Village and Olympic venues would average 30-35 km/h for Olympic bus travel on arterial streets and 50-55 km/h on expressways and motorways.

Nearly all Olympic venues would be located near a subway or suburban rail station, enabling spectators, workers and volunteers to use New York's public transport system to travel to Olympic venues.

Olympic event ticket holders would be provided with a free 24-hour Metro Card. In addition, all accredited persons would enjoy free public transport.

An Olympic Transport Service, coordinated by OCOG, would manage the Olympic bus and ferry systems and Olympic vehicle fleet. During the Games, the NYPD would supervise Games transport operations from the Command, Control and Communication Centre in conjunction with the Olympic Transport Service.

■ Additional comments

Due to considerable transport development and renovation investments made during the last two decades, limited Olympic transport investments are required. The Commission believes New York would meet Olympic and Paralympic Games transport requirements in 2012 with the implementation of the extensive system of Olympic lanes for the Games.

MEDIA OPERATIONS

The IBC and MPC would be located in facilities adjacent to the proposed Olympic stadium.

The IBC would be in a new 41-storey building (93,000 m²) to be built as part of the proposed Olympic Square development. The 41,000 m² MPC would be housed on two levels of the existing Javits Convention Centre.

The Commission noted that developers had confirmed their interest in participating in a tender for the construction of the IBC, and two banks confirmed their willingness to finance the project.

Whilst the bid committee stated that high-rise broadcasting facilities are common in New York, experience at previous Olympic Games would suggest that a high-rise IBC could pose some operational challenges.

The IBC and MPC would have separate transport pick-up and drop-off points, but a dedicated secure route would link the two buildings. Transport for media would comprise shuttles using the Olympic Priority Network and dedicated ferries to selected venues.

Accredited media would be accommodated in hotels in close proximity to the IBC and MPC. Lower cost university accommodation (with the same level of services) would also be available.

■ Broadcasting

With regard to labour laws, the Commission received assurances that there would be flexibility for the work schedules of foreign and domestic employees of broadcasters including OBS.

OLYMPISM AND CULTURE

■ Cultural programme

New York plans to organise a three-year programme of cultural activities commencing immediately after the 2010 Olympic Winter Games. There would be celebrations of the world's cultures, weekend festivals highlighting the ethnic diversity of the city and a focus on New York's roots as a "water city". The programme would continue throughout the transition period and the Paralympic Games.

■ Ceremonies

For the Opening Ceremony, New York proposes a parade of tall ships between the Olympic Village and the proposed 78,000-seat Olympic stadium, attracting spectator support along the riverbanks. Athletes would parade along Broadway prior to entering the Olympic stadium. This proposal would require discussion with the IOC.

■ Education and information programme

New York would develop, in partnership with the city's Department of Education, Olympic education initiatives encompassing 1.1 million students. The wide range of activities would include inter-school competitions on or around Olympic days and annual seminars with national and international institutions and programmes on urban revitalisation. The OCOG would seek to partner the United Nations, headquartered in New York, in linking local youth with their peers around the world through programmes celebrating the Olympic values of fair play and friendship.

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■ Torch relay

New York plans to partner leading environmental organisations to raise awareness about the need to protect and conserve water as a precious resource for the international leg of the torch relay.

■ Youth camp

The OCOG would hold a youth camp for students from all NOCs competing in the 2012 Olympic Games. All expenses, including the travel of NOC participants (two per NOC), would be borne by the OCOG.

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Detailed plans presented in the candidature file were supplemented by high quality presentations given during the Commission's visit by key organisations involved in the preparation of the bid.

The New York bid is city driven with the strong involvement of the State of New York and the support of the Federal Government. The respective roles and responsibilities of all major parties involved, including the United States Olympic Committee, have been formalised through the signing of the "Olympic Multiparty Agreement". These include service delivery, finance and construction.

As is customary in the USA, many projects will depend on investment by the private sector. However, the OCOG would be responsible for ensuring delivery of the venues.

New York proposes an inner-city concept of three main competition clusters with most venues situated on two intersecting transport routes forming the "Olympic-X" (a north-south route along the East River and an east-west route running across New York) with the Olympic Village at its centre.

New York proposes a total of 31 competition venues, 17 of which already exist. The 9 venues to be constructed include the Olympic stadium, the aquatics centre, the velodrome, the rowing/canoe kayak course, the sailing marina and the gymnastics arena. In addition, there would be 5 temporary venues.

As a result of the inner-city concept, high-rise buildings are proposed for the Olympic Village, a waterfront development on the East River, and the IBC.

Tendering and approval processes for the Olympic stadium and IBC, sites essential to the hosting of the Games, were still in progress at the time of the Commission's visit and no guarantees were provided that these sites would be available for the construction of Olympic infrastructure.

The OCOG would also be responsible for the Paralympic Games, with an overall planning and operational structure of integrated programmes. A key objective for New York 2012 is the enhanced profile of the Paralympic Games.

The Olympic Games would accelerate the redevelopment and environmental rehabilitation of derelict river front areas and other sites for Olympic venues. The Olympic Games would create a legacy for sport and the city through the building of several new sports facilities which would be maintained through the establishment of an Olympic legacy foundation.

Sufficient hotel rooms have been guaranteed to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 449. For other constituent groups, a formula has been agreed to set prices in 2012.

New York has a comprehensive metropolitan road and rail transport system. The Commission believes that with the extensive system of Olympic lanes proposed to overcome congestion with regard to access to and within the city centre, transport demands would be met.

New York's OCOG budget of approximately USD 3 billion is well supported and documented. It contains USD 276.6 million of capital investments for the construction of competition venues, items

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which are usually included in the non-OCOG budget. However, with New York's strong revenue generating potential, the OCOG budget is considered to be achievable.

The non-OCOG budget would be largely covered by the private sector.

To cover any shortfall the City and State of New York have guaranteed funds of up to USD 250 million.