

# 2<sup>nd</sup> Summer Youth Olympic Games in 2014

REPORT OF THE IOC EVALUATION COMMISSION  
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# INTRODUCTION

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The IOC Evaluation Commission (the Commission) for the 2<sup>nd</sup> Summer Youth Olympic Games (YOG) in 2014 is pleased to present the results of its evaluation of the three Candidate Cities: Guadalajara, Nanjing and Poznan (listed in alphabetical order).

After an introduction that provides information on the methodology followed in assessing the cities' projects, some general comments about the process and explanations about the assessment criteria by theme, this report contains the Commission's analysis of each city and a number of appendices. Finally, a summary of the analysis concludes this report.

## METHODOLOGY

In order to assist Candidate Cities in replying to the IOC Questionnaire, the following services were provided by the IOC:

- **Youth Olympic Games Event Manual** which outlines the key principles as well as the obligations relating to the organisation of the Youth Olympic Games. As an appendix to the YOG Host City Contract, the Event Manual contains contractual requirements.
- **A workshop held in Lausanne on 10 April 2009:** the aim of the workshop was to brief the cities on IOC requirements and to assist them in understanding the concept and scope of organising the Youth Olympic Games.
- **Access to the IOC's Olympic Games Knowledge Management database** which holds detailed information and statistics on previous editions of the Olympic Games.
- **Access to a number of documents and information from the Singapore Youth Olympic Games Organising Committee (SYOGOC).**

All three Candidate Cities replied to the IOC's questionnaire and submitted the following documents within the deadline set by the IOC (4 September 2009). These documents were reviewed and analysed by the IOC administration and experts to assist the Commission with its evaluation.

- Candidature files
- Guarantees files
- Photographic files
- Maps
- CD ROMs containing electronic versions of the candidature file, photographic files and maps.

Following a first meeting of the Evaluation Commission from 27-29 October 2009, each Candidate City was required to submit answers to a number of questions addressed by the IOC to the bid committee together with any new guarantees obtained. All three Candidate Cities submitted their answers to the IOC questions within the deadline set by the IOC (25 November 2009). The Commission then met for a second time on 30 November and 1 December 2009 to analyse the additional material submitted by the Candidate Cities and to hold video conference calls with each of the cities before finalising its report.

The quality of the candidature files and other documents submitted to the IOC greatly assisted the Commission in assessing each city's proposal and preparing this report. The Commission was impressed by the level of detail shown throughout the documents provided by the cities and would like to congratulate both the Candidate Cities and their NOCs on their ability to react and respond to the Commission's questions in very short periods of time. The Commission would also like to acknowledge the significant level of commitment and support obtained from public authorities by the Candidate Cities.

The task of the Evaluation Commission was to prepare a technical report to assist the IOC members in the important decision of electing the host city for the 2<sup>nd</sup> Summer Youth Olympic Games in 2014.

Through an analysis of the risks and opportunities included in each of the three bids, the Commission endeavoured to assess how the YOG concept had been applied to each city's own context whilst placing a strong emphasis on the level of quality and detail relating to the technical aspects of the candidature files, thus giving an indication on the robustness of the project.

The Commission based its analysis on the information contained in the candidature files and other documents submitted by the Candidate Cities and assessed the cities on the basis of a number of themes including, but not limited to, guarantees & legal matters, general infrastructure, sport, culture and education, venues, Youth Olympic Village, transport, security, accommodation and finance.

In drawing its conclusion, the Commission believed it should highlight each city's qualities in relation to the individual project it has proposed in response to the IOC's questionnaire and YOG concept as well as the risks presented in terms of jointly developing the project with the IOC to achieve successful Games in 2014.

The Commission's assessment of each of the three Candidate Cities for the 2<sup>nd</sup> Summer Youth Olympic Games in 2014 follows. Before entering the body of the report which is organised city by city, the Commission would like to make a number of general comments concerning all cities and identify some of the elements taken into consideration in its assessment.

## **GENERAL COMMENTS**

This report reflects the unanimous opinion of the Commission and takes into consideration all information received up until the deadline set by the IOC for submissions (7 December 2009).

### **Language**

The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and the English texts, the English text shall prevail.

### **Distances and travel times**

All distances are given in km and travel times represent average 2014 bus travel times in minutes, as provided by the Candidate Cities in their candidature files.

### **Number of venues – counting methods**

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

- in the case of venues with multiple halls, each separate hall is counted as one venue
- a venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. shared venue such as rowing/canoeing)
- road courses (cycling) and triathlon are counted as temporary venues

### **Maps**

A map taken from each city's candidature file is included in Appendix B and will assist readers in understanding each city's overall concept and to situate the venues. Please note that the scales of the three maps are all different.

## **ELEMENTS TAKEN INTO CONSIDERATION IN ASSESSMENT**

### **Sport**

In terms of the sport and competition venue concepts, the Commission based its analysis on the Singapore 2010 sports programme and evaluated the geographical location and distances of competition venues from the YOY, the guarantees provided by venue owners and the quality of the competition venues proposed according to the following four categories: the number of adequate existing venues, the number of existing venues requiring permanent works, the number of venues to be built and the number of temporary venues. In terms of experience from past sporting events, the Commission took into consideration the number and type of events organised by the city in the last ten years, which provides an indication of the organising capabilities of the Candidate Cities.

### **Culture and Education Programme (CEP)**

The Commission based its analysis of culture and education on the content and vision of the programmes proposed by each Candidate City against IOC expectations in these fields. In evaluating culture and education, the following elements were taken into consideration:

- programme content (pre-Games, Games-time and post-Games)
- audience understanding and level of interactivity
- integration of the themes identified by the IOC
- digital platform and global reach
- proposed venues

The Commission assessed each city's capacity to reach all audiences identified by the IOC with a particular emphasis on YOG participants, as well as local and international youth communities.

Since the inception of the Youth Olympic Games, the IOC has developed a framework for the CEP and worked closely with the Singapore Youth Olympic Games Organising Committee to co-construct the CEP for the 1<sup>st</sup> Summer Youth Olympic Games. Following discussions during the video conferences, the Commission notes the three candidate cities' willingness to work closely with the IOC in developing their CEP programmes in the event the Games are awarded to their city. Indeed, After the Singapore 2010 Games, the IOC will review and analyse the success factors of the programme and collaborate with the 2014 host city to draw from the lessons learned and build a strong CEP programme for the 2<sup>nd</sup> Summer Youth Olympic Games.

### **Youth Olympic Village (YOY)**

The assessment of the Youth Olympic Village (YOY) was based on a number of parameters including concept and location in relation to other Youth Olympic Games venues. In evaluating concept, the following elements were taken into consideration:

- Legacy
- Infrastructure: existing facility, need for refurbishment, new construction
- Construction timelines and alternative Youth Olympic Village plan
- Accommodation: capacity, type, size and quality of accommodation
- General services, village activities and atmosphere: village layout, degree of compactness, dining facilities, internal transport systems, internet access and activities available including suitability of the YOY in relation to the IOC YOG concept
- Financial elements: cost per person per day, rental fee and budget including construction and temporary works
- Guarantees

**ELEMENTS TAKEN INTO CONSIDERATION IN ASSESSMENT** (CONTINUED)**General infrastructure**

In terms of general infrastructure, the Commission based its analysis on the following parameters:

- Transport – international access to the Candidate City (mainly by air) and overall capacity to absorb Games-time traffic based on the transport infrastructure in place.
- Technology – level of existing infrastructure and interconnectivity between Olympic sites. (Whilst further details would be required to fully determine each city's infrastructure, the Commission does not foresee any major issues in terms of technology.)
- Main Media Centre (MMC) – location, type of building and size.

**Transport operations**

The assessment of transport operations was based on two parameters:

- distances and reliability of travel times from the Youth Olympic Village to all venues
- general transport governance and traffic operations concept

**Accommodation**

In its analysis of accommodation, the Commission used the information included in both the candidature files and the guarantees provided by each Candidate City. The following elements were taken into account:

- a city's overall existing room capacity within a radius of 20 km of the city centre
- number rooms/beds guaranteed
- overall accommodation plan concept, including geographical distribution
- maximum room rates

**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.

The IOC Youth Olympic Games Event Manual clearly describes the responsibilities of the host country's authorities with regard to security.

*"The appropriate authorities of the host country shall be responsible for all aspects of security in relation to the Youth Olympic Games, including the financial, planning and operational aspects related thereto".*

In terms of security, the Commission considered the following elements:

- the proposed command and control structure
- the experience of the city/country in hosting events involving large numbers of spectators and/or dignitaries
- the security guarantees provided



**ELEMENTS TAKEN INTO CONSIDERATION IN ASSESSMENT** (CONTINUED)**Finance**

Finally, in assessing the financial aspects of each bid, the Commission aimed to determine whether a Candidate City would be able to provide the necessary financial support and guarantees required to organise Summer Youth Olympic Games in 2014. The financial analysis focused on the robustness of the financial guarantees provided to cover YOGOC budget revenues such as government subsidies as well as any potential economic shortfall in the YOGOC budget. The analysis also sought to ascertain the reasonableness of the budget developed to support operations and the level of services proposed in the candidature files. Investment requirements for general infrastructure and/or venues are not included in the YOGOC budget but were analysed for competition venues, culture and education venues, Youth Olympic Village (YOV) and Main Media Centre (MMC).

The IOC contributions indicated in the individual city reports refer to the IOC's contribution to the YOGOC budget to cover the cost of full board accommodation at the Youth Olympic Village for all NOC delegations, based on the cost per person per day at the YOV put forward by the bid committee in its candidature file. In addition to this contribution, the IOC has also committed to fund the cost of travel of NOC delegations, travel and accommodation of IF Representatives (judges and referees) and the production of daily broadcasting highlights.

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**Appendices**

- A. Composition of the Commission
- B. Maps
- C. Abbreviations

# GUADALAJARA REPORT

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Guadalajara is the capital of Jalisco State and the second largest city of Mexico, with a population of approximately five million. Guadalajara's bid enjoys full support from the local, regional and national levels of government as well as from the National Olympic Committee.

## STRUCTURE OF THE YOGOC

Should Guadalajara be awarded the 2<sup>nd</sup> Summer Youth Olympic Games, the Youth Olympic Games Organising Committee (YOGOC) would be integrated as a Public Decentralised Organisation (PDO). The PDO would have the same structure as the bid committee with representation from all three levels of government as well as the NOC and sports authorities at the local, regional and national levels.

In the knowledge that the Guadalajara bid committee is largely composed of members and current executive staff of the 2011 Pan American Games organising committee and that, according to the candidature file, the YOGOC would capitalise on the expertise of current members of the bid committee, the Commission raised a concern regarding the overlap between the organisation of the Youth Olympic Games and the Pan American Games. The bid committee, however, stated that a dedicated team fully focused on the YOG would be established and that the YOGOC and the Pan American Games organising committee would work together to capitalise on a number of synergies between the two events, especially in the areas of sport, technology, marketing and volunteers.

## SPORT

Guadalajara proposes a city-centred and reasonably compact concept with 86% of competition venues (19 venues) located within 20 km and 30 minutes of the YOY, whilst 3 venues are located over 50 km from the YOY (Canoeing/Rowing, Sailing and Triathlon). Careful consideration would be required for these sports to ensure athlete welfare is preserved. Out of the 22 competition venues proposed, 13 venues exist (including 6 venues requiring permanent works), 5 venues are in the process of being built for the 2011 Pan-American Games (Athletics, Badminton/Table Tennis, Handball/Judo, Diving/Swimming and Tennis) and 4 venues are to be built as temporary venues (Canoeing/Rowing, Triathlon, Cycling Road and Cycling Mountain Bike). The Commission notes that, since the submission of the candidature file, the Guadalajara bid committee took the decision to move Badminton and Table Tennis to a new venue being built for the Pan American Games, with no impact on the original concept due to its central location.

In addition to the amount allocated to sports operations in the YOGOC budget, CODE Jalisco (the State Board for the Promotion of Sports and Support for the Youth) has guaranteed to purchase all sports equipment necessary for the organisation of the Youth Olympic Games.

Guadalajara has organised four international level events in the last 10 years and is organising the Pan-American Games in 2011.

## CULTURE AND EDUCATION PROGRAMME (CEP)

Guadalajara proposes a detailed, ambitious and well thought-through programme, with 70% of CEP activities for athletes concentrated at the YOY where a dedicated space of 9,000 m<sup>2</sup> has been identified for CEP. Guadalajara's overall vision "Live the Experience" matches the IOC philosophy and the link between CEP and digital media has been well understood. A number of creative initiatives are proposed, including "YouTube performing arts contest", "World Capsule", "Youth Olympic Journal" and "Olympic Brigade & Olympic Garden".

The CEP programme is targeted at both national and international audiences including young athletes, parents and coaches and attention has been given to ensuring a legacy for a number of key initiatives proposed.



The bid committee confirmed that the YOGOC would play a leading role in implementing the CEP programme whilst relying on the involvement of public or private organisations. The CEP programme has the full backing of the National Council for Culture and Arts (CONACULTA). Bearing in mind the detailed explanation by the Guadalajara bid committee of the roles and responsibilities of non-YOGOC partners that would provide a mix of operational support or value in kind in terms of manpower, logistics or educational content, the CEP seems generally feasible.

#### YOUTH OLYMPIC VILLAGE (YOV)

Guadalajara proposes a centrally-located Youth Olympic Village (YOV), 21 km from Guadalajara International Airport, less than 20 km from most competition and CEP venues and 3 km from the official hospital. The YOY concept would combine new and existing facilities to create a compact complex integrating four 4-5 star hotels (2 existing and 2 hotels to be built) and the Guadalajara Expo centre. The hotel-style accommodation would provide a total of 5,115 beds in 1,645 rooms comprising a mix of single, triple and quad accommodation. The maximum bed to bath ratio proposed is in line with IOC requirements and all rooms would be equipped with air conditioning.

The construction of one of the new hotels has already begun whereas the second hotel owner has confirmed that the development of the new hotel is a planned project with construction estimated to be completed by 2013, which represents a risk. In the event that an issue with construction should occur, the Commission notes that there are a number of hotels in the vicinity of Expo Guadalajara that could be used to complete the YOY without greatly affecting the overall concept, thus minimising the risk involved. Any additional temporary works required to create the YOY would be covered by the YOGOC.

The YOY would host CEP activities and a range of YOY services including a medical clinic, free Wi-Fi in the entire YOY, a 3,000-seat dining hall, areas for recreation and socialising and a Digital Media centre with 500 terminals. The bid committee states that the concept has been developed with an emphasis on the integration of cultural, educational and entertainment programmes in a festive atmosphere that promotes interaction and learning within a safe environment. The bid committee has confirmed that hotel function rooms would be converted into lounges, providing additional recreational options inside the residential area.

The price of USD 100 per person per day at the Youth Olympic Village, including accommodation, three meals per day, all taxes and commissions, has been guaranteed by the City of Guadalajara.

#### GENERAL INFRASTRUCTURE

The Main Media Centre (MMC) would be located within the existing Guadalajara Expo convention centre, adjacent to the Youth Olympic Village and less than 20 km from most venues. Upgrades were carried out at the Expo Centre in 2008. The surface allocated to the MMC would meet IOC requirements and the MMC would be within walking distance from media accommodation and a transport shuttle bus stop.

Guadalajara International Airport is approximately 17 km from the city centre and 21 km / 26 minutes from the YOY. The airport is currently being expanded and work is due for completion in 2010. International flights transit mainly through Mexico City Airport with frequent domestic connections to Guadalajara.

Guadalajara has been developing its city public transport system since 2006 with the aim of resolving difficult traffic conditions. Provided that the extensive on-going public transport improvements planned to be delivered mainly by 2011 for the Pan American Games are completed, Guadalajara's transport infrastructure appears adequate to host the Youth Olympic Games in 2014.

Guadalajara's level of telecommunication and IT equipment and services is high and connectivity between venues planned for the Pan American Games will further benefit the Youth Olympic Games. All guarantees regarding the allocation, management and control of radio frequencies, as well as reservation and services at no cost were provided by the State of Jalisco.

## TRANSPORT OPERATIONS

Most competition and CEP venues are within 20 km of the YOY. Whilst venues are spread out, the proposed Olympic lanes and traffic management system appear adequate and feasible to support the concept of two Olympic transport shuttle loops interconnecting most venues with the YOY and the city centre. The travel times presented in the candidature file are based on average commercial speeds of 40 km/h within city limits, 60 km/h on motorways and local roads and 100 km/h on high-speed motorways which seem optimistic. Guadalajara would implement Olympic Lanes using the existing Bus Rapid Transit System which includes express bus lanes to ensure optimum speeds.

In terms of governance, a Transport and Transit Control Centre (CCTT) would be established as an ad-hoc task force within the Jalisco Secretariat for Roads and Transport (SVT) which will have ultimate responsibility for operations and coordination with all other security and transport authorities.

The general concept of transport operations is well described and, with the benefit of experience from the Pan American Games in 2011, would appear to satisfy all Youth Olympic Games transport requirements, including for the general public.

## ACCOMMODATION

The bid committee states that the total existing hotel capacity within a 20 km radius of Guadalajara is 10,793 rooms, of which 3,780 are guaranteed in 3-5 star hotels. In addition, 260 rooms are guaranteed in hotels to be built and 143 beds are guaranteed in 2-star accommodation. The overall guaranteed room capacity exceeds the IOC's minimum requirement.

The proposed accommodation plan appears very compact with the majority of the guaranteed hotels located along the city's main arteries, close to public transport.

Guaranteed 3-4 star room rates provided in the candidature file range from USD 150 to USD 290 for single/double rooms. However, Guadalajara's guaranteed room inventory includes nearly 1,200 rooms in 5 star hotels. The maximum guaranteed 5 star room rate for single/double rooms is USD 350.

Guadalajara also proposes a home stay programme ("Bienvenido a casa") for athletes' families which would involve 615 local households hosting 1,230 family members free of charge. YOGOC would be responsible for the screening and selection of host homes as well as the allocation process. Local homes would be selected through an existing pool of community networks that already have experience in home stay programmes.

## CEREMONIES

Opening and Closing Ceremonies would take place in the existing 57,000-seat Jalisco Stadium. Aware of the challenge to fill the stadium, the Guadalajara bid committee has put forward a number of initiatives to ensure full attendance.

## MEDICAL SERVICES

Medical services and surgery would be provided to the Olympic Family at no cost.

The Secretariat of Health of the State of Jalisco guarantees that it would support NOCs with the relevant authorisations so that their medical teams may provide medical services to their delegations during the Youth Olympic Games.

## SECURITY

Security would be a coordinated effort with all relevant security institutions having specific responsibilities. The bid committee states that the Secretariat of Public Safety, Prevention and Social Rehabilitation of the State of Jalisco (SSPEJ) would have direct responsibility for YOG security. Ultimate responsibility for security on Mexican territory is however held by the President of Mexico and the State Secretariat of Public Security has guaranteed it would be able to provide the relevant security.

### CUSTOMS AND IMMIGRATION

Whilst the bid committee states that all participants in the 2014 Youth Olympic Games would be provided with accreditations that would serve as entry visas free of charge, the guarantee provided by the Secretariat of Foreign Affairs does not clearly confirm this commitment as it states that “authorised persons may enter the country freely, holding free entry visas, provided that the conditions do not change as stated in the Federal Rights Law”.

The Director General of the National Commission for Physical Education and Sports guarantees that Games-related personnel would obtain work permits in a simplified and expedited way.

The guarantee provided by the General Customs Administrative Office does not appear to fully cover IOC requirements in terms of the import, use and export of goods, including consumables, required by Olympic clients.

### INTELLECTUAL PROPERTY

In addition to existing federal legislation (Industrial Property Law), Mexico adheres to a number of international treaties regarding the protection of intellectual property. The government of Mexico states it will continue to take all necessary measures to ensure legal protection of Games-related marks and designations.

### FINANCE

Guadalajara presents a balanced YOGOC budget of USD 82.745 million (in USD 2014). Approximately 65% of all revenues are guaranteed in the form of government subsidies (federal, regional and municipal). A contingency fund amounting to approximately 9% of the total YOGOC budget has also been included. The additional financial information submitted to the IOC provides a very detailed level of analysis and it appears that most key costs have been taken into consideration. According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution would amount to approximately USD 9 million (11% of the budget). The budget appears to be consistent with the proposed levels of service described in the Candidature File.

The bid committee states that the federal and state governments would be responsible for covering any potential economic shortfall incurred by the YOGOC but no explicit shortfall guarantees have been provided. The three levels of government have, however, guaranteed a combined USD 20 million contingency fund over and above the amounts included in the YOGOC budget as government subsidies. Whilst such a contingency provides some security, the Commission feels there is an important financial risk in not having a full shortfall guarantee in place.

# NANJING REPORT

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Nanjing is the capital of China's Jiangsu Province and the ninth largest city in China, with a population of approximately 7.4 million. Nanjing's bid enjoys strong political support and commitment from local, regional and national levels of government as well as from the Chinese Olympic Committee.

## STRUCTURE OF THE YOGOC

Should Nanjing be awarded the 2<sup>nd</sup> Summer Youth Olympic Games, the Youth Olympic Games Organising Committee would transition from the bid committee and be an independent legal entity lead by the three levels of government and including all major stakeholders such as the Chinese Olympic Committee and IOC members in China.

## SPORT

Nanjing proposes a city-centred and reasonably compact concept with 68% of competition venues (17 venues) located within 20 km / 20 minutes and 100% (25 venues) within 30 minutes of the Youth Olympic Village (YOV). Out of the 25 competition venues proposed, 21 venues exist (including 4 venues requiring permanent works), 1 venue needs to be built (Hockey) and 3 venues are to be built as temporary venues (Cycling Road, Sailing, and Triathlon). In Nanjing's candidature file, 1 venue was located over 85 km from the YOV (Sailing). Following discussions with the IOC, Nanjing bid committee agreed to provide an alternative Sailing venue located 20 km from the YOV, on the same lake as the Rowing/ Canoeing venue, in order to provide Sailing athletes with a better opportunity to participate in CEP activities and feel part of the YOG experience. Similarly, in response to the IOC's concern over the size of the proposed Athletics venue (61,500), Nanjing has put forward two 30,000-seater stadia as alternative venues that could be used for Athletics.

Nanjing has organised a number of international level events and one multisport event (Chinese Games) in the last 10 years and China hosted the Beijing 2008 Olympic Games.

## CULTURE AND EDUCATION PROGRAMME (CEP)

Nanjing states that the YOV would have enough space to meet the needs of most CEP activities and that public culture and education resources close to the YOV would also be used for activities such as forums and debates. Nanjing proposes 15 CEP venues, in addition to the YOV.

Nanjing's concept of "Learning, Responsibility, Sharing, Joy and Growth" matches the IOC philosophy and a number of concept elements from the 1<sup>st</sup> Summer Youth Olympic Games are reflected in the CEP proposed. Should Nanjing be awarded the Summer Youth Olympic Games, it is felt that greater integration of global themes based around the five themes indicated in the Event Manual would need to be built into the CEP. Proposed CEP initiatives include "Zheng He's Voyage", "Olympic Model School Programme", "Youth Adventure Camps" and "Youth Olympic Cultural Ring".

The CEP seems generally feasible within the budget proposed.

### YOUTH OLYMPIC VILLAGE (YOY)

Nanjing proposes a Youth Olympic Village (YOY) 35 km from Nanjing International Airport, less than 25 km from most competition and CEP venues (with the exception of Equestrian 33 km and Cycling – road and mountain bike – 32 km) and 3 km from the closest hospital. The YOY would form part of a new urban development plan for residential housing and the 5-storey buildings would be sold as residential homes after the Games. The bid committee states that the YOY would provide a green, safe and comfortable setting where young participants can learn from and interact with one another. The residential accommodation would provide a total of 5,187 beds in 3,995 rooms comprising a mix of single and double rooms in 3-4 room apartments. The maximum bed to bath ratio would be in line with IOC requirements and all rooms would be equipped with air conditioning.

The Command Centre of Nanjing Hexi Development Zone, under the Nanjing Municipal government, would be responsible for the planning and design of the YOY and has provided solid guarantees regarding its financing and construction timelines. Permanent construction is due for completion in 2013 when the YOY would be delivered to the YOGOC. In addition, the YOGOC would cover the cost of all temporary works to create the YOY.

The YOY would serve as the main CEP venue and would also offer a range of YOY services including a medical clinic, retail outlets, free internet access, two dining halls (2,500 seats and 400 seats), areas for recreation and socialising and a Digital Media centre with 300 terminals.

The price of USD 60 per person per day at the Youth Olympic Village, including full board accommodation, standard hotel housekeeping services and all taxes and commissions, has been guaranteed by the Command Centre of Nanjing Hexi Development Zone.

### GENERAL INFRASTRUCTURE

The Main Media Centre (MMC) would be located within the existing Jinling convention centre, at the heart of the Nanjing International Expo Centre which will host competitions for five sports. The MMC would be located 2 km from the Youth Olympic Village and within approximately 20 km of most competition venues. As an existing facility, no permanent construction work is planned. Temporary works, rental costs and operations would be covered by the YOGOC budget. The surface allocated to the MMC would meet IOC requirements and the MMC would be served by a subway station and a shuttle bus service to all competition venues, media hotels and the YOY.

Nanjing International Airport is approximately 35 km / 30 minutes from the city centre and the YOY. The airport is currently undergoing large scale expansion which includes the construction of a new runway and a new terminal and would increase current capacity by 150%. Work is due for completion before 2014. Nanjing airport is considered as the port of entry for the Youth Olympic Games. There are frequent domestic connections to Nanjing from Beijing and Shanghai International Airports and the bid committee states that, if accredited participants are not able to enter China through Nanjing, transfers would be arranged from Beijing or Shanghai at the cost of the YOGOC.

Nanjing is undergoing a significant development of its extensive transport system including improvements to the city road network and subway system as well as high speed railway and highway networks which will provide better connections between Nanjing and neighbouring cities. With most construction projects due for completion by 2014, Nanjing's transport infrastructure would be more than adequate to host the Youth Olympic Games in 2014.

Nanjing's level of telecommunication and IT equipment and services is very high and would adequately serve the Youth Olympic Games.

#### TRANSPORT OPERATIONS

Most competition and CEP venues are within 25 km / 25 minutes of the YOV. Venues are organised in small to medium sized clusters spreading out north east from the city centre and the YOV. The travel times presented in the candidature file are based on average commercial speeds of 50-60 km/h on major urban roads and 60-80 km/h on urban expressways and highways which seem optimistic. Nanjing states it would take necessary measures to ensure such speeds are achieved. The transport measures proposed are similar to those put in place during the Olympic Games in Beijing 2008 with designated traffic lanes, Games-time traffic management and vehicle restrictions which appear adequate and feasible.

The general concept of transport operations is well described and should be most efficient to deliver all Youth Olympic Games transport requirements, including for the general public.

#### ACCOMMODATION

The bid committee states that the total existing hotel capacity within a 20 km radius of Nanjing is 11,258 rooms, of which 3,825 are guaranteed in 2-4 star hotels. In addition, 280 rooms are guaranteed in a hotel to be built. The overall guaranteed room capacity exceeds the IOC's minimum requirement.

Guaranteed 3-4 star room rates provided in the candidature file range from USD 150 to USD 250 for single/double rooms.

The proposed accommodation plan appears very compact with the majority of the guaranteed hotels close to competition venues and conveniently located for public transport services.

#### CEREMONIES

Opening and Closing Ceremonies would take place in the existing 61,500-seat Nanjing Olympic Sports Centre Stadium which served as the ceremonies venue for the 10<sup>th</sup> National Games of China. Based on past experience, the bid committee believes that supply of tickets will fall short of demand and that spectators would include athletes and officials, athletes' families, domestic and international adult ticket-holders, YOG ambassadors and students from 100 Olympic Model Schools through educational tickets.

#### MEDICAL SERVICES

The candidature file states that the Olympic Family would enjoy access to free medical services.

The Nanjing Municipal Health Bureau guarantees that NOC team doctors shall be permitted to provide medical services to members of their delegations.

#### SECURITY

The Ministry of Public Security of the People's Republic of China, Jiangsu Provincial Public Security Department and Nanjing Public Security Bureau have all provided guarantees for the safety and peaceful celebration of the Youth Olympic Games. Nanjing Police would take full responsibility for coordinating and managing all security measures for the Youth Olympic Games with the support of related national and provincial agencies.

#### CUSTOMS AND IMMIGRATION

The Ministry of Foreign Affairs and Ministry of Public Security of China guarantee that accreditation card holders would be authorised to enter into China without having to apply for visas and that Games-related personnel would be authorised temporary entry into China and granted appropriate work permits to carry out their functions for at least one year prior to the Youth Olympic Games.

The Ministry of Finance and the General Administration of Customs guarantee that the import, use and export of goods required by Olympic clients, including consumables, would be free of all customs duties.

#### INTELLECTUAL PROPERTY

China has a number of existing laws and regulations concerning the protection of intellectual property and since 2002, regulations for the exclusive protection of Olympic-related property were put in place and were successfully implemented in the context of the Beijing 2008 Olympic Games. In addition, China is a signatory to a number of international conventions regarding the protection of intellectual property. The State Administration for Industry and Commerce guarantees it will take all necessary measures to ensure the protection of Olympic marks.

#### FINANCE

Nanjing presents a balanced YOGOC budget of USD 117.133 million (in USD 2014), based on an estimated inflation rate of 2-4% between now and 2014. Approximately 72.5% of all revenues are guaranteed in the form of government subsidies. In addition to contingency being built into some budget captions, an overall contingency amounting to approximately 9% of the total YOGOC budget has also been included. The additional financial information submitted to the IOC provides a comprehensive level of analysis and it appears that most key costs have been taken into consideration. According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution would amount to approximately USD 5.9 million (5% of the budget). The budget appears to be consistent with the proposed levels of service described in the candidature file.

The Nanjing Municipal Government guarantees to cover any economic shortfall of the YOGOC budget.



# POZNAN REPORT

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Poznan is the capital of Wielkopolska Province and the fifth largest city in Poland, with a population of approximately 560,000. Poznan's bid enjoys strong political support and commitment from the local, regional and national levels of government as well as from the Polish Olympic Committee and sport community.

## STRUCTURE OF THE YOGOC

Should Poznan be awarded the 2<sup>nd</sup> Summer Youth Olympic Games, the Youth Olympic Games Organising Committee would be incorporated by the Polish NOC in the form of a foundation, as a non-profit organisation. The executive board would include city and NOC representatives as well as the IOC member in Poland. YOGOC staff would be recruited from the Polish NOC and the City of Poznan, as well as the private sector. Staff would include bid committee personnel to ensure a smooth transition to the YOGOC.

## SPORT

Poznan proposes a city-centred and very compact concept with 100% of competition venues located within 15 km / 30 minutes of the YOY. Out of the 22 competition venues proposed, 17 venues exist (including 4 venues requiring permanent works), 1 venue needs to be built (Cycling BMX), 2 venues are under construction (Handball and Swimming) and 2 venues are to be built as temporary venues (Cycling Road and Triathlon).

Poznan has organised 16 international level events and two multi-sport events in the last 10 years. Poznan is also one of the host cities for the UEFA Euro Football Championships in 2012.

## CULTURE AND EDUCATION PROGRAMME (CEP)

In addition to the YOY which would be the location for all CEP lectures and seminars, Poznan proposes four venues in a very compact setting for the CEP programme, including two outdoor city centre spaces.

The proposed culture and education programme (CEP) demonstrates an understanding of the required philosophy and target audiences such as youth, parents, coaches and teachers. Two main target groups – participating athletes and local youth – have been identified. Poznan's educational programme would focus on talent development and nurturing through a programme called "Discover Your Talent" starting in 2012 and covering three main themes (skills, creativity and sports). In terms of cultural programme, Poznan puts forward two main activities: a film festival and a video contest. In response to the IOC's questions, Poznan bid committee provided further details about the CEP programme and its international reach which is based on a new media strategy. Post-Games legacy would be linked to the media platform created for the CEP.

Should Poznan be awarded the Youth Olympic Games, it would set up a youth council composed of youth leaders from around the world, the purpose of which would be to provide feedback on the latest trends and interests of the youth and ensure the CEP reflects these trends.

The CEP seems generally feasible and letters of support have been provided from a number of CEP partners, detailing their willingness to provide expertise, knowledge and educational content.

### YOUTH OLYMPIC VILLAGE (YOY)

Poznan proposes a Youth Olympic Village (YOY) approximately 13 km from Poznan International Airport, less than 15 km from all competition and CEP venues and 3 km from the official hospital. The YOY would be a newly constructed venue located within the Poznan University complex that would serve as student accommodation and teaching facilities after the Games. The residential accommodation would provide a total of 5,120 beds in 2,668 single and double rooms. In order to address the issue of a proposed maximum bed to bath ratio of 6:1 indicated in the candidature file, Poznan bid committee put forward the solution of modifying the proposed floor layouts by providing an additional bathroom for each floor, thus meeting IOC requirements. No indication was however given regarding who would be responsible for the additional costs associated with such modifications and should Poznan be awarded the Games, the application of this solution would need to be closely monitored to ensure compliance with IOC requirements.

New permanent buildings would be complemented by the installation of temporary facilities to meet Games-time needs. The roles and responsibilities of the City of Poznan and Mickiewicz University have been clearly defined in terms of permanent construction. Preliminary designs for the YOY and the road network to access the new campus are complete and the project schedule presented appears coherent with some margin for unexpected delays. Temporary works required to create the YOY would be covered by the YOGOC

The bid committee states that the YOY would provide a modern, compact and friendly atmosphere. The YOY would host a number of CEP activities and a range of YOY services including a medical clinic, free Wi-Fi in the entire YOY, a 2,500-seat temporary dining hall, recreation and retail facilities and a Digital Media centre with 500 terminals. Should Poznan be awarded the Games, the location and layout of the YOY Square may need to be reconsidered to better fit operational needs.

The price of USD 77 per person per day at the Youth Olympic Village, including full board accommodation, projected operational cost of accommodation at the YOY at Games-time and the cost of upgrade of the residential area from legacy mode to Games mode has been guaranteed by the Polish NOC and the City of Poznan.

### GENERAL INFRASTRUCTURE

The Main Media Centre (MMC) would be located within the existing Poznan Congress Centre, adjacent to the Poznan International Fair that will host competitions in ten sports, and 8 km from the YOY. Upgrades were carried out at the congress centre in 2008. The surface allocated to the MMC would meet IOC requirements and the MMC would be served by a transport shuttle bus.

Poznan International Airport is approximately 6 km from the city centre and 12.6 km / 24 minutes from the YOY. Although gradually expanded in view of the UEFA Euro in 2012, Poznan's centrally located airport remains small and may present operational challenges. The bid committee however confirms that Poznan International Airport would be the port of entry for the Youth Olympic Games as it has connections to a number of large European hubs and that such a system has been put in place and successfully implemented for previous large-scale events held in Poznan.

Poznan is undergoing considerable public transport improvements with development projects mostly targeted for completion in 2012 for the UEFA Euro. Provided that such transport improvements are delivered as planned, the overall transport system would be adequate to host the Youth Olympic Games in 2014.

Poznan's level of telecommunication and IT equipment and services is good with plans for a network connecting venues for the Youth Olympic Games. Whilst a guarantee was provided concerning the allocation of radio frequencies, it did not guarantee that there would be no fee charged to all client groups for the reservation and services of allocated frequencies from one month before the Opening Ceremony to one week after the Closing Ceremony. The bid committee understood that this is an IOC requirement and, should the government not ultimately agree to cover such costs, these would be met by the YOGOC.

#### TRANSPORT OPERATIONS

All competition and CEP venues are within 15 km / 30 minutes of the YOV. The travel times presented in the candidature file are based on average commercial speeds of 30 km/h which appear reasonable.

The general concept of transport operations is well described and would appear to satisfy all Youth Olympic Games transport requirements, including for the general public.

#### ACCOMMODATION

The bid committee states that the total existing hotel capacity within a 20 km radius of Poznan is 5,087 rooms, of which 2,907 are guaranteed in 2-5 star hotels. The overall guaranteed room capacity currently meets the IOC's minimum requirement. However, with nearly 20% of rooms guaranteed in the 2-star category and only a minimal number of rooms guaranteed for spectators, the allocation and operations of accommodation could prove challenging.

The proposed accommodation plan appears compact with the majority of guaranteed hotels providing access to public transport networks.

Guaranteed 2-4 star room rates provided in the candidature file range from USD 200 to USD 500 for single/double rooms.

Poznan also proposes a home stay programme for athletes' families. The programme is intended to provide affordable accommodation at maximum EUR 20 per night for athletes' families within accessible locations around the city of Poznan. Such home stay programmes have previously been implemented during other large-scale events held in the city which indicates Poznan's ability and readiness to welcome guests in private homes.

#### CEREMONIES

Opening and Closing Ceremonies would take place in the existing City Stadium, which is currently being refurbished and expanded to 43,346 seats. Based on previous experience of the UEFA U19 European Championship Opening Ceremony, Poznan bid committee feels certain the stadium can be filled. A combination of actions has been put forward in this regard.

#### MEDICAL SERVICES

Comprehensive 24-hour health care would be provided free of charge to all accredited persons for the duration of the Youth Olympic Games.

The Ministry of Health stated that legislation to ensure the possibility for foreign doctors to provide medical assistance to members of their team is due to come into effect no later than the commencement of the finals of the UEFA Euro 2012 and would therefore apply to the Youth Olympic Games in 2014.

#### SECURITY

The Ministry of Internal Affairs and Administration has guaranteed to ensure the safety and peaceful celebration of the Games and would hold ultimate responsibility. Guarantees have also been provided by the city of Poznan and the Province of Wielkopolska and the candidature file identifies key agencies that would be responsible for various aspects of YOG security.

### CUSTOMS AND IMMIGRATION

The Ministries of Foreign Affairs and of Interior and Administration guarantee that accredited persons would be permitted to enter into Poland through the use of visa facilities, visa fee exemptions and facilities for entry and stay within the territory. Aware that these commitments are given within the framework of the Schengen agreement, the bid committee states that the Polish government would endeavour to enact similar regulations as were implemented for the Athens 2004 and Turin 2006 Games. Based on such previous experiences, the IOC feels confident a solution would be found. A guarantee that work permits would be issued to Games personnel requiring temporary entry into the host country was provided by the Ministry of Labour and Social Policy.

The guarantee provided by the Ministry of Finance concerning the import, use and export of goods, including consumables, required by Olympic clients, is provided "to the extent allowed under provisions of applicable customs law in Poland". The bid committee clarified that Polish law does not allow for the issuance of such an open guarantee at this stage but underlined that the Minister of Finance has granted full support and assured that it would provide the required exemptions.

### INTELLECTUAL PROPERTY

Existing Polish legislation provides comprehensive protection of Olympic marks and exclusive rights to make use of the Olympic symbol are vested in the Polish NOC. Poland also adheres to a number of international treaties regarding the protection of intellectual property.

### FINANCE

Poznan presents a balanced YOGOC budget of USD 64.740 million (in USD 2014). Approximately 68% of all revenues are guaranteed in the form of government subsidies (national, regional and local). A contingency fund amounting to approximately 7.7% of the total YOGOC budget has also been included. The additional financial information submitted to the IOC provides a basic level of detail and the commission feels that budget allocations for key expenses such as venue overlay, sport equipment, YOV operations and transport may not be sufficient to cover the proposed levels of service described in the candidature file. According to the daily rate for full board accommodation at the Youth Olympic Village provided in the candidature file, the IOC financial contribution would amount to approximately USD 6.5 million (10% of the budget).

The City of Poznan provided a guarantee to cover any potential economic shortfall incurred by the YOGOC.

# CONCLUSION

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In conclusion, the Evaluation Commission would like to reiterate its thanks and satisfaction to all Candidate Cities for the tremendous work carried out throughout the bid process. It would also like to congratulate the three Candidate Cities for their enthusiasm and dedication to the Youth Olympic Games project which has been clearly demonstrated in the way each city has embraced the concept put forward by the IOC and translated it according to their respective cultures and circumstances.

Having carried out a technical evaluation of each of the three projects and held video conference calls with each of the three Candidate Cities, the Commission feels that all three cities could organise the 2<sup>nd</sup> Summer Youth Olympic Games in 2014. However, there are risks and opportunities associated with each project which have been mentioned throughout the report. The risks are summarised below.

## GUADALAJARA

Guadalajara proposes a well thought-through and reasonably compact project based on the experience of preparations for the Pan American Games in 2011. In addition, venues will benefit from enhancements currently being carried out for the Pan American Games in terms of facilities and technology. Guadalajara also proposes an ambitious CEP programme with a number of interesting creative initiatives.

In terms of YOGOC structure, careful consideration and priority would need to be given to staffing in order to ensure that preparations for the Youth Olympic Games would not be compromised during the period between the election of the host city and the end of the Pan American Games.

Should the Games be awarded to Guadalajara, it would be essential to closely monitor the construction of the two hotels that would be part of the Youth Olympic Village project in order to minimise risks.

Guadalajara's YOGOC budget appears to be consistent with the levels of service described in the candidature file and most key costs have been taken into consideration. However, no full YOGOC budget shortfall guarantee has been provided, which represents an important financial risk.

Finally, in light of the latest information available regarding the status of progress of preparations for the Pan American Games, the Commission reserves judgement on the benefit of the experience gained from the organisation of these Games.

**To conclude its analysis, the Evaluation Commission believes Guadalajara's project to host the 2<sup>nd</sup> Summer Youth Olympic Games presents a number of risks to the IOC.**

## NANJING

Nanjing proposes a reasonably compact concept backed up by generally solid guarantees. Nanjing makes good use of existing venues and has some experience in hosting international and multi-sport events. Whilst there may be a risk of over-sizing compared with the minimum requirements and YOG philosophy set out by the IOC in terms of venues and service levels, the bid committee has agreed to work closely with the IOC, should the Games be awarded to Nanjing and a number of proposals have already been made in this regard.

With regards the Culture and Education programme, greater integration of global themes would be required to fully address all audiences put forward by the IOC.

Nanjing's YOGOC budget appears to be consistent with the levels of service described in the candidature file and most key costs have been taken into consideration. Any shortfall in the YOGOC budget would be covered by the Nanjing Municipal Government.

**To conclude its analysis, the Evaluation Commission believes Nanjing's project to host the 2<sup>nd</sup> Summer Youth Olympic Games presents minimal risk to the IOC.**

## POZNAN

Poznan proposes a very compact concept and makes good use of existing venues. Poznan has a good level of experience in hosting international and multi-sport events and will host a number of events as part of the UEFA Euro Football Championships in 2012.

Poznan shows an understanding of the overall CEP concept primarily based on digital media. However, should the Games be awarded to Poznan, there would be a need to carry out a more detailed analysis of the programme to focus on the CEP programme offered to young participants at Games-time.

Should the Games be awarded to Poznan, it would be essential to closely monitor the progress of construction of the Youth Olympic Village project in order to minimise risks.

Poznan's YOGOC budget appears low in a number of key areas and may not be sufficient to cover the proposed levels of service described in the candidature file. Any shortfall in the YOGOC budget would however be covered by the City of Poznan.

**To conclude its analysis, the Evaluation Commission believes Poznan's project to host the 2<sup>nd</sup> Summer Youth Olympic Games presents a number of risks to the IOC.**

## COMPOSITION OF THE COMMISSION

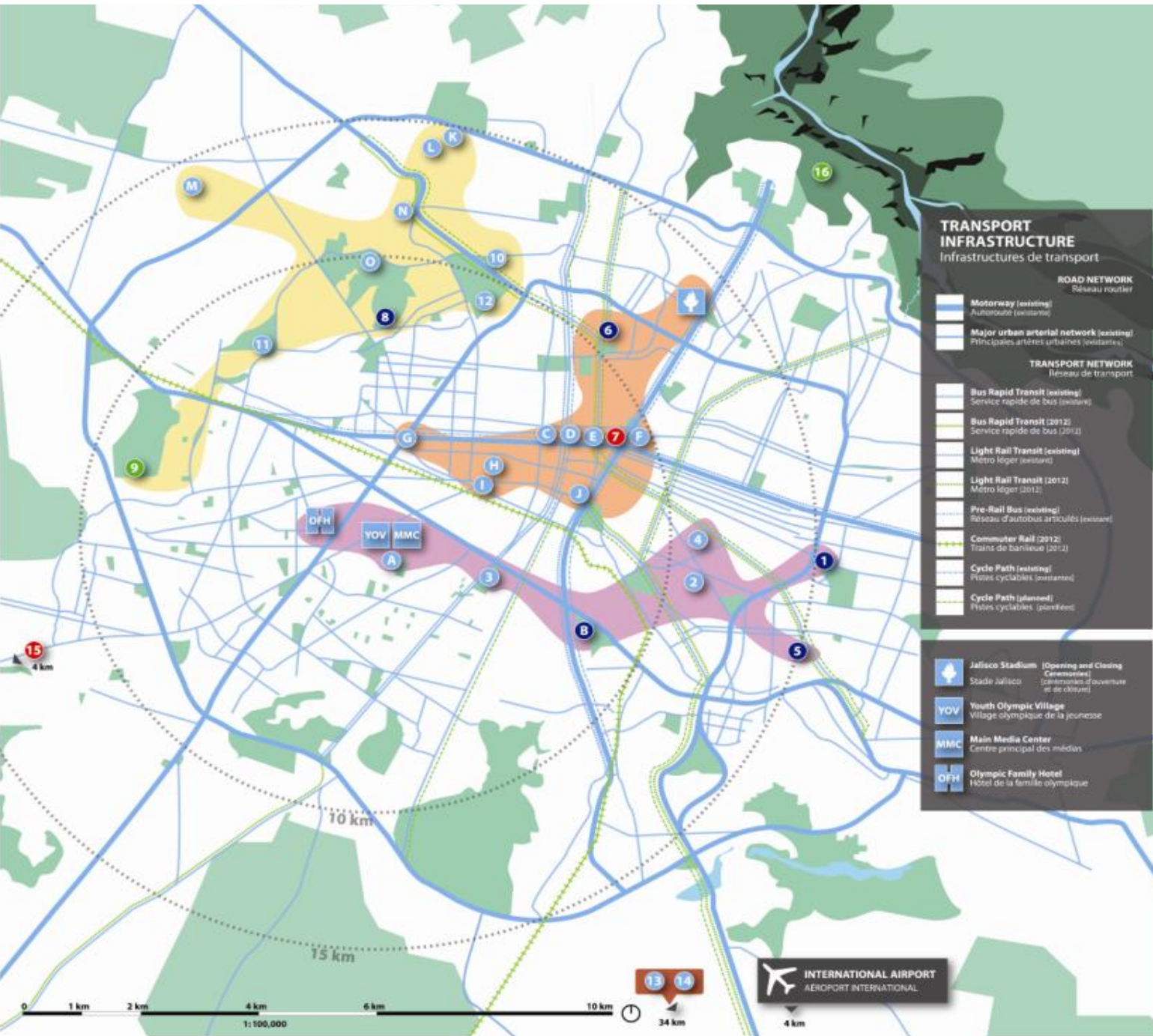
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|---|---|
| <b>CHAIR</b>                            | Mr Frank FREDERICKS   |
| <b>OLYMPIC GAMES EXECUTIVE DIRECTOR</b> | Mr Gilbert FELLI  |
| <b>MEMBERS</b>                          | Mr Neven Ivan ILIC ALVAREZ<br>Mr Patrick BAUMANN<br>Mrs Claudia BOKEL<br>Mr Guido de BONDT<br>Mr Sergey BUBKA<br>Mr Christophe DUBI<br>Mr Timothy Tsun Ting FOK<br>Mr Essar GABRIEL<br>Mr Andrew RYAN |
| <b>IOC ADMINISTRATION</b>               | Ms Jacqueline BARRETT<br>Ms Maria GALANOPOULOU<br>Mr Antoine GOETSCHY<br>Mr Patrick STALDER<br>Mr Toshio TSURUNAGA  |
| <b>TECHNICAL EXPERT</b>                 | Mr Etienne THOBOIS  |

The IOC has verified that none of the above-mentioned persons have been commissioned by any Candidate City. Their studies and reports have been carried out and submitted in full independence.

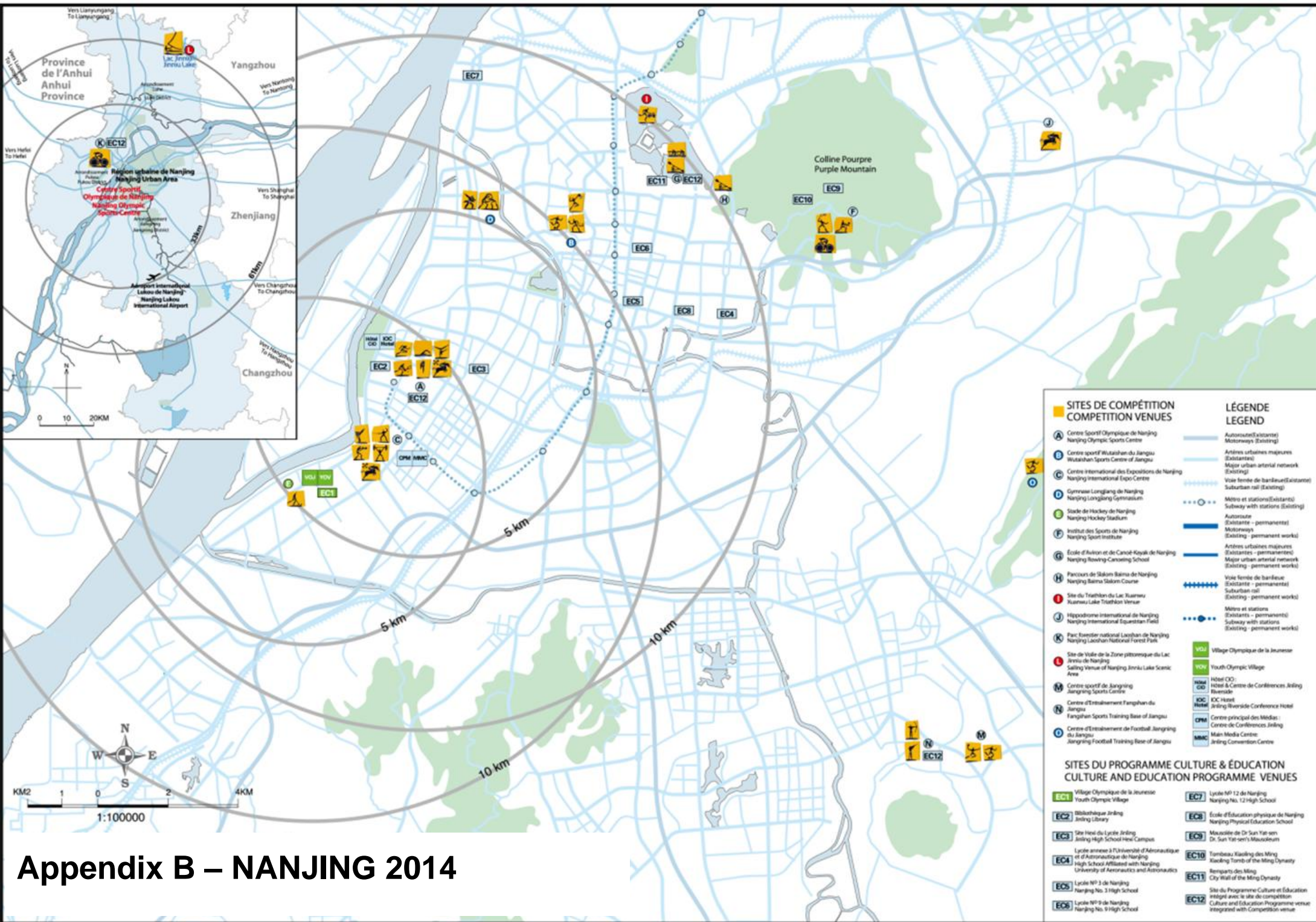


# Appendix B – GUADALAJARA 2014



| OLYMPIC CLUSTER   | COLOMOS CLUSTER   |
|---|---|
| Complexe olympique  | Complexe Colomos  |
| SPORTS VENUES   | SPORTS VENUES   |
| Sites sportifs  | Sites sportifs  |
| <p><b>1</b> San Rafael Park / Parc San Rafael</p> <ul style="list-style-type: none"> <li>Cycling (BMX) / Cyclisme (BMX)</li> <li>Judo</li> <li>Handball</li> </ul>  | <p><b>8</b> Revolución Sports Center / Centre sportif Revolución</p> <ul style="list-style-type: none"> <li>Fencing</li> <li>Boxing</li> <li>Hockey</li> <li>Archery</li> </ul>   |
| <p><b>2</b> CODE Paradero / CODE Paradero</p> <ul style="list-style-type: none"> <li>Weightlifting</li> <li>Shooting</li> </ul>   | <p><b>9</b> Metropolitan Park / Parc Métropolitain</p> <ul style="list-style-type: none"> <li>Diving</li> <li>Swimming</li> <li>Tennis</li> <li>Modern Pentathlon</li> </ul>  |
| <p><b>3</b> López Mateos Sports Center / Centre sportif López Mateos</p> <ul style="list-style-type: none"> <li>Gymnastics (artistic)</li> <li>Gymnastics (rhythmic)</li> </ul>   | <p><b>10</b> Avila Camacho Sports Center / Centre sportif Avila Camacho</p> <ul style="list-style-type: none"> <li>Volleyball</li> <li>Table Tennis</li> <li>Badminton</li> <li>Table Tennis</li> </ul>   |
| <p><b>4</b> University of Guadalajara / Université de Guadalajara</p> <ul style="list-style-type: none"> <li>Badminton</li> <li>Table Tennis</li> </ul>   | <p><b>11</b> Autonomous University of Guadalajara / Université autonome de Guadalajara</p> <ul style="list-style-type: none"> <li>Football</li> </ul>   |
| <p><b>5</b> Tlaquepaque Stadium / Stade Tlaquepaque</p> <ul style="list-style-type: none"> <li>Football</li> </ul>  | <p><b>12</b> Guadalajara Country Club / Country Club de Guadalajara</p> <ul style="list-style-type: none"> <li>Equestrian</li> </ul>  |
| <p><b>EDUCATION AND CULTURE</b><br/>Éducation et culture</p> <ul style="list-style-type: none"> <li>YOV Olympic Heart / Village olympique - cœur olympique</li> <li>Guadalajara Olympic Garden (Dean Park) / Jardin olympique de Guadalajara (parc Dean)</li> </ul>   | <p><b>EDUCATION AND CULTURE</b><br/>Éducation et culture</p> <ul style="list-style-type: none"> <li>K Forum Calle 2 / Forum Calle 2</li> <li>L Telmas Auditorium / Auditorium Telmas</li> <li>M Trompo Mágico Museum / Musée Trompo Mágico</li> <li>N Zapopan Art Museum / Musée des arts Zapopan</li> <li>O Colomos Park / Parc Colomos</li> </ul> |
| <p><b>CITY CENTER CLUSTER</b><br/>Complexe du centre-ville</p>  | <p><b>CHAPALA CLUSTER</b><br/>Complexe Chapala</p>  |
| <p><b>6</b> CODE</p> <ul style="list-style-type: none"> <li>Basketball</li> <li>Wrestling</li> </ul>  | <p><b>13</b> Chapala Yacht Club / Yacht Club de Chapala</p> <ul style="list-style-type: none"> <li>Canoeing</li> <li>Sailing</li> <li>Rowing</li> </ul>   |
| <p><b>7</b> Guadalajara City Route / Circuit routier dans Guadalajara</p> <ul style="list-style-type: none"> <li>Cycling (road)</li> </ul>  | <p><b>14</b> Boca Laguna / Boca Laguna</p> <ul style="list-style-type: none"> <li>Triathlon</li> </ul>  |
| <p><b>EDUCATION AND CULTURE</b><br/>Éducation et culture</p> <ul style="list-style-type: none"> <li>C Cinforo Universidad / University of Guadalajara / Musée des beaux-arts UOG</li> <li>D Degollado Theater / Théâtre Degollado</li> <li>E Historic District - Cruz de Plazas / Quartier historique - Cruz de Plazas</li> <li>F Cabañas Cultural Institute / Institut culturel Cabañas</li> <li>G Minerva Circle / Rond-point de Minerva</li> <li>H Chapultepec Promenade / Promenade Chapultepec</li> <li>I Raúl Anguiano Museum / Musée Raúl Anguiano</li> <li>J Diana Theater / Théâtre Diana</li> </ul> | <p><b>OTHER VENUES</b><br/>Autres sites</p> <ul style="list-style-type: none"> <li><b>15</b> La Primavera Forest / Forêt de La Primavera</li> <li>Cycling (mountain bike)</li> <li><b>16</b> Pan American Athletics Stadium / Stade d'athlétisme panaméricain</li> <li>Athletics</li> </ul>   |



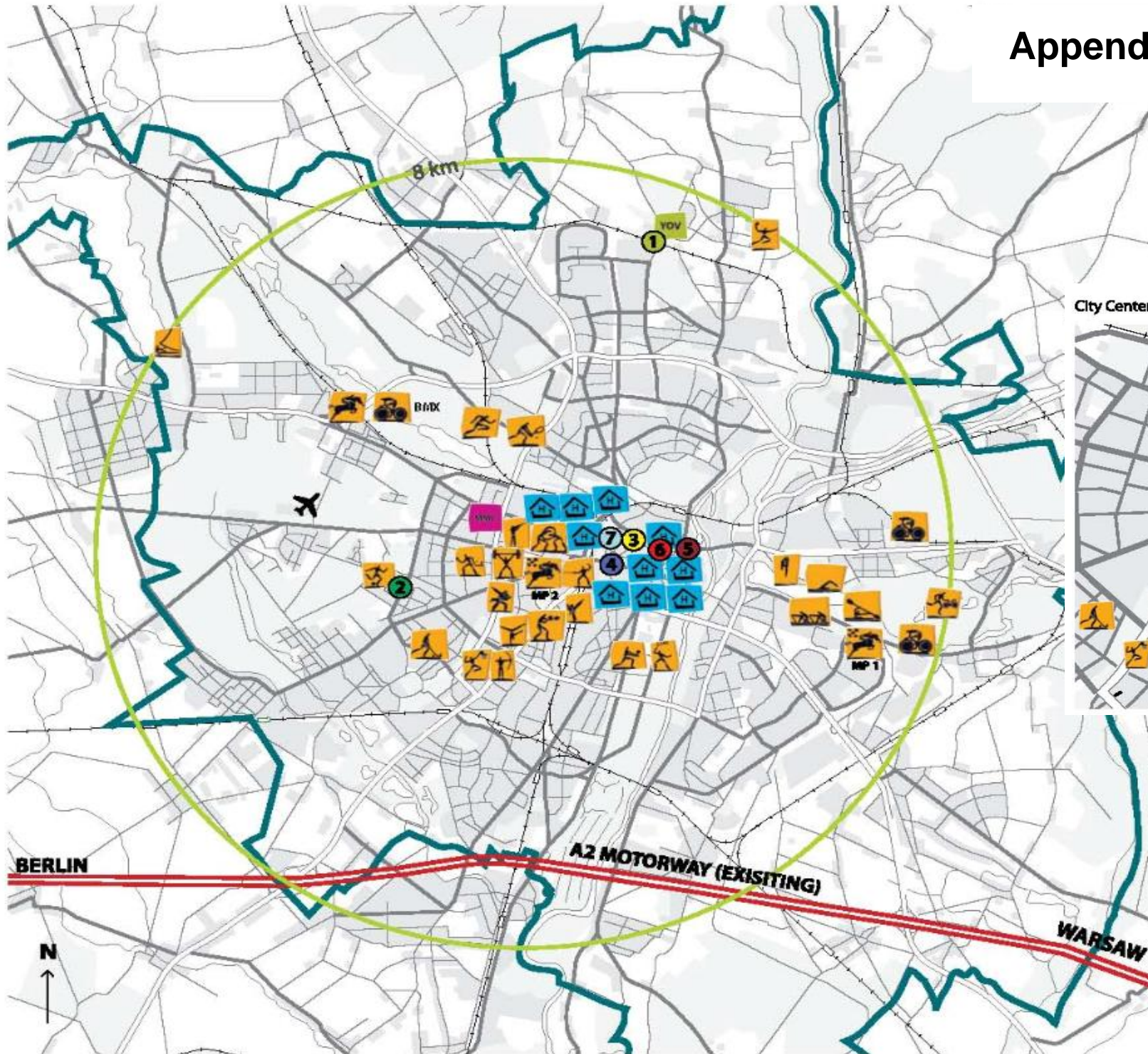


- SITES DE COMPÉTITION**  
**COMPETITION VENUES**
- A Centre Sportif Olympique de Nanjing  
Nanjing Olympic Sports Centre
  - B Centre sportif Wuzhishan du Jiangsu  
Wuzhishan Sports Centre of Jiangsu
  - C Centre International des Expositions de Nanjing  
Nanjing International Expo Centre
  - D Gymnase Longjiang de Nanjing  
Nanjing Longjiang Gymnasium
  - E Stade de Hockey de Nanjing  
Nanjing Hockey Stadium
  - F Institut des Sports de Nanjing  
Nanjing Sport Institute
  - G École d'Avion et de Canoë-Kayak de Nanjing  
Nanjing Rowing-Canoeing School
  - H Parcours de Slalom Baoma de Nanjing  
Nanjing Baoma Slalom Course
  - I Site du Triathlon du Lac Xiaomou  
Xiaomou Lake Triathlon Venue
  - J Hippodrome International de Nanjing  
Nanjing International Equestrian Field
  - K Parc Baoshan National Lacis de Nanjing  
Nanjing Loshan National Forest Park
  - L Site de Voile de la Zone pittoresque du Lac Jinnu de Nanjing  
Sailing Venue of Nanjing Jinnu Lake Scenic Area
  - M Centre sportif de Jiangning  
Jiangning Sports Centre
  - N Centre d'Entraînement Fangshan de Jiangsu  
Fangshan Sports Training Base of Jiangsu
  - O Centre d'Entraînement de Football Jiangning du Jiangsu  
Jiangning Football Training Base of Jiangsu
- LÉGENDE**  
**LEGEND**
- Autosoute(Existant)  
Motorways (Existing)
  - Arbres urbains majeurs  
(Existant)  
Major urban arterial network  
(Existing)
  - Voie ferrée de banlieue(Existant)  
Suburban rail (Existing)
  - Métro et stations(Existant)  
Subway with stations (Existing)
  - Autosoute  
(Existant - permanent)  
Motorways  
(Existing - permanent works)
  - Arbres urbains majeurs  
(Existant - permanent)  
Major urban arterial network  
(Existing - permanent works)
  - Voie ferrée de banlieue  
(Existant - permanent)  
Suburban rail  
(Existing - permanent works)
  - Métro et stations  
(Existant - permanent)  
Subway with stations  
(Existing - permanent works)
  - Village Olympique de la Jeunesse  
Youth Olympic Village
  - Hôtel IOC  
IOC Hotel
  - Hôtel COC  
COC Hotel
  - IOC Hotel  
IOC Hotel
  - Centre principal des Médias  
Main Media Centre
  - Centre de Conférences Jining  
Jining Convention Centre
- SITES DU PROGRAMME CULTURE & ÉDUCATION**  
**CULTURE AND EDUCATION PROGRAMME VENUES**
- EC1 Village Olympique de la Jeunesse  
Youth Olympic Village
  - EC2 Bibliothèque Jining  
Jining Library
  - EC3 Site Heli du Lycée Jining  
Jining High School Heli Campus
  - EC4 Lycée anness 3 l'Université d'Aéronautique et d' Astronautique de Nanjing  
High School Affiliated with Nanjing University of Aeronautics and Astronautics
  - EC5 Lycée N° 3 de Nanjing  
Nanjing No. 3 High School
  - EC6 Lycée N° 9 de Nanjing  
Nanjing No. 9 High School
  - EC7 Lycée N° 12 de Nanjing  
Nanjing No. 12 High School
  - EC8 École d'Éducation physique de Nanjing  
Nanjing Physical Education School
  - EC9 Mausolée de Dr Sun Yat-sen  
Dr. Sun Yat-sen's Mausoleum
  - EC10 Tombeux Xiaoling des Ming  
Xiaoling Tomb of the Ming Dynasty
  - EC11 Remparts des Ming  
City Wall of the Ming Dynasty
  - EC12 Site du Programme Culture et Éducation intégré avec le site de compétition  
Culture and Education Programme venue integrated with Competition venue

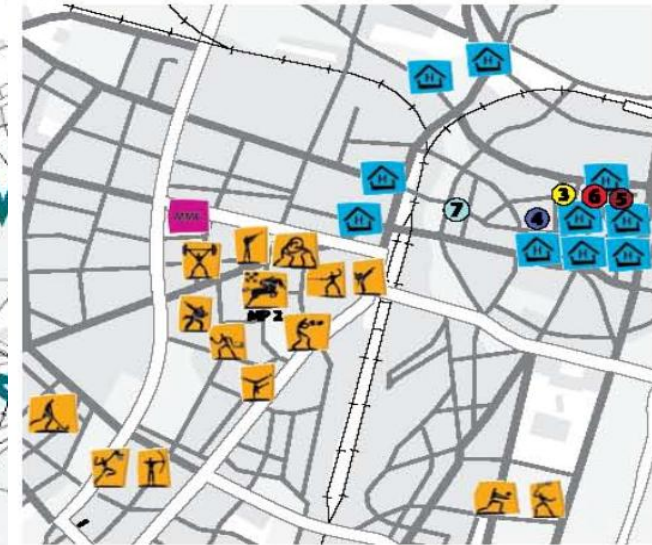
**Appendix B – NANJING 2014**



# Appendix B – POZNAN 2014



City Center



## ABBREVIATIONS

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|              |  |
|--------------|--|
| <b>CEP</b>   | Culture and Education Programme          |
| <b>EUR</b>   | Euro                                     |
| <b>IF</b>    | International Federation                 |
| <b>IOC</b>   | International Olympic Committee          |
| <b>MMC</b>   | Main Media Centre                        |
| <b>NOC</b>   | National Olympic Committee               |
| <b>USD</b>   | United States Dollar                     |
| <b>YOG</b>   | Youth Olympic Games                      |
| <b>YOGOC</b> | Youth Olympic Games Organising Committee |
| <b>YOV</b>   | Youth Olympic Village                    |