



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



INTRODUCTION

Introduction

4



a



b



c



d



e



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

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

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

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

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

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

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

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

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

INTRODUCTION

Introduction

6

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

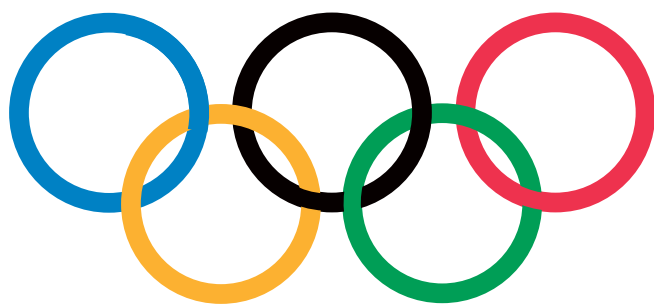
For each Candidate City, venues have been counted according to the following principles:

- 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

MADRID
Madrid



M A D R I D
2 0 1 2

CIUDAD CANDIDATA



OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

Madrid proposes Friday 10 August to Sunday 26 August as the period of the Olympic Games, based on the weather conditions, the school and university holiday period and lower hotel occupancy.

■ Olympic Games concept

Madrid has proposed humanist, sustainable and environmentally friendly Games. A rich cultural programme is planned, aimed at bringing together the people of Madrid and Spain in a celebration of the Olympic ideals.

The Games concept is based on using venues predominantly located in three main clusters, one of which is in close proximity to the Olympic Village, and venues on the outskirts of Madrid within reasonable travel times of the village. Madrid's concept ensures that 58% of athletes would compete within 10 minutes of the Olympic Village.

Madrid gives priority to sustainable development, using the Olympic Games to take a significant step forward in improving environmental conditions in the city.

■ Legacy and impact

Madrid is a modern city intent on using the Olympic project to further develop high-quality sports facilities and world-class infrastructure, thus consolidating the city as a permanent venue for the staging of important events.

Taking into account existing venues, venues under construction and those planned irrespective of the Games, Madrid would have 83% of the venues required to host the Olympic Games.

The legacy plan is well documented and an organisation comprising representatives from the national and city governments as well as the Spanish Olympic Committee would be established to manage the sports venues legacy. After the Games, sports equipment would be transferred to Spanish sport.

The Paralympic Games are well integrated into the planning of Madrid 2012, thereby safeguarding the interests of the Spanish Paralympic Movement.

■ Additional comments

Madrid's plan is based on the rapid development of the city's infrastructure and sports facilities. The aspirations of the city's leaders and the Spanish Olympic and Paralympic Committees on behalf of the athletes of Spain are well formulated.

Strengths of the bid include the close proximity of venues in the East cluster to the Olympic Village and the very good location of the Olympic Village, IBC and MPC in relation to the newly-expanded airport, public transport and major road networks. The legacy plans are positive and the environmental benefits are significant, with the overall concept and plans well integrated into the long-term development of the city.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

Madrid has a stable population of 3.2 million whilst the Madrid region is experiencing moderate growth from 5.5 to 5.8 million by 2012.

■ Political structure and responsibility

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

The Mayor of Madrid heads the bid. All sectors of the city's administration are deeply involved in the bid process. The city has control of most Olympic facilities within its administrative jurisdiction. There is a clear demarcation of duties and responsibilities among the three tiers of government (national, regional - Autonomous Community of Madrid - and local - Madrid City Council) with regard to their Olympic involvement.

■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, Spain had the 8th largest economy in the world and a preliminary estimate on the annual growth rate was 2.4% with domestic price inflation at 3%.

■ Support

The bid enjoys support and commitment from the King and all tiers of government. Political support was demonstrated through the participation of the Prime Minister and various government ministers during the Commission's visit. All major political parties have also pledged support for the bid.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 91% support in the city of Madrid and 85% throughout Spain.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided the guarantees required by the IOC with the exception of a certain number of accommodation guarantees, for example in Palma de Mallorca (sailing).

■ Legislation

The Spanish legislative body is prepared to approve specific legislation facilitating the organisation of the Olympic Games, should Madrid be awarded the Games. This legislation would cover finance, tax and ambush marketing amongst other areas.

■ Agreements

Three separate documents were signed detailing the different responsibilities and financial commitments of the national government, the Madrid Autonomous Community and Madrid City Council. These agreements contain provisions regarding infrastructure and venue construction, the provision of public services and facilities and covering any financial shortfall.

The Commission believes that having such agreements 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.

■ OCOG structure

The future OCOG would take the legal form of a consortium which would be considered a not-for-profit public administration association.

The stakeholders would be the three tiers of government involved in the bid (national, regional and local) and the Spanish Olympic Committee.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Entry to the country

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

■ Work permits

The Commission was informed that there are currently no quotas for foreign workers in Spain. The government has provided a guarantee that work permits would be delivered as required and that prompt processing would be facilitated for those workers coming to Madrid to perform Olympic duties.

■ Importation of goods

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

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

Madrid has placed much emphasis on integrating environmental considerations and actions into all aspects of Games planning and operations through the development of a comprehensive OCOG environmental plan. A series of major non-OCOG strategies and actions is planned, including the creation of approximately 5,000 hectares of new green zones.

Under a Strategic Sustainability Plan, a detailed assessment has been completed of 12 priority areas including air quality and noise, mobility and transport (a green fleet and public transport for spectators), energy, urban development, infrastructure and facilities, consumption habits, water, and waste.

An Olympic Fund for Biodiversity, is planned and would be funded from a 1% allocation of all Olympic infrastructure development costs (USD 16 million minimum). The fund would be used to purchase areas of ecological significance and to finance non-governmental organisation (NGO) projects to restore degraded areas.

The OCOG's environmental programme has a USD 50.8 million budget allocation, and the overall cost of OCOG and non-OCOG environmental measures and actions (including infrastructure and green areas) is estimated at over USD 250 million.

■ Air and water quality

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

FINANCE

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

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

■ Meteorology

Average temperatures in Madrid at proposed Games-time are relatively high (according to figures provided, more than 30°C at 3 p.m.) but humidity is low. Commitments were given that temperatures would be fully taken into account when the sports competition schedule is finalised to ensure that priority is given to athlete welfare.

There is an average of less than two precipitation days during the proposed Games-time. Average wind conditions appear to be satisfactory at all outdoor venues.

■ Additional comments

Venues have strong environmental features. Four competition venues - including the innovative canoe kayak slalom venue which uses treated recycled water - have been changed during the bid process, following consultation with NGOs, for environmental reasons and to reduce impact or increase benefits. There would be a multi-faceted legacy from a Madrid Games including new green zones, sustainable building systems, a new set of environmental indicators, rehabilitation of former industrial sites (including the Olympic Village), increased emphasis on public transport and improved standards and practices.

■ OCOG budget

Madrid has proposed a balanced revenue and expenditure budget of USD 2 billion.

Contributions from the IOC and TOP sponsors amount to 45% of revenue. Revenues from local sponsors, official suppliers, ticket sales, licensing, lotteries and donations total USD 778.6 million (39% of revenue). The national, regional and city governments have each committed to providing a subsidy of USD 43.5 million, or a total of USD 130.5 million (6.5%) for the Paralympic Games.

Major expenditure items are Games workforce amounting to USD 412 million (20.6% of expenditure), administration at USD 203.7 million (10.2%), sports venue operations at USD 137.7 million (6.9%) and security at USD 95 million (4.7%). While only USD 339 million (16.9%) is budgeted for technology (compared with the IOC guideline of USD 450 million), Madrid has advised that the budget allocation was based on advice from major technology companies, and is realistic. Madrid also advised that the city regularly updates its technology infrastructure and this would result in lower costs for the Games. Technology workforce is also not included in the technology budget. The transport budget of USD 55 million (2.7%) appears to be low in comparison with previous Olympic Games.

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

■ Non -OCOG budget

The non-OCOG budget of USD 1.64 billion (sports venues USD 970.9 million, Olympic Village USD 641.7 million and roads and railways USD 27 million) only includes costs directly related to the Olympic Games. The different government

MARKETING

authorities have committed approximately USD 10 billion to upgrade transport infrastructure irrespective of the Olympic Games.

■ Financial guarantees

The government of Spain, the region and the city of Madrid, have each guaranteed to cover one third of any financial shortfall. The three levels of government have also agreed to provide all venues owned by them free of charge to the OCOG for the period of the Olympic Games.

■ Additional comments

The OCOG budgeting process is very detailed and rigorous and assumptions are well supported and documented. Whilst low in technology and transport, the budget appears to be reasonable and achievable.

■ Joint Marketing Programme

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

A separate Paralympic joint marketing agreement has been signed.

■ Billboards and advertising

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

■ Rights protection

The combination of national, regional and municipal legislation and guarantees are considered to be sufficient to protect the IOC and OCOG sponsors against ambush marketing. Madrid has also proposed to set up a single department under the OCOG, in collaboration with the public authorities, to deal swiftly with any cases of ambush marketing.

■ Ticketing

Madrid's ticket-pricing strategy is based on ensuring full stadia. The ticket sales rate, revised during the Commission's visit, is estimated at 77.5% for the Olympic Games and 70% for the Paralympic Games, with revenues of USD 363.4 million and USD 13.5 million respectively. The Commission considers this plan to be achievable based on Madrid's experience of organising other major international events.

SPORTS AND VENUES

■ Local sponsorship and licensing

Projected revenue from local sponsorship and suppliers amounts to USD 290.2 million and USD 100 million for licensed merchandise, coins and stamps.

■ Additional comments

Two lotteries are planned with a projected revenue of USD 18 million. The Finance Ministry has guaranteed that these lotteries will be held. While the bid committee expressed confidence that the revenue target would be met, it confirmed that any overall budget deficit resulting from particular shortfalls would be met by the national, regional and city governments.

The marketing programme proposed by Madrid is reasonable and achievable.

■ Overall concept

Madrid's sports plan is based on three main clusters (East, Central and West) located in the city of Madrid.

The East cluster includes the Olympic Ring (11 sports/disciplines, 1 – 3 km from the Olympic Village), the IFEMA trade fair site (8 sports/disciplines, 5 km) and the beach volleyball venue (5 km). These 20 sports/disciplines would be within 10 minutes of the Olympic Village providing minimum travel times for 58% of athletes.

The Central cluster, essentially covering the city centre, would host 5 sports/disciplines, with the average distance from the Olympic Village being 12.8 km, the furthest being the Calderon (football) stadium (18 km/15 minutes from the Olympic Village).

The West cluster (Casa de Campo, Hippodrome and Club de Campo) includes 7 sports/disciplines, with distances from the Olympic Village ranging from 20-30 km and travel times ranging from 16-20 minutes.

Five stand-alone venues, yet to be constructed on the outskirts of the city (baseball, softball, shooting, rowing/canoe kayak flatwater and canoe kayak slalom), would provide a very good legacy based on agreements already in place with municipal authorities and the relevant national federations.

83% of competition venues already exist, are under construction or are planned irrespective of the Games.

MADRID

Madrid

88

■ Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (2 – 11 minutes)	17
10 – 20 km (9 – 18 minutes)	7
20 – 30 km (16 – 20 minutes)	5
30 – 40 km	0
40 – 50 km	0
50 – 100 km (34 minutes)	1
100 km and over	5 (football and sailing)

Venues on the outskirts of the city of Madrid - softball and baseball (10 km/11 minutes from the Olympic Village), shooting (14 km/16 minutes), rowing/canoe kayak flatwater (55km/34 minutes) and canoe kayak slalom (11 km/9 minutes) - are well served by a high quality road network and an advanced public transport system, based primarily on rail.

Football would use six existing stadia, including four outside Madrid, with distances ranging from 400 to 621 km, served by high-speed rail and air travel.

The sailing venue at Palma de Mallorca would be a 90-minute direct flight from Madrid.

■ 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
35	22	2	5	6	0

Three venues are currently under construction (aquatics, tennis and the IFEMA trade fair expansion). Eight new venues would need to be

constructed over the period 2005 to 2011 with all permanent venue construction being managed by the Madrid City Council utilising a public consortium where appropriate.

Madrid is experiencing a significant construction period involving many major public infrastructure projects. The Commission is confident that the planned construction programme can be achieved within the timeframe.

Madrid proposes a multi-sport venue at IFEMA where athletes from 8 sports would be able to train approximately 5 minutes from the Olympic Village, while athletes from 11 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 venues as well as for the respect of IOC commercial requirements within these venues.

■ Sports experience

Madrid has good experience in hosting major international sports events including recent World Championships in three Olympic sports, World Cups in five Olympic sports and pre-Athens Olympic Games Qualifying Tournaments in hockey and wrestling.

Spain has hosted 25 World Championships and 25 European Championships in Olympic sports over the past ten years. The experience from the 1992 Barcelona Olympic Games continues to be applied in Spanish sport.

PARALYMPIC GAMES

■ Budget

A balanced Paralympic Games budget of USD 145 million is projected and is integrated within the overall OCOG budget. Revenue includes 90% in government subsidies (USD 130.5 million) plus USD 13.5 million from ticket sales. Expenditures include both pro-rata and incremental costs for the Paralympic Games. Guarantees have been received from the national, regional and local governments to cover any shortfall in the budget.

■ Sport

The proposed dates for the Paralympic Games are Friday 14 September to Tuesday 25 September. Madrid's Paralympic sports plan would see a concentration of venues in the East cluster and all of the sports, except road cycling, would be held in Olympic venues. Twelve sports/disciplines would take place in the East cluster and four in the West cluster.

■ Organising Committee

The Olympic and Paralympic Games would have a single, integrated organising structure with the chief executive of the Paralympic department serving on the OCOG Board of Directors. A Paralympic department would manage the Paralympic Games with projects integrated at three levels – specialised Paralympic personnel, joint departments and Olympic administration.

■ Logistics

The Paralympic Village would maximise use of the Olympic Village and feature universal accessibility. The plan includes independent sections for the three main constituent groups – team delegations, International Paralympic Sports Federations (IPSF) technical officials and media.

Over 200 km of dedicated Paralympic lanes would expedite movement of the Paralympic family. Twelve sports/disciplines would be within 5 km of the Paralympic Village, with travel times estimated at less than 5 minutes. By 2012, all public bus transport will be accessible with a stated goal of universal accessibility on public transport networks. Free access to public transport would be offered to all accredited persons as well as to ticketed spectators.

■ Media and communications

An educational programme prepared for the Paralympic Games details an overall communication strategy including media initiatives and a public awareness campaign. The strategy involves promoting Paralympic sport as an expression of athletic ability.

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

■ Additional comments

Madrid 2012 has proposed integrated Games that look to minimise planning and operational differences between the Olympic and Paralympic Games. It would be a compact Paralympic Games with a priority on accessibility for athletes and the general public. Spain has significant experience in organising events for athletes with a disability, including the 1992 Paralympic Games, and has a strong history of international leadership in sport for the disabled. Among others, the proposed fundamental legacies include increased social awareness of people with a disability and eliminating architectural barriers in Madrid.

OLYMPIC VILLAGE

■ Location/concept

The Olympic Village would be adjacent to the Olympic stadium, 8 km from the airport and 9 km from the city centre. Additional accommodation would also be provided in Palma de Mallorca for sailing athletes.

■ Village development

The Olympic Village accommodation and facilities would form part of a new residential neighbourhood after the Olympic Games, which the city has planned in order to face growing needs. It would provide a combination of social housing and private residences as well as a health centre, an infant school, a civic centre and a shopping and leisure centre. Buildings would be 4 to 6 storeys high.

The Olympic Village would cover 85 hectares. The furthest walking distance within the village would be 650 metres.

Madrid City Council (through public bodies and corporations) would be responsible for the planning and construction of the Olympic Village and the necessary guarantees have been provided, including financing of the project.

Construction of permanent buildings would begin in January 2008 and finish in December 2011.

■ Village organisation

A total of 2,346 apartments would be provided with 16,800 beds in 8,400 double rooms for athletes and officials. Room sizes and raw floor space would be in accordance with IOC requirements.

The bid committee confirmed that all rooms would be air conditioned, including the basements to be used as NOC offices.

Additional officials would be accommodated in hotels in close proximity to the village.

Sufficient hotel rooms have been guaranteed by the bid committee in the four football cities.

No village has been planned for sailing competitors and team officials and guarantees have only been received from two hotels in Palma de Mallorca providing 120 rooms, which would not be sufficient.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget in accordance with IOC requirements. In addition, it was confirmed that OCOG would cover transport costs of horses, as well as rowing, canoe kayak and sailing equipment.

■ Additional comments

The concept and location of the Olympic Village within the East cluster are good. Some revision to the design and layout of the village would be required to ensure conformity with IOC requirements. In order to alleviate any possible concerns over noise due to the proximity of a motorway, Madrid committed to adhering to stringent noise reduction construction measures.

MEDICAL SERVICES

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

■ Olympic health care

Medical support would be made 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.

Madrid confirmed that team doctors would be authorised to practice and write prescriptions in Spain for their own NOC delegation at Games-time.

The existing hospital infrastructure (37 hospitals) would be able to meet Games-time needs. Six hospitals have been designated as Olympic hospitals.

An emergency service and a civil protection plan for natural disasters are currently in place and would be operational during the Olympic Games. A central unit within the OCOG would be created to manage the coordination of all health care services.

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

■ Doping Control

The Spanish government has signed the Copenhagen Declaration. The Spanish Olympic Committee has also adopted the WADA code.

Spain has two WADA-accredited laboratories in Madrid and Barcelona. The Madrid laboratory would be operational for the Olympic Games. In addition, the FEI-accredited Barcelona laboratory would be used for equine testing.

SECURITY

The Spanish government has guaranteed it would take overall responsibility for security during the preparation and staging of the Olympic Games. It has also guaranteed to cover all security costs (for which an estimation has been made) with the exception of those for ensuring Olympic venue safety, which would be under the responsibility of an OCOG security department. These costs would be borne by the OCOG for a sum of USD 95 million.

■ Command structure

Overall command would be vested in a High Commission for Olympic Security under the leadership of the Secretary of State for Security. This High Commission would be composed of representatives from all state agencies involved in the provision of security, as well as representatives from the OCOG, Madrid City Council, local authorities and government delegations in the Autonomous Communities. It would direct and coordinate the activities and actions of the security organisations and forces involved in providing security and public safety for the Games, and would be responsible for drawing up and coordinating the security strategic plan and master plan.

■ Safety and security personnel

Whilst most of the personnel would be drawn from the city and region of Madrid, reinforcement would be provided by personnel from other areas of Spain and armed and private security forces.

Security forces are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure a safe and peaceful Olympic Games.

MADRID

Madrid

92

ACCOMMODATION

■ Experience

Spain 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.

Spain has hosted a number of sport and other international events including the 1992 Olympic Games in Barcelona which demonstrates that it has the experience to cover security risks.

■ General

Approximately 33,000 1-5 star hotel rooms are guaranteed by the bid committee and an additional 9,450 beds are guaranteed for the OCOG in university and military accommodation equivalent to 1-2 stars.

Madrid welcomes over 6 million visitors every year, of which 65% are business tourists requiring high quality accommodation. During the period of the Olympic Games, the number of visitors is traditionally lower than the rest of the year.

The city of Madrid has approximately 43,400 hotel rooms within a 50 km radius of the city centre (including 33,524 rooms within a 10 km radius). 33,810 of the total number of rooms are in 3, 4 and 5 star hotels.

Signed guarantees to construct new hotels in Madrid over the next seven years have been provided (6,282 new rooms) and other hotels in proximity to Madrid will offer more accommodation options.

■ Room rates

The hotels guaranteed for the IOC and other constituent groups would be very reasonably priced. The guaranteed prices in 2012 US dollars for a double room, including breakfast and VAT, for the IOC and constituent groups are as follows:

	IOC hotels	Constituent groups including media
2 star	-	120
3 star	125	141
4 star	166	186
5 star	258	290
Luxury	418	469

There is no minimum stay requirement for constituent groups including the IOC hotels.

■ Specifics

Technical officials would be accommodated in single rooms. Half of them would stay in university accommodation (equivalent to 2 star hotel quality) with excellent sports facilities and a swimming pool available and the other half would be accommodated in 3 to 5 star hotels close to their respective venues.

Guests of NOCs, broadcasters and sponsors would be accommodated in quality 3, 4 and 5 star hotels spread throughout the city centre and near the Olympic Ring.

Football officials would be accommodated in quality hotels in the different cities. 120 rooms have been guaranteed in Palma de Mallorca (sailing).

The media would be accommodated in 2-5 star hotels as well as university accommodation (equivalent to a 2 star hotel). Careful consideration would need to be given to the location of this accommodation in relation to the IBC/MPC and venues, as widely spread accommodation would increase the transport logistics challenge for the Games period. A commitment has been given that most media hotels would be within 5 km of the IBC/MPC complex, and there would be a 24-hour transport service between the IBC/MPC and media hotels.

Reservation centres, managed by professionals from the hotel and tourist sector, would offer a free of charge hotel booking service for both accredited and non-accredited persons.

The bid committee proposes to organise an accommodation programme for athletes' families. Details of this programme would need to be elaborated.

■ Additional comments

The Commission is confident that, with the rooms guaranteed in Madrid and additional rooms within an hour's journey time of the city, sufficient rooms should be available to meet Olympic requirements, including visitors.

TRANSPORT

■ Infrastructure development and public transport

Since the mid 1980s, Madrid has undertaken an outstanding metropolitan transport system development involving all types of transport (airport, roads, motorways, high speed rail, suburban rail, subway, bus express lanes, etc). Approximately USD 10 billion will be invested to expand ground and air transport systems in the Madrid region by 2012. This development would take place irrespective of whether Madrid is awarded the 2012 Olympic Games.

The international gateway airport (Madrid-Barajas) is currently doubling its capacity from 34 to 70 million passengers per year, making it one of the major European international hub airports. New runways and terminal buildings will open between 2006 and 2012. The expanded airport, 9 km from the Olympic stadium, 8 km from the Olympic Village and 18 km from the city centre, will be accessed by a new urban motorway and an express subway line.

Spain's national railway company is adding four lines to its first high-speed rail line (Madrid – Cordoba – Seville), and all remote 2012 football cities will be connected by high-speed rail.

Madrid's subway network, which has undergone tremendous growth during the last decade, will be extended by a further 90 km to approximately 320 km and 330 stations by 2008. Metro line extensions will serve, amongst other sites, the Madrid-Barajas airport extension, the Olympic stadium and the Olympic Village.

■ Olympic transport concept and operations

The Madrid 2012 Olympic transport concept is based on three principles:

- Concentration of Olympic travel demands in two Olympic venue clusters with 48% of Olympic venues less than 10 minutes from the Olympic Village
- Constituent group transport to be facilitated by a large network of dedicated Olympic lanes allowing fast and reliable travel
- A high capacity public rail network serving more than 90% of Olympic venues, with dedicated Olympic shuttle bus services for other venues.

For the Olympic Games, 98 km of existing reserved bus lanes and an additional 320 km of Olympic lanes (160 km each way) would facilitate Olympic transport between the majority of competition and non-competition venues.

Due to the extensive Olympic lane system and lower traffic during the month of August, Olympic bus travel speed estimates would average approximately 60 km/h between the Olympic Village and all competition venues offering short travel times.

Taking advantage of its comprehensive and efficient public transport system, Madrid plans to provide 100% spectator, workforce and volunteer Olympic venue access by public transport. No public car parking would be provided at Olympic venues, lowering the risk of traffic congestion and improving general environmental conditions.

MEDIA OPERATIONS

Ticketed spectators and all accredited persons would have 24-hour free public transport access within the Madrid metropolitan area.

An integrated regional transport and traffic command and control organisation – the Madrid Regional Transport Consortium - has been in operation since the mid 1980's. A Transport Operations Centre would be set up to coordinate and manage all transport operations during the Olympic and Paralympic Games. This centre would be managed by OCOG in close collaboration with all Madrid transport authorities.

■ Additional comments

Madrid's high capacity and quality metropolitan road and rail transport systems and its continuing development would comfortably cope with considerable Games-time traffic.

Based on a compact Games concept and a very extensive Olympic lane system, the Commission feels confident that Olympic and Paralympic transport requirements would be fully met.

The IBC and MPC would be located in single storey purpose-built adjoining buildings in part of the IFEMA trade fair complex (venues for 8 sports/disciplines) in close proximity to the Olympic Ring which includes the Olympic stadium.

Madrid plans buildings of 65,000 m² and 35,000 m² for the IBC and MPC respectively. These spaces are below IOC recommendations but the Commission believes that with purpose-designed facilities, shared resources and modern technology, the space available would be sufficient.

IFEMA guarantees the financing for the construction of the IBC/MPC and the temporary use of the site for the IBC/MPC. Madrid City Council is a major stakeholder in the IFEMA trade fair site.

The media would be accommodated in hotels as well as university accommodation.

■ Broadcasting

Work permits for foreign workers performing Games duties would be provided as required and there would be flexibility for work schedules of foreign and domestic broadcasting employees, including OBS.

MADRID

Madrid

96

OLYMPISM AND CULTURE

■ Cultural programme

Madrid has proposed an extensive programme of activities over several years, covering contemporary art, photography, literature, and gastronomy. A major Olympic Festival in 2012 would include theatre, music, dance and street performances.

■ Ceremonies

The Opening and Closing Ceremonies would be held in the Olympic stadium with a seating capacity of 70,850. The Olympic stadium would be within walking distance of the Olympic Village facilitating pedestrian access for team delegations to the village after the Opening and Closing Ceremonies.

■ Education and information programme

Madrid City Council would use 700 schools for the promotion of Olympism, through grass roots sports programmes. Madrid intends to produce a range of educational materials to be launched in 2008 in cooperation with the National Institute of Physical Education.

■ Torch relay

Madrid plans to run the torch relay through the Mediterranean countries to celebrate humanism in Europe.

■ Youth camp

Madrid would invite two young persons from each NOC and two from each Autonomous Community in Spain to a youth camp to be held in Aranjuez, 55 km from Madrid, during the Olympic Games. The bid committee confirmed that 50% of travel costs and all accommodation costs would be covered by the OCOG.

SUMMARIES

Summaries

MADRID

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

Responsibility for Games planning and operations is shared by the three levels of government (national, regional and local). The respective roles and responsibilities of each of the above authorities, including service delivery, finance and construction, have been detailed through the signing of formal agreements. The Spanish Olympic Committee is an active participant in the bid process.

Madrid's concept is based on three main competition clusters – East, Central and West – with the well-located Olympic Village in the East cluster (20 sports/disciplines including the Olympic stadium).

Madrid proposes a total of 35 competition venues, 24 of which already exist. The 11 venues to be constructed include the velodrome, the rowing/canoeing course and the gymnastics arena. Others, such as the tennis and aquatics centres, are already under construction. No temporary venues are planned. The high number of existing venues and those under construction reduce financial and construction schedule risks.

Madrid City Council would be the body responsible for delivering construction projects.

The Olympic and Paralympic Games would have a single, integrated organising structure. Spain has a history of international leadership in sport for the

disabled, and a Madrid Paralympic Games would give high priority to accessibility for athletes and the general public.

There would be significant environmental legacies with the rehabilitation of large areas into new parks and green zones. In addition, the construction of several new facilities would provide a positive sports legacy for the city.

Overall, Olympic plans are well integrated into the long-term development of the city.

The guaranteed 2012 IOC hotel room rates are USD 125 (3 star), USD 166 (4 star), USD 258 (5 star) and USD 418 (luxury). For other constituent groups, fixed 2012 prices have also been guaranteed. Madrid may need to use hotels in cities approximately one hour away by high-speed rail in order to meet Olympic requirements and spectator needs.

Madrid has a high capacity and quality metropolitan road and rail transport system. Based on a compact Games concept and a very extensive Olympic lane system, the Commission feels confident that transport demands would be fully met.

Madrid's OCOG budget of USD 2 billion is well supported and documented. Whilst low in technology and transport, the budget appears to be achievable.

The non-OCOG budget for Games infrastructure is fully guaranteed by the different authorities involved. The national, regional and local authorities have each guaranteed to cover one third of any shortfall in the OCOG budget.