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Games of the
XXI Olympiad
Montréal
1976

Official Report

Volume I
Organization

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Table of Contents

6	The Challenge
22	Planning
46	The Olympics
	From Day to Day
54	Financing
96	Dress Rehearsals
106	Sports
152	Athletics
162	Rowing
168	Basketball
172	Boxing
176	Canoeing
182	Cycling
188	Fencing
192	Football
198	Gymnastics
204	Weightlifting
208	Handball
212	Hockey
216	Judo
220	Wrestling
224	Swimming
228	Modern Pentathlon
234	Equestrian Sports
240	Shooting
244	Archery
248	Volleyball
252	Yachting
258	The Olympic Village
280	Official Ceremonies and the Olympic Flame
314	Montreal's Olympic Image
362	Communications
402	Technology
438	Services Management
450	Health
458	Food Services
462	Hostesses and Guides
466	Transportation
474	Matériel Control
478	Uniforms
482	Flags
486	COJO-Post
492	Congresses
502	Lodging and Hospitality
508	Protocol
518	Tickets
532	Accreditation
542	Administration
556	Security
572	International Youth Camp
578	Arts and Culture
602	Official Film and Report
612	Permanent staff Organizing Committee of the 1976 Olympic Games
617	Personnel, Official Report





The 1976 Olympic Games: the Challenge and the Reward

1

The Challenge

"Well, the Games went off after all. But they'll be the last."

The words may change, and the language, but this refrain has become almost as familiar a part of the Olympic Games as the hymn of Spirou Samara. And as such, it is a powerful indication of the huge difficulties inherent in organizing one of the greatest of all manifestations of brotherhood.

It is a refrain common to many of the Games of the Modern Era, starting with the very first. The Games at Athens did indeed take place and in a magnificent new stadium, but one that was only completed at the eleventh hour and that thanks to a Greek patron who came forward to underwrite the cost. Four years later, it seemed that these first Games might even have been the last, as Paris came perilously close to cancelling the 1900 Games due to apathy and indifference on the part of both the government and the population.

Almost every Olympic Games since has encountered its share of pessimism and problems. The 1904 Games at St. Louis were depicted as little better than a country fair; in 1948, after two world wars had come close to destroying the entire Olympic movement, the first organized athletes' protests marred the London Games. At Tokyo, in 1962, a raging controversy developed when it was learned the Olympic Flame bearer had been born on the day of the Hiroshima holocaust. Mexico, in its turn, became the focal point of world press opinion due to student riots prior to the Games and the costs and feasibility of a radical design for the stadium roof became a *cause célèbre* at Munich.

But perhaps, when all is said and done, the controversies which surround successive Games are inevitable. Although it is ironic that a movement based upon the noble ideals of brotherhood, equality and the unification of mankind should also be such an ongoing object of dispute, it is possibly the price that must be paid for their popularity.

Because, with the eyes of the entire world focused upon them, the Games become a readily available stage upon which to parade the tensions and friction of a tormented society. Their very importance makes them a prime showcase for social injustice and discontent and this, together with an alarming increase in costs, has resulted in fewer and fewer cities being prepared to gather together the world's sports fraternity every four years.

For the 1972 Summer Games, four cities submitted their names as candidates; three made similar submissions for those of 1976, but only two did so for the 1980 Games. In a recent interview, IOC President Lord Killanin noted that, at the deadline for submissions for the 1984 Games, there were no candidates for the Winter Olympics — less costly and politically more stable — and only one serious candidate for the Summer Olympics. Moreover, at time of publication, even that bid (by Los Angeles) might be subject to a public referendum due to civic opposition.

Such a trend gives legitimate cause for concern. Yet, in the face of continuing difficulties, and despite the familiar refrain that each Games would be the last, the next took place. And in the darkest hours of preparation for the Montréal Games, when even the gods of Olympus might have been forgiven doubts, consolation could be found in the faith of those who had overcome the problems of Berlin, of London, and of Mexico:

"Believe us," they said, "it's the same each time. The Games will take place, you'll see."

Montréal's Experience

The Games of the XXI Olympiad at Montréal were in many ways unique, although in others they shared much the same experience as their predecessors.

True to form, throughout the story of Montréal's candidacy many familiar chapters were relived: the problems, the many false starts, the frenzied joy and, just when almost all hope had been abandoned, the success of the venture.

In one particular regard, however, Montréal stood alone. Previous organizing committees had been able to work from a solid base, from the foundation of a government budget and guaranteed revenue. They could thus go about the organization of their respective Games without worrying overmuch about budget restrictions and uncertain receipts; they were spared at least the problems of financing on top of the already crushing concerns of organization.

But Montréal, on the other hand, audaciously added to the challenge. It gambled on making the Games self-financing.



In the climate of national scepticism that followed the announcement, it was inevitable that problems of construction and labor relations should assume exaggerated proportions and overshadow the *raison d'être* of the Games and the spiritual message of the Olympic movement.

This negative atmosphere also accounts for the relentless determination on the part of some members of the media to single out the smallest setbacks, to expose the most minute flaws. It explains also the endless arguments that surrounded the presentation of the

initial budget, the sale of television rights, the strikes at the Olympic site, etc.

True to the Olympic pattern, the birth of the Montréal Olympics was preceded by agonizing labor, made all the more painful by a difficult political climate. None of which, however, prevented the entire world from ultimately greeting the Games with pure joy. Nor is this really to be wondered at; it is simply testimony to the deep roots of Olympism and to the worthiness of the endeavor.

The staging of the Olympic Games today calls for the coordination and application of so many resources that it

has become a valid indicator of the vitality and quality of a society. Both strengths and weaknesses are exposed in the concerted effort required: economics, architecture, technology, town planning, medicine and art, among many others, all must contribute and be up to the challenge.

And, when it is all over, when the rattling of yesterday's sabres seems unreal and the bitter arguments blur, the positive points remain and the beneficial effects of the Games achieve perspective. With the passage of time, overlooked benefits are revealed and each given its place; common-sense returns and continuity is assured.



The world welcomed the 1976 Olympic Games with flags flying and open arms.

The Odyssey

It is July 17, 1976. In the City of Montréal, a vast emotional crowd fills a stunning new stadium to witness the opening ceremony of the Games of the XXI Olympiad.

Inspired by those once performed at Olympia, the ceremony reaches a crucial point as the Olympic flag is passed into the safekeeping of the host city. It is a flag which bears not only the five symbolic rings of the Olympic emblem but also the memory of

supreme effort, of victory and of anguish down through the years.

At the very moment when the mayor of Montréal, Jean Drapeau, takes the rectangle of white silk between his hands, the stadium erupts. In a spontaneous display of emotion by thousands of people, the mayor receives a standing ovation. One of the most determined, most troubled and most publicized odysseys in the pursuit of the Olympic Games is crowned with success.

It had been a long journey. And, in retracing each step, two factors should be borne in mind: the pattern of the evolution of sport in Canada and the

advantages which gradually accrued to Montréal from its fascination with the work of Baron Pierre de Coubertin.

Little is known about the history of sport in the early days when Canada was a colony. Snowshoeing, canoeing and tobogganing were not so much sports as part of the way of life in those days.

A few years after the British conquest of Canada, around 1767, horse racing was held on the Plains of Abraham in the City of Québec and the majority of participants were anglophone; French Canadians at the time were noted more for feats of strength



Years of unstinting effort culminate in the hands of Montréal's Mayor Jean Drapeau one sunny afternoon, as he proudly accepts the Olympic flag from Lord Killanin to the tumultuous acclaim of 90,000 frenzied sports fans in Olympic Stadium.

and endurance. The names of Joseph Montferrand, Édouard Faucher, Louis Cyr and Modeste Mailhot are still remembered for their prowess as strong men and for such legendary feats as lifting up a horse at arm's length or pulling a whole train of railway cars, although these achievements were never entered in any official record book.

In the early 1800s, the first sports associations began to appear, particularly in Montréal where the Fox Club and the Snowshoe Club joined the Montréal Hunt Club, which was founded in 1826. Ice hockey, a native Canadian sport that was to achieve world renown, was also becoming established.

An interesting footnote to history is the fact that, at the end of August, 1844, the "Montréal Olympic Games" took place on the *Saint-Pierre* race course at the west end of town, under the patronage of the governor-general of Canada and the chairmanship of the mayor. At this particular time, however, the reviver of the Games, Baron de Coubertin, was not even born!

During these "Olympics," the Lamontagne brothers proved to be outstanding runners. The mark of 12 seconds for 108 yards set by Auguste Lamontagne was only narrowly beaten 50 years later by an American, Thomas Burke, at the Athens Games in 1896. Burke, however, was unable to better the time of 52 seconds for 440 yards set by E. Lamontagne.

There is a matchless quality to these achievements by the Lamontagne brothers that preceded universal recognition of an Olympic spirit. They were amateurs in the purest sense, training and competing under material conditions that contrast sharply with the sophisticated techniques of today. What they possessed, however, was the desire to strive, the perseverance to train and the will to win that would, many years later, become the basic ideals of a rejuvenated Olympic movement.

It is interesting also to note that Pierre de Coubertin was a visitor to Montréal in 1889, a few years before he realized his revival of the Ancient Games. Little is known of the visit, which took place at a time when de Coubertin was zealously researching a thesis on the individual and social sig-

nificance of physical health and sports achievement. He was intrigued by the dual culture of Montréal and, in particular, by the comparison of two separate and markedly different educational systems, one French and one English. It is at least known that, shortly after his return from North America, de Coubertin embarked upon his life's work of restoring the Olympic Games.

This work was to achieve its initial fulfillment at Athens, in 1896, with the first Games of the Modern Era. They brought hope and comfort to the world: an honest rivalry *could* take place between athletes of different countries.

Following its own early steps in this direction, Canada was quick to join in. A team was sent to St. Louis for the 1904 Games and a 31-year-old Montrealer, Étienne Desmarreau, won the gold medal in the 56-lb weight throw. And, though the Olympic Flame in Canada at that time may have been little more than a glimmer, there were those who set out to nourish it.

Montréal was the first Canadian city to seek the honor of staging the Olympics and, in 1929, submitted its candidacy to host the Winter Games of 1932. The Summer Games had already been awarded to Los Angeles and, since the International Olympic Committee was desirous of seeing the Winter Games also take place in North America, Montréal hastened to fulfill its Olympic aspirations.

It was nonetheless a surprise when the IOC member in Canada, Sir George McLaren, submitted Montréal's application at the committee's 27th session in Lausanne. Six American cities had already entered the fray, namely, Denver, Duluth, Lake Placid, Bear Mountain, Minneapolis and Yosemite Valley. But it was Lake Placid that finally won the privilege of staging the Games.

It was the first of several bids by the City of Montréal. In May, 1939, Mayor Camillien Houde was authorized by the executive committee to send a delegation to seek the 1944 Winter Games. In the meantime, the IOC withdrew the 1940 Winter Games from Switzerland and Montréal seized the opportunity to present its candidacy for those Games also, on the condition that, should it be unsuccessful, its chances for the 1944 Games would not be jeopardized.

At the IOC congress the next month, Germany was awarded the 1940 Games and so Montréal formally presented its submission to hold the 1944 Games, against fierce competition from Oslo and Cortina. The IOC vote favored Cortina and once again Montréal was left empty-handed.

The issue, however, was soon to become academic. War broke out in the autumn of 1939 and the Olympic Games of 1940 and 1944 that had been so ardently sought never did take place.

The Second World War failed to extinguish the Olympic Flame in Canada. Peace would surely come and, in the meantime, it was decided to construct a sports centre which, hopefully, would one day be the site of the Olympic Games.

Men such as Mayor Houde and Leon Trépanier, leader of the municipal council, along with architects and engineering specialists, collaborated on a venture which was to take ten years and suffer the realities of political life. Of the original dream, there remained at the end only some spectator stands and a huge square area waiting to be utilized.

Though the initial dream for Maisonneuve Park was not realized then, the city had acquired several sports facilities and thousands of young people were consequently introduced to sport and the challenge it requires. Ultimately, the dream would be fulfilled for this, in July, 1976, was the site where the Olympic Games finally *did* take place in Montréal.

Prior to this successful conclusion, however, the city was to suffer still more disappointment. In April, 1949, the *Montréal Olympic committee* was formed under the patronage of Viscount Alexander of Tunis, governor-general of Canada, and was composed of the following prominent individuals: The Right Honorable Louis Saint-Laurent, prime minister of Canada, Maurice Duplessis, prime minister of Québec, Camillien Houde, mayor of Montréal, F. Cyril James, principal of McGill University, Msgr. Olivier Maurault, rector of the University of Montréal, Joseph Omer Asselin, president of the executive committee of the City of Montréal, Andrew Sidney Dawes, president of the national Olympic committee and IOC member in Canada, and Claude Robillard, president and secretary of the administrative council of the city. On April 25 in Rome, delegates of this committee formally presented Montréal's first submission to host the Summer Games, those of the XVI Olympiad in 1956.

But when it came to the vote, Montréal took second place to Melbourne.

Despite yet another setback, Montréal remained determined to pursue the challenge further.

The Canadian Olympic Association

While unsuccessful, these international efforts contributed to a marked increase in amateur sports activity in Canada and hastened the formation of the Canadian Olympic Association (COA).

The roots of the COA date back to 1904 when the Amateur Athletic Union of Canada (AAUC) formed an Olympic committee to organize Canada's participation in the St. Louis Games that year. In 1907, this committee was formally recognized by the IOC as a national Olympic committee (NOC) and its president, Joseph Mulqueen, maintained the most cordial of relations with the IOC for a quarter of a century while representing the interests of the Canadian Olympic movement.

Throughout Montréal's long pursuit of the Olympic Games, this committee grew in stature. It ensured Canada's participation in each Games, and in the British Empire Games (now known as the Commonwealth Games), by organizing the selection of athletes and providing them with financial support.

This committee remained responsible to the AAUC for close to half a century. It was not until after the Second World War, in 1952, that it became the Canadian Olympic Association. In 1967, the COA established permanent headquarters at Olympic House in Montréal, and, two years later, formally established the following objectives:

- to aid and improve the development of Canadian athletes to the international level;
- to provide basic support for the development of amateur sports;
- to promote the Olympic movement; and
- to grant the necessary financial support to achieve the aforesaid objectives.

Today this non-profit association represents 27 Canadian sports federations and consists of 231 members. These include five delegates from the national federations whose sports are represented in the Olympic, Commonwealth or Pan-American Games; some 100 persons associated with the development of amateur sport and the Olympic movement; the IOC representative in Canada; and honorary members elected by the general membership.

Growth of Montréal Facilities

While the Olympic movement in general was thus establishing a firm foothold in Canada, Montréal itself was not lagging behind and the formation of the municipal Parks Department in 1953 was of particular significance.

Previous civic administrations had left a respectable legacy in terms of leisure facilities. The first public gardens in Montréal were opened back in 1845 and toward 1903 the first ice-skating rinks and playgrounds were provided for children. Public baths appeared in 1914.

The years from 1915 to 1940 saw the first planned development of playing fields and playgrounds. These were modest enough, consisting mostly of swings, slides and skating rinks, but by 1942 the city could count over 100 recreational areas supervised by trained monitors.

The formation of the Parks Department, however, saw a dramatic expansion of recreational and sports facilities for Montrealers, particularly on St. Helen's Island (in the middle of the St. Lawrence River) and in Mount Royal and La Fontaine Parks. Today the Parks Department is responsible for more than 200 playing fields, skating rinks, stadiums, outdoor pools and sports grounds of all sorts. The Botanical Garden, the Garden of Wonders, the Planetarium, the Aquarium and the Man and His World exhibition site all give Montrealers and visitors a remarkable choice of recreational activities.



Typical of the quiet green spaces that abound in Montréal is this artificial lake in La Fontaine Park, northeast of the city centre.



Of the hundreds of parks and playgrounds available to Montrealers, each has its own particular charm. Pictured here is a peaceful corner of Rimbaud Park.

The Era of Jean Drapeau

Like a thread linking all these elements together — the expansion of recreational facilities, the growth of the Olympic movement and the increased awareness of amateur sports — Montréal's pursuit of the elusive Games never flagged.

Then, in six short months, an event took place which dramatically accelerated the city toward its goal. In the summer of 1967 the nations of the world came to Montréal for a World Exhibition without peer.

The theme of Expo 67, "Man and His World," became universally recognized. The exhibition drew more than 50,000,000 visitors in six months and the unanimous praise of the world press. It was an unqualified success.

Although Expo 67 would convincingly demonstrate Montréal's ability to stage an undertaking of this complexity, it was a chance encounter during the planning stages which renewed Montréal's Olympic dream. It occurred in 1963 when Mayor Jean Drapeau was visiting the site of the 1964 national exhibition in Lausanne to view firsthand the nature of the event he had won for Montréal in four years' time.

The mayor was received by the Swiss civic authorities in a municipal building called *Maison mon repos* where he paid particular attention to an exhibition of Old Lausanne on display on the second floor. On the next floor was the Olympic Museum, in the very rooms where Pierre de Coubertin once lived and where the IOC maintained its head office.

Invited to visit the museum, Mayor Drapeau was fascinated by the discovery of Olympism and pressed his hosts for details.

Upon his return to Montréal, the mayor examined the question: the gamble was certainly formidable, verging on the reckless. Two months later, however, he went to Paris and, while there, travelled to Lausanne to meet with the IOC director and discuss the Olympic Games. He returned soon after with all the information he could gather and worked in camera for a period of two years with his closest associates.

On November 15, 1965, the mayor's closely guarded secret was dramatically revealed. Flanked by the prime minister of Québec and the mayors of some 30 neighboring municipalities, Mayor Drapeau announced that Montréal would seek the honor of hosting the 1972 Olympic Games.

"There is not a moment to lose," he added. "There will be a thousand questions and we must prepare a complete dossier in order to answer them."

The surprise was total. The Canadian Olympic Association, whose approval was a prerequisite, was due to hold its annual meeting in only five days time.

The astonished reaction was tempered with scepticism. Observers were aware that the City of Calgary, in western Canada, had already advised the COA in the proper manner of its desire to host the 1972 Winter Games at nearby Banff. It was felt that the IOC would hesitate to award both Games to one country and thus Montréal's intentions threatened to seriously jeopardize Calgary's carefully formulated plans. Some agreement would first have to be reached with the western organizers.

Nonetheless, Montréal threw itself into the fray. The necessary formalities and legislation were approved; the various municipal departments bent to the task and the needed dossier was completed. On November 18, on a motion by the vice-president of the executive committee, seconded by three councillors, the municipal council authorized the mayor to submit to the IOC Montréal's candidacy to host the 1972 Games and Québec government authorities promptly gave their endorsement.



Perseverance keynoted Mayor Jean Drapeau's quest for the Olympic Games much as it did Baron Pierre de Coubertin prior to their revival.

But two days later, in Toronto, it was a somewhat cool reception that greeted the Montréal delegation to the Canadian Olympic Association meeting.

Politely but firmly, Mayor Drapeau was reproached by the national association for failing to consult it in his preparations and, above all, for dangerously compromising years of effort by the many volunteer workers who had prepared Calgary's candidacy. It was a position fraught with pitfalls for the mayor. Characteristically, he defended his project with vigor and took the bull by the horns: what he wanted, he told the COA meeting, was not just the Summer Games for Montréal but both the Summer and Winter Games for Canada.

After lengthy debate, it was decided that the president of the COA would present both applications to the IOC in Rome the following April but with a rider attached: the Montréal submission was in no way to compromise Calgary's chances and, moreover,

should the IOC see fit to approve only one Canadian application, the COA wished to propose that of Calgary over that of Montréal.

Mayor Drapeau returned from Toronto smiling and confident. Although the official support of the federal government was still lacking, in essence he felt his proposal was approved. Forty hours after the COA decision, Mr. Drapeau explained the economic considerations at stake for his city in the following words:

"If we are favored in our submission to the IOC, the goal of 1972 following that of 1967 will mark a new stage in the development of Montréal. It will be like a series of five year expansion plans to establish Montréal among the great cities of the world."

As reporters and broadcasters from around the world pressed him for details, Mr. Drapeau maintained unflagging optimism and faith in the worthiness of his city's bid, as exemplified by the following statement:

"We feel this is a most opportune time to present Montréal's candidacy. We believe it is fitting that the Olympic Games should come to Canada, and in all of Canada, Montréal is surely the most suitable place to hold them: to assure participants of the best accommodation and facilities and to show them the most authentic representation of this diverse and exciting country."

Mayor Drapeau then embarked upon a four-day tour of western Canada to explain his philosophy. The trip encountered considerable opposition but, hesitantly, the western provinces turned around in support.

Meanwhile, Munich announced its intention to seek the honor of hosting the Summer Games.

In December, 1965, Mayor Drapeau travelled to Chicago to review Montréal's chances with the president of the IOC, Avery Brundage. Brundage



Expo 67 was proof positive that Montréal was well able to organize and manage a spectacle of international magnitude and importance.

observed that Montréal had indeed accomplished much in terms of facilities and material support relative to the Games and observed, moreover, that preparations for the World Exhibition would help to give the city an advantage over its competitors.

The federal government had refused to provide a commitment of financial support — heavy and much criticized financial support for Expo 67 had made the possibility of further Olympic aid to Montréal a sensitive political issue — but, all in all, Mayor Drapeau at this stage felt optimistic.

By that time, (December, 1965), seven American cities had announced their intention to seek the 1972 Games: Detroit, Los Angeles, Philadelphia and St. Louis were bidding for the Summer Games and Lake Placid, Salt Lake City and Anchorage sought the Winter Games. Despite a refusal by the Austrian government to assume the costs of staging the Olympics, Vienna announced its intention to request the Summer Games, joining Munich and Madrid; other candidates for the Winter Games were St. Moritz, Interlaken, Lahti and Sapporo.

In mid-January, Mayor Drapeau set off for Europe to meet personally with IOC delegates, but it wasn't enough. On April 25, 1966, the IOC congress opened in Rome and, after spirited competition, Montréal's bid was passed over in favor of Munich. Nor did Calgary fare better as the Winter Games were awarded to Sapporo.

The elusive goal still remained unrealized.

Success in Sight

Olympic aspirations faded briefly as Montréal threw itself into preparations for the World Exhibition, Expo 67. Located in the matchless setting of a group of islands, some man-made, in the centre of the St. Lawrence River and with downtown Montréal as a backdrop, Expo was a prodigious success. In addition to its immense popularity, it proved to many interested parties around the world that Montréal was indeed capable of organizing a vast, complicated, international event.

In the summer of 1967, as the world exhibition drew to a close, Mayor Drapeau prepared to resume his Olympic odyssey. On September 18 he wrote to James Worrall, president of the

COA and the IOC member for Canada, reaffirming his desire to seek for Montréal the honor of staging the 1976 Games. More than just a letter, it was confirmation that Montréal's Olympic aspirations had never faltered and it was, moreover, to be the first step of the final journey.

A few months later, Canada was back in the Olympic spotlight with the gold-medal performance of Nancy Greene at the 1968 Winter Games in Grenoble. On June 13 of that year, the municipal council of the City of Montréal authorized Mayor Drapeau to invite the IOC to select Montréal as the site of the 1976 Summer Games.

The city had until the last day of June in which to prepare its submission to the Canadian Olympic Association; in fact, the team of specialists assigned to the task had completed the brief by June 20. On that day, the city formally reiterated its intentions but it was no longer alone. Indications were that both Toronto and Hamilton were equally eager to secure the Canadian nomination and a battle shaped up between the dynamic energy of Hamilton (an industrial centre), the formidable power of nearby Toronto (Canada's financial heart) and the international allure of Montréal.

On September 7, 1968, the COA met at Olympic House and the morning was given up to presentations by the candidate cities. Mayor Drapeau, his brief committed almost word for word to memory, mustered his arguments skilfully and presented them with the smooth assurance of a master. The 39 COA members voted in secret and, on the first ballot, Montréal and Toronto were tied. Third-place Hamilton thereupon staggered its neighbor, Toronto, by swinging its support behind Montréal.

It was all over. Toronto was crushed. Later, a bid by Vancouver was accepted for submission to the IOC as site of the Winter Olympics.

Montréal's victory was still only the first stage. The United States Olympic Committee had accepted Los Angeles as a candidate for the Summer Games and it was rumored that Moscow, Amsterdam, Madrid and Buenos Aires would also be in contention. It was a formidable field.

International Encounter

By the time of the IOC congress at Amsterdam in May, 1970, the official opposition to Montréal was Moscow and Los Angeles — two giants backed by vast resources. And, conventional courtesies aside, each of the three was fiercely determined to win; during the

time between the formal deposit of submissions and the IOC vote, a time traditionally given over to the wooing of delegates' votes by candidates, no stone was left unturned, no chance for persuasion ignored.

For Montréal to win the Games in the face of such opposition from the world's two super-powers called for little short of a miracle. And, indeed, few legitimate observers of the Olympic scene accorded the city even a passing chance. But they reckoned without the incredible presence and tenacity of the mayor and his team.

Mayor Drapeau's unshakeable faith in the Olympic concept played a significant role in the events that followed. After listening to each submission, the IOC had taken the unusual step of enquiring of each delegation, in turn, whether it would be prepared to furnish a financial guarantee to cover the expenses both of the IOC and the international sports federations (ISFs) in the event the Games were not held. Los Angeles and Moscow had stated they would.

When the mayor's turn came, he set out Montréal's ideas, then sat down. The IOC president, Avery Brundage, then asked what his intentions were concerning the request for a security deposit. The mayor replied as follows:

"Mr. Chairman, I must say that, first, the IOC has always chosen a city where the Games were indeed held, and with success. Secondly, I would not dare to lead the citizens of the world, the members of the Olympic family and my own fellow citizens to believe that a cash deposit would be worth more than the past history of the City of Montréal, which is a history of a long series of challenges successfully met. I would not compare any deposit to that history, nor do I think that a deposit would add anything to assure the members of the IOC that the Games would be held. If the Games are not held, I suppose the deposit would be forfeited but then the Games would not take place. We, on the other hand, promise to hold the Games, and if we have the honor of being chosen, we give you our word based on three centuries of meeting challenges, that the Games will be held and that is the greatest and most valuable guarantee my fellow citizens can give you.

There was silence, and then the room broke into applause. In the secret balloting that followed, the Games of the XXI Olympiad were awarded to Montréal.

The Task of Organization

The decision in Amsterdam, on May 12, 1970, was greeted with joy in Montréal. Here and there, a note of concern could be heard, particularly as to who would pay for this mammoth undertaking, but by now these were familiar doubts, dating back to Mayor Drapeau's pledge to make the Games self-financing, and they would remain to the bitter end.

The task of organization began with the formation of the Organizing Committee for the Olympic Games (COJO) and this committee encountered difficulties from the start. Its first hurdle was to establish credit; a federal study of the initial budget had considered the estimated revenue optimistic, although it found the forecast expenditures reasonably accurate. The Canadian government accordingly requested written assurances from the City of Montréal, the province of Québec, and COJO that it would not be asked to contribute toward a deficit it considered inevitable. In the meantime, federal legislation required to initiate the major fund-raising programs devised by COJO was delayed almost a year.

Little by little, the sociopolitical arguments of groups opposed to the Games, the economic situation and a deteriorating social climate all contributed to create a negative atmosphere scarcely conducive to the organization of the Olympic Games.

The very challenge of the Games involves an entire country. Under normal circumstances, the solid national support of an influential sports sector is a measure of the success of the Games; in inflationary times, it is indispensable in countering social and economic setbacks. Lacking this support due to divided national loyalties, COJO daily grew more and more isolated.

Canadians, never having experienced the Olympic concept, regarded the Games as a regional project and, for the time being, refused to participate. The scope of the venture was not understood.

Problems piled one on top of the other: strikes, slowdowns, cost increases. Montréal was unable to absorb all these shocks and the rebound was felt around the world. On top of this, conflicting statements from some of the leading figures in the world of sport led to one argument after another. The tumult and the problems were such that the Games themselves, and a calm search for their significance, were forgotten.

Under such circumstances, all sense of proportion became distorted. Support for the Games was given in whispers. Indifference was followed by curiosity but rumors received as much attention as news. The revelation that two of the massive elements in the technical ring surmounting the Olympic Stadium were offset a few centimetres aroused more interest in the news media than the deaths, a few months apart, of two COJO vice-presidents.

"The real scandal," observed a Montréal editorial writer on February 10, 1976, "is that we've lost sight of the Games themselves.

Under the weight of criticism and in this climate of anxiety, technical achievement and outstanding performance were ignored by the media.

Escalation of Costs

Of all the trials which beset COJO, that of increasing costs was undoubtedly the greatest.

The estimated expenditures for staging the Games underwent a fearful progression: the total, which was not to have exceeded \$310 million, today has reached \$1.5 billion.

Staggering as it was, this might not have been quite so devastating — cost increases being inevitably considerable on a project of this magnitude — had Montréal not pledged to restore the cost of staging the Olympic Games to reasonable proportions.

But the dream of a modest Games founded, became a mocking gamble that could not withstand the troubled social and economic conditions that existed throughout the years of preparation.

The gap between the financial projections and reality was the result of a long series of body-blows, including technical difficulties that could not have been foreseen. Other factors contributing to a five-fold increase in expenditure over original projections included an underestimation of costs in general, the cost of materiel and manpower in particular, work stoppages that were both numerous and costly, and finally the new construction techniques of the Olympic Park installations.

Inflation and Recession

From 1973, inflation created a worldwide situation that was difficult, if not critical, for many countries. Doubt was cast upon formerly unassailable financial premises, the importance of politics became secondary and the industrial nations were forced to come up with a new economic system.

In four years, Canada experienced an inflationary rise of 40 percent, twice that of the United States. And, if no one could agree on the causes of inflation (oil was certainly not the only factor) or on how to combat it, at least the world was united in suffering its devastating effects on the economic system.

Throughout the western industrialized nations, prices rose dramatically from 1965 to 1975 — and wages followed. The price indexes in the most influential labor sectors — public administration, the service industry and construction — rose from 25 to 40 percent in Canada over 1971. In fixed dollars, production in Canada rose only 0.6 percent in 1975.

In 1974 and 1975 the world economy, still reeling from the phenomenon of galloping inflation, was in the grip of a large-scale recession characterized by a new rise in prices tied to an increase in costs and lowered productivity.

This recession, albeit less severe in Canada than in the United States, was the worst since the 1930s. It forced wage claims and settlements upward to unprecedented levels despite a marked underutilization of both human and industrial resources and despite decidedly unfavorable economic indicators.

In 1975, inflation was more severe in Canada than in most other industrialized countries. Rising costs ran up against frozen capital and the economic situation of that year could be summed up in stagnating production, a decline in industrial output, an 11 percent rise in prices, a marked increase in unemployment, a disappointing gross national product and wage increases of 18 percent. On top of all this, the price of petroleum products tripled.

Labor Disputes

In 1974, war broke out between the government and the construction unions representing workers on the Olympic sites. A commission of enquiry uncovered dubious practices on the part of some unions which were consequently placed under trusteeship.



In view of the unstable nature of the ground, the engineers had to change the concept of the scaffolding which was to accommodate the prefabricated voussoirs designed according to the shape of the Olympic Velodrome roof.

The unions countered with strikes, lowered productivity and strategic slow-downs which not only raised costs but, in the case of the Olympic Park installations, seriously jeopardized the staging of the Games.

Between November 1974 and May 1976 the main Olympic site was completely shut down a total of 23 days. In addition, one union after another caused work stoppages of up to 15 days, resulting in a total loss of 155 working days during this period.

To make up for time lost by these disruptions, which seemed destined to continue, the work pace was stepped up first to 18 hours a day and then to 24 hours a day, seven days a week, summer and winter. The costs were crippling; overtime, the cost of heating sections of the site during the bitter Canadian winters, extended equipment rentals and the consequent effects on subcontractors, all pushed COJO's construction expenditure to record heights.

Technical Problems

Several other factors contributed to the difference between the 1972 estimates and the actual expenditures incurred by 1976. Significant among these were the complex nature of the stadium-pool-velodrome design and accompanying technical difficulties in construction, many of which could not have been foreseen.

The daring nature of the design called for technical innovations in several areas of construction. As a result the Olympic Park at times resembled a vast school: workers had to learn and perfect new skills, particularly in sophisticated prefabrication and post-stressing techniques. The complexity of the structure and new construction methods also called for painstakingly accurate techniques of assembly.

In addition, despite all the geological studies made at the time, the nature of the soil itself caused much greater difficulties than could have been foreseen when the site was chosen.

A prime example of all these factors was the velodrome. Here, the technical data was as impressive as the graceful exterior, characterized by a soaring, scalloped roof of concrete lattice-work and skylights.

This immense roof rests on three principal spans which unite at one end, thus creating four points of support. The rocky subsoil, however, proved incapable of bearing the 41,000-ton weight of the roof in this manner, due to an interesting geological history. Some 10,000 years ago, the site of the Olympic Park ran along a terrace bor-

dering the Champlain Sea and was later, around 4,000 B.C., a bank of the St. Lawrence River. When it came to building the velodrome, the base rock proved fragile and fissured in many places threatening to cave in.

The poor quality of the soil resulted in a major increase in cost for installing the velodrome foundations. To eliminate the risks, engineers were forced to dig new foundations, erect supporting casings and strengthen the soil by injecting streams of concrete at high pressure into holes drilled down to 48 metres below the surface. Buttresses were also required to prevent any lateral slippage which would have caused the roof to collapse.

In addition, discovery of the fissured subsoil meant that all seismic projections for the building had to be redrawn. As a result, the concrete buttresses and the slabs of the roof were reinforced and consolidating braces were installed about the four supports of the building. To top it off, each of the 144 metal towers which temporarily supported the spans of the roof during construction had to be given concrete footings, anchorages and braces.

The result of all these modifications, directly attributable to the weak subsoil, was an increase of more than \$ 12 million in construction costs of the velodrome, a figure equal to the total initial estimate.

This was just one example of the unforeseen difficulties which raised construction costs. Another was the price of steel. Determined by United States producers, it was \$200 a ton at the start of construction and rose to \$900 a ton in only six months. By the time work was started on the mast of the Olympic Stadium, the price had reached a staggering \$ 1,200 a ton!

Although the concept of the Olympic Park installations did, as mentioned, contribute considerably to the escalated cost, and although both the stadium and its architect were the centre of prolonged dispute, the magnificence of the project is beyond doubt. With its soon-to-be-completed mast and retractable roof, this stunning complex is a justifiable source of pride for Canadians, and in particular for those whose efforts created it.

The Intrusion of Politics

Inevitably, our fractured society is mirrored in the Games: despite every effort to maintain its impartiality, the Olympic movement is constantly threatened by political wrangling. In the case of Montréal, a point of international diplomacy, which came to a head only sixteen days before the opening ceremony, threatened to cause cancellation of the entire Games.

This was the point at which a disagreement between the IOC and the Canadian government burst into public prominence. The government, which previously had formally recognized the Peking government and severed relations with Taiwan, refused to permit the Formosan athletes to compete under the colors of the Republic of China.

Once again, the IOC was faced with the problem of the two Chinas. (In 1958, Peking withdrew from the IOC over the issue of Taiwan's representation. The IOC has continued to recognize Taiwan as the official representative of China.)

After threatening to withdraw its sanction of the Games, the IOC finally accepted a proposition which would have permitted the Taiwan delegation to use the anthem and the flag of the Republic of China, on the condition they competed under the name of Taiwan.

Coming literally on the eve of the Games, however, the Formosan team found the compromise unacceptable and withdrew.

Similarly, a resolution adopted only in early July, 1976, by member countries of the Organization for African Unity denounced the participation of New Zealand in the Montréal Olympics because of that country's sports relations with South Africa.

The subsequent withdrawal of more than 30 countries, mainly African, had a major impact on the Games, since an entire continent does not depart without causing regrets and raising questions.

The Goal is Realized

On the opening day of the Games, the crowd in the magnificent new stadium shared an intense emotion. Under the dazzled gaze of the spectators, the vast central area of the stadium field was transformed into a multi-hued mosaic as the prime of world youth paraded in, flags, banners and uniforms mingling in a spectacular kaleidoscope of color.

As each delegation entered the stadium, vigorous applause was lost amid the general rejoicing; the smallest teams arousing as much enthusiasm as the largest.

In particular, the tribute to Mayor Drapeau, after his long, weary struggle, burst spontaneously from the crowd. It was a thrill of pride and admiration that made the long wait and the anxiety disappear. It was one of those magnificent moments in history that are to be treasured. The Games, after all, *were* underway.

"Les Québécois ont adoré les Jeux." This headline, from a Montréal daily newspaper that had certainly not shown any bias towards the Games in the past, was typical of the time. Throughout the country, an estimated 96 percent of television viewers tuned in the Games. It was a national response that surprised even the optimists.

There had been little to suggest such massive acceptance. North America is primarily the home of professional sports where the top athletes are highly-paid heroes of hockey, basketball, football and baseball; where sport is the domain of selected professionals and the concept of the Olympic Games retains a slightly foreign, European flavor. Europe, after all, is the cradle of the Olympics; it provides half the members of the IOC and the Games have been held there a dozen times.

The calibre and excitement of the various competitions alone cannot explain the infatuation of the Canadian public, up to that time mostly ignorant of the majority of the Olympic sports and their top athletes. It was more the universal nature of the event, the simple, straightforward language of amateur sports competition that made the Games so alluring, that seemed to offer a note of reassurance to a troubled world.

It is precisely this captivating quality of the Games which reinforces the desire to see the Olympic spirit survive, to see it overcome the destructive effects of commercialism and of a violence in sports fostered by nationalism and power-politics.

The Rewards of the Olympics

In spite of the difficult period that preceded them and the political furor that surrounded them, the Montréal Games accomplished what they set out to do.

They made a profound impression upon youth at a time when honest rivalry and the noble spirit of competition, as being true values of life, appear threatened by a materialistic society. The reaction of these young people indicate that the Games did indeed respond to a need and that they can still bring people together, the people for whom they were restored from antiquity.

Furthermore, in the space of fifteen days, according to the director of one Canadian sports federation, the Olympic Games accomplished more for amateur sports in Canada than the efforts of various organizations over the past ten years. Several sports that were virtually unknown prior to the Games, such as gymnastics, volleyball and weightlifting, have suddenly mushroomed in popularity.

In the case of Montréal, the success of the Olympic Games can thus be measured by the increased practice and accessibility of amateur sports in a society more attuned to spectating than participating.

Economic Repercussions of the Olympic Games

In order to fully appreciate the value and effect of the Olympic Games it is necessary to consider *all* the costs and advantages, whether financial or otherwise, direct or indirect, quantifiable or not.

Applying such an analysis to a society or population is not unlike drawing up a balance sheet for a business enterprise. In this case, instead of a statement of revenue and expenditure, it is social costs and benefits that must be balanced and, naturally, long-term benefits play a major role in the equation.

In this balance-sheet analogy, the principal considerations must be:

- a) the capital costs of the Olympic Park, the Olympic Village, and the other Olympic installations, and the utilization of these facilities after the Games;
- b) the effect of the organization and staging of the Games upon the tourist industry;
- c) the effect of the Games on health and physical well-being; and
- d) the financing of the Games, revenue, loans, and taxes.

The effect of the 1976 Games on these four sectors can be seen as follows:

Economic Impact of the Olympic construction

The various sectors of an economy are interdependent to the extent that activity in one sector directly affects others. In this manner, activity in construction draws upon other sectors which in turn call upon others, and so on.

The direct capital expenditure of one billion dollars incurred in the construction of the Olympic facilities created a gross national product of one and one half billion dollars. Government revenue arising from this expenditure reached \$ 171 million in direct taxes upon the income of those related to the expenditure and a further \$ 192 million from indirect taxes, such as federal, provincial and municipal taxes.

The Olympic Park after the Games

All too often, it seems, the major concern of administrations in creating sports facilities is one of profitability of operation, as though health and well-being were solely a matter of money. This attitude overlooks the fact that neither schools, colleges nor universities can be considered profitable in the sense of immediate returns; essential value is often not revealed in financial statistics.

In the case of the Olympic Park, the facilities there today serve a far greater variety of purposes than those originally envisaged in its construction for the Games. Québec people of all ages are the immediate benefactors.

In the Olympic Stadium, an ice-skating oval 15 metres wide and 400 metres long around the perimeter of the playing field attracts thousands of skaters in winter, and will continue to do so, it is expected, until the tower and roof are completed.

Outside, two cross-country ski trails of three and five kilometres leave from the metro (subway) station and wind through Maisonneuve Park.

Children can toboggan on a specially made hill seven metres high and seventy-five metres long. The park is also an ideal place, almost in the heart of downtown, for snowshoeing.

During the summer of 1977, the Olympic Park was the site of athletic events, jogging, football, basketball, baseball and handball.

Visits are organized for students of metropolitan schools during which they are shown, and invited to participate in, a variety of activities. Thousands of young people of Montréal visit the site each day to take part in sports they enjoy, or would like to learn. Use of the Olympic facilities during 1976-77 totalled 10,000 hours and estimates are that this will rise to 30,000 hours in 1977-78.

Table A
Number of paying spectators

	1976	1977
Montréal Expos (baseball) Regular season	646,704	1,433,757
Montréal Alouettes (football) Regular season	333,000	476,201
Exhibition games, play offs and 1977 Grey Cup final		168,605

There are other figures which equally illustrate the great need within Montréal for such a varied complex of sports facilities.

Since April 1977, the best professional baseball and football teams in North America have played in the Olympic Stadium and local teams have enjoyed a spectacular increase in attendance, since the stadium offers twice the seating capacity previously available in the city.

The stadium was also instrumental in bringing to Montréal the 1977 Canadian Football League championship final for the Grey Cup.

Comparative attendance figures for two of Montréal's major professional sports teams between 1976 (before playing in the Olympic Stadium) and 1977 (playing in the Olympic Stadium) are contained in Table A.

Also during the summer of 1977, live performances by world-renowned rock music stars and major cultural events drew more than 141,200 people, bringing the total paid attendance at the Olympic Stadium for the year to 2,500,000.

During a five-month period between November 1976 and April 1977, the velodrome was the scene of some thirty different events, thanks to the versatility of its central surface. These events ranged from rock concerts to religious revivals and also drew large crowds. Besides these paid admissions, the velodrome attracted thousands of amateur sports participants for cycling, speed skating, figure skating, wrestling and judo.



Olympic Park is the scene of a variety of outdoor activities during the long Canadian winters, and cross-country skiers and skaters often run across athletes in training.



In like manner, the Olympic swimming complex saw continued use by swimmers, divers and water polo players.

On top of all this, 207,000 people paid to visit and admire the Olympic Park between November 1, 1976 and October 31, 1977.

For the year 1977-78, estimates are that 600,000 people will actively use the sports facilities, that events within the Olympic Park will attract 3,200,000 spectators and that a further 600,000 paid admissions will be registered in public and school visits.

Use of Other Olympic Installations

The results of staging the Games in Montréal have been particularly satisfying to those city officials responsible for recreation.

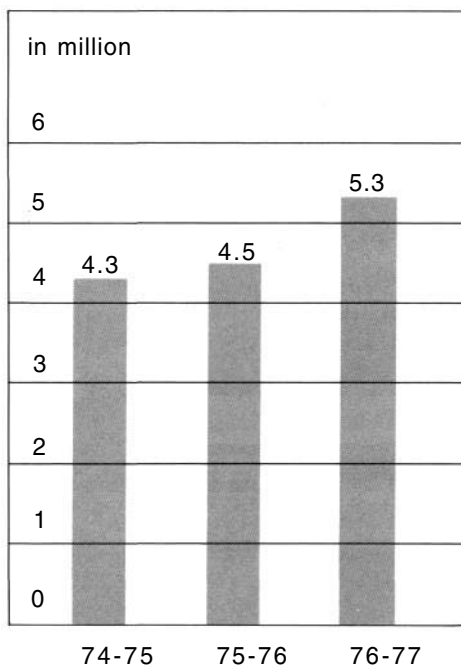
Attendance at the Claude Robillard Centre, for example, which is located in a working class district previously undersupplied with recreational facili-



Home of *Les Alouettes*, Montréal's North American-style football team, the Olympic Stadium was the site, in 1977, of the annual football game, the Grey Cup, emblematic of supremacy in the Canadian Football League.

Baseball has become a prime spectator attraction now that a first-rate facility has been made available.

Table B
Increase in use of sports centres
administered by the City of
Montréal



ties, is now such that a quota system has had to be introduced.

Use of other recreational centres in Montréal is also increasing (see Table B)

City officials attribute the rapid climb in registrations after 1976 to the effect of the Games, citing an improved awareness of sports as resulting in increased interest in practising them. In this regard, a picture may well be worth a thousand words, as the saying goes, and Montrealers who showed so much interest in watching the Olympic competitions, and came to understand new sports, may well have felt the desire to practise some of them.

An analysis of the registrations also indicated to city authorities an increased participation among laborers between the ages of 18 and 25 and among office workers between 25 and 35.

Other sports facilities constructed or improved for the Games and administered by the city are enjoying similar popularity. They include the Étienne Desmarteau Centre and the Olympic Basin, all easily accessible to sectors of the population previously in need of sports and recreation facilities.

Effect of the Games on Tourism

The organization of the Games also had an important effect upon the tourist industry generally throughout Canada and in Québec and Montréal in particu-

lar. The economic activity generated by the spending of tourists visiting the Games belongs on the credit side of the ledger.

The effect of the Games upon tourist spending throughout Canada was the subject of two studies which placed it between a minimum of \$77 million and a maximum of \$ 135 million in 1976 dollars.

Despite unfavorable weather, the bicentennial celebrations in the United States, an airline strike and the uncertainty surrounding the actual staging of the Games, visitors to Québec spent more than \$63 million during the Games. Visitors to Québec from the rest of Canada spent \$9.6 million during this period.

To these figures should be added the publicity and promotional value arising from the projection of Montréal into the international limelight.

Economists assess a multiplication factor of 1.6 on tourist expenditures in order to calculate their impact upon the economy. Total tourist spending of \$ 100 million during the Games would thus result in a gross national product of \$160 million.

The impact of the Games upon tourism in Québec after 1976 is closely related to the utilization of the Olympic facilities, particularly those within the Olympic Park, and will likely be augmented by the decision to complete the stadium mast and roof.

Effect of the Games on Health

The Games have already produced beneficial effects upon the physical, mental and social well-being of the people of Canada, particularly within the region of Montréal, and will continue to do so. They have succeeded in popularizing the principles of sound physical health, the importance of which has not been recognized historically among Canadians in general.

Inferior physical condition has far-reaching consequences, ranging from personal discomfort all the way to lowered productivity and increased costs of medical and hospital care.

Various governments and organizations had initiated incentive programs to encourage participation in sports and physical education, with the object of improving the condition of Canadians. The advent of the Games increased the effectiveness of these programs remarkably by awakening a desire for physical fitness, particularly among the

young, and by increasing the number of recreational facilities in the Montréal area.

In studying any general health program, it is important to assess both the qualitative and quantitative effects upon the work force. The former can be seen in improved efficiency among workers with superior physical conditioning and mental and social outlook. The latter deals with the subsequent reduction in premature deaths and an extension of the period of effective individual productivity.

It is also important, in determining the impact of the Games upon the health of the nation, to recall the accelerated development of amateur sports, due notably to the allocation of profits from the Olympic Lottery and the Olympic coin program.

In conclusion, many of the beneficial effects of the Games upon health are not readily apparent and must be considered long-term. They include:

- a) the long-term improvement of health and the physical condition of all Canadians;
- b) a relative reduction in health costs, at both the government and individual levels; and
- c) a reduction of lost productivity through illness and premature death.

Conclusion

Putting aside the melodramatic overtones, it can be seen that the difficulties of obtaining and organizing the Olympic Games count for little when compared to the immediate and future benefits of holding them. The importance of continuing the work of Baron Pierre de Coubertin can readily be appreciated.

Despite the crippling economic climate in the western world at the time, the Games *did* take place and proved once again that they are capable of transcending critical argument and political and economic crises.

In the case of Montréal, the road was indeed rocky but the Games nonetheless represent an extraordinary phase in the city's history. And even the considerable increase in estimated expenditure failed to dampen the enthusiasm of the people who joined the rest of the world in rendering a verdict of grandeur, of immense success, upon the 1976 Games.

The Games are what they are thanks to all the differences of culture, geography, class and language which exist in our world. They are occasions for brotherhood among all peoples. There can be no higher purpose.

2

The Olympic Games have become one of the biggest happenings in the world today, and the machinery required to get them organized and staged has to operate smoothly and efficiently. The task itself is not confined to the activities of two short weeks of elite athletic competition. On the contrary, the Games climax years of study and preparation, the recruiting and training of staff, and plain, hard work. They entail planning that is both far-reaching and minutely detailed. And, although a general pattern *does* exist, variations inevitably arise from one Olympiad to the next. For, no matter how useful the experience gained from previous Games, adaptations always have to be made to meet particular circumstances; the new ones have to be fitted into their own slot in time and space; and new staff has to be mobilized. The organizing committee finds itself at the head of an immense enterprise made up of many parts. And it has to accept a challenge without equal among large international organizations.

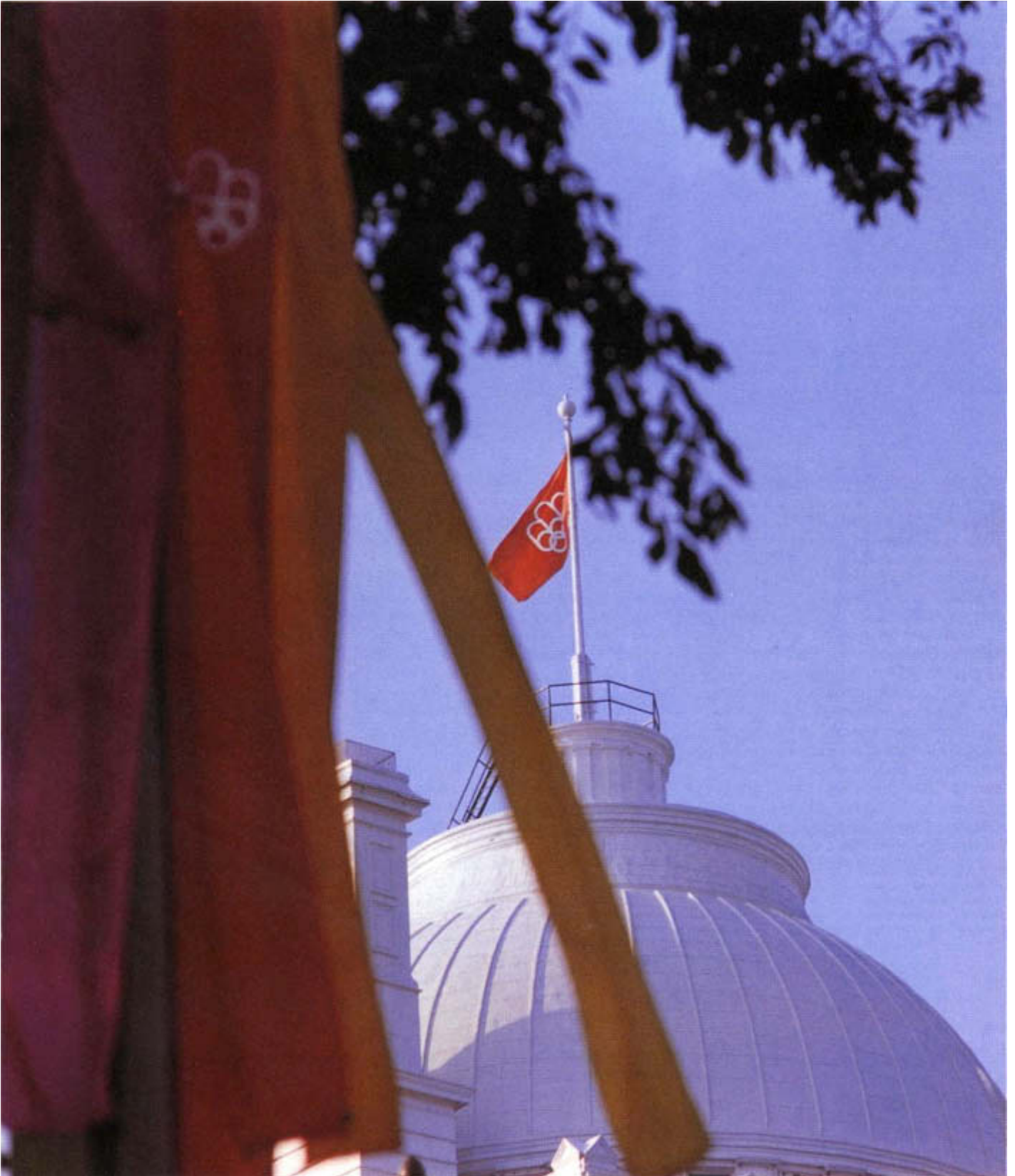
This chapter is, therefore, devoted to unfolding the various stages necessary to the development of the Games from the first halting steps to the celebration of the opening ceremony. The organizing took place in three major phases: planning, coordination, and operations.

The first phase covered the period from 1970 to 1975, when the board of directors, the executive committee, and the management committee came into being. Everything passed through these bodies, from the hiring of employees to the awarding of contracts, from the purchase of equipment to the outlining of assignments.

The coordination stage (1975-76) saw the operations units (UNOPs) established at each competition site and the necessary staff recruited.

The third or operations stage began in May, 1976, with final arrangements at the various sites and last-minute preparations. It embraced program control, final approval of all installations, and strict attention to detail.

Organization								
Coordination								
Installation and operations								
Date	1970	71	72	73	74	75	76 May	76 July



Located on a site formerly occupied by a church built by the Jesuit fathers, the Old Court House, whose dome was a landmark during the Games, was the nerve-centre of COJO operations for the better part of five years.

The Planning Stage

The nucleus of the organizing committee was set up on March 20, 1971, at a press conference, when the Canadian Olympic Association (COA) announced the appointment of three prominent individuals to it: Jean Drapeau, the mayor of Montréal; Harold M. Wright, of Vancouver, COA president and a member of the Canadian Olympic team at the Los Angeles Games in 1932; and James Worrall, of Toronto, Canadian member on the International Olympic Committee (IOC) and *chef de mission* of the Canadian delegation at the 1956, 1960, and 1964 Games.

The following day, the committee held its first official meeting at which six additional members were named: Gerald M. Snyder, Pierre M. Charbonneau, E. Howard Radford, Paul Desrochers, Kenneth P. Farmer, and Jean Dupire. The entire nine, however, all sat on the board of directors, but the committee proper eventually grew to fourteen in the following chronological order: André Saumier (June, 1971), Roger Rousseau (March, 1972), Louis Chantigny and E. Valorie Swain (October, 1972), and Simon St. Pierre (January, 1973).

It should be pointed out, moreover, that Mr. Rousseau was named to a double post in March, 1972. For, at that time, he became not only the president of the organizing committee and the commissioner-general for the Games of the XXI Olympiad but also chairman of the board of directors. A career diplomat, Mr. Rousseau was then Canada's ambassador to Cameroon, but he gladly accepted Mayor Drapeau's offer after consultation with the prime minister and the Ministry of External Affairs.

The Munich 72 Mission

The Munich Olympic Games, which were scheduled to take place during the summer of 1972, assumed considerable importance for the fledgling organizing committee. And, from the aspect of those who would be intimately involved with planning the Montréal Games, the Munich experience was expected to provide much in the way of assistance.

One year before, therefore, a delegate was sent to the Bavarian capital to look into their preparations. One of the first things he noticed was that the Munich organizing committee had a departmental structure somewhat akin to a government body. And, based upon his report to the Montréal committee, the initial estimate was that 210 different undertakings would have to be included in the preliminary plan.

The duration of these projects, however, remained difficult to evaluate, with no points of comparison then available. It was accordingly agreed, in October, 1971, that an observer mission be sent to Munich during the Games to gain a better understanding of the scope of the enterprise.

Remaining in Germany from August 1 to September 30, 1972, the mission was made up of representatives from several different sections: health, sports, technology, press and information, yachting, administration, and services. The members watched everything very closely and took copious notes. And they were everywhere: in the stadium, behind the scenes, in the press centre, the Olympic Village, and even in Kiel where the yachting events were scheduled to take place.

On August 22, 1972, the Montréal organizers presented a report to the IOC assembled for the Munich Games, and Mayor Drapeau underscored the importance of the observer mission for the organizers of the 1976 Games.

For, mission members gained considerable insight into Olympic organization, gathering information and clarifying many essential points, for which they had the benefit of close cooperation with their German counterparts. They were advised, for example, to establish relations as quickly as possible with the international sports federations (ISFs), hopefully in an attempt to avoid tension as well as high set-up costs for the various facilities later. The mission also learned that an undertaking of the magnitude of the Olympics demands

rapid progress in a variety of areas, such as sports, construction, lodging, food, health, technology, accounting, financing, law, management, etc.

COJO Organization

COJO came into existence officially on September 20, 1972, via letters patent issued under section three of the Québec Companies Act (non-profit companies). It reported to the IOC except for the technical aspects of sports which remained under the jurisdiction of the ISFs.

Consultations leading to the definition of the organizing committee's structure began immediately, and, as a result, COJO emerged with a board of directors and an executive committee, the commissioner-general serving as the head of both. The first organization chart was established October 20.

Board of Directors

The board was the ultimate authority within COJO. Its members were important figures in amateur sport in Montréal, Québec, and Canada, and each brought a perspective essential to the success of the Games. It named its own members and elected the senior officers, including the president and the secretary-treasurer.

The board of directors managed all the business of the organizing committee and passed on all contracts within its sphere of authority. It approved budgets, scrutinized expenditures, and examined operating accounts relating both to COJO administration and Olympic construction as stipulated in agreements with the City of Montréal. It also approved every financial commitment in excess of \$25,000. It defined COJO policy, particularly that involving the scope, concept, and staging of the Games, as well as financing, wage scales, payments, fees, fringe benefits, the hiring of staff, and purchasing.

The board met every month and reached its decisions by majority vote. The president of the organizing committee presided at meetings and one of the vice-presidents served as deputy-chairman.



1 On December 14, 1970, the provisional "Olympic committee" held its first meeting at the Queen Elizabeth Hotel. Grouped around the mayor of Montréal, Jean Drapeau (left) are (clockwise from the left): Kenneth P. Farmer, Harold M. Wright, president of the Canadian Olympic

Association, Gerald M. Snyder, Jean Dupire, James Worrall, E. Howard Radford, and Pierre Charbonneau. On Mr. Drapeau's left is Miss Thérèse Giroux, recording secretary.

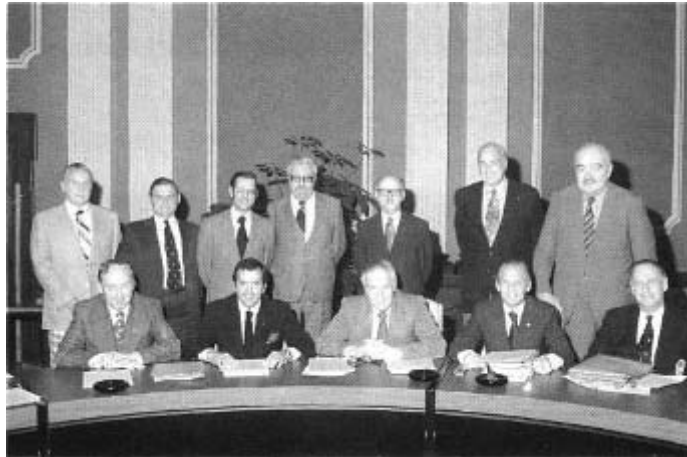


2

2 The executive committee in 1975, standing from left to right: Gerald M. Snyder, Pierre Charbonneau, E. Howard Radford; seated from left to right: Simon St. Pierre, Roger Rousseau, and James Worrall.



3



4

3 The IOC president, Lord Killanin, paid his first visit to Montréal in 1973. Clockwise from the left is the COJO executive committee: Roger Rousseau, president; Pierre Charbonneau, vice-president, Sports; Gerald M. Snyder, vice-president, Revenue; Simon St. Pierre, executive vice-president; E. Howard Radford, secretary-treasurer, and Louis Chantigny, vice-president, Communications.

4 The board of directors in 1975, standing from left to right: Harold M. Wright, Kenneth P. Farmer, Louis Chantigny, Jean Dupire, Mayor Jean Drapeau, James Worrall, the Honorable Victor de B. Oland; seated from left to right: Gerald M. Snyder, Simon St. Pierre, Roger Rousseau, Pierre Charbonneau, and E. Howard Radford. Missing: E. Valorie Swain, and Paul Desrochers.

5 The observer mission to the Munich Games in 1972 gave the fledgling organizing committee a considerable insight into the workings of Olympic Games management.



5

Organizing Committee
of the 1976 Olympic
Games

Operations Stage
June-July, 1976

- Board of Directors**
- His Excellency Roger Rousseau
 - Jean Drapeau Mayor of Montreal
 - The Honorable Victor de B. Oland
 - Michel Guay
 - Harold M. Wright COA president
 - Valérie Swain, Q.C.
 - E. Howard Radford
 - Louis Chantigny
 - Gerald M. Snyder
 - Paul Desrochers
 - Robert Malouin
 - Jean Dupire
 - James Worrall, Q.C. IOC member
 - Kenneth P. Farmer

- Advisers**
- Neil Asselin Television Rights
 - Lt.-Col. John Long Canadian Forces liaison
 - Paul Howell Planning
 - Artur Takac Special technical adviser
 - Guy Toupin Security coordinator

President and commissioner-general
His Excellency Roger Rousseau

Executive assistant
Jean-Pierre Dugas

Secretary-treasurer
E. Howard Radford

Vice-president Operations, Sports
Michel Guay

Special adviser and assistant to the president (Communications)
Jean Loiseleur

Vice-president Revenue
Gerald M. Snyder

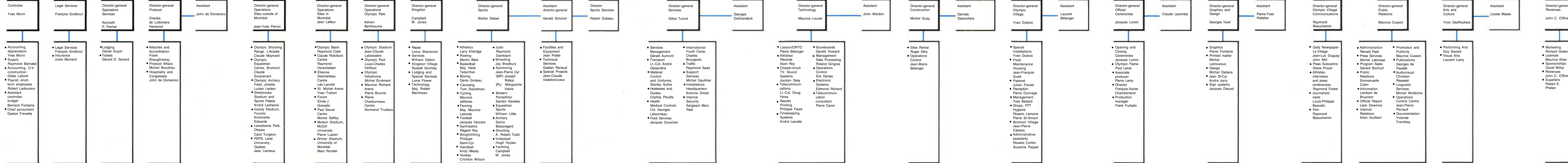
Coordination/Operations Centre
Robert Bérubé

Personnel
Jacques Clairoux

Administrative assistant
François-Xavier Seigneur

Press chief
Louis Chantigny

Artistic adviser
André Morin



Board of Directors



Management Committee



Executive Committee

Five members of the board of directors made up the executive committee: the president, Roger Rousseau; the secretary-treasurer, E. Howard Radford; vice-president of Revenue, Gerald M. Snyder; vice-president of Sports, Pierre Charbonneau; and vice-president of Technology and Services, Simon St. Pierre.

The executive committee directed the organization of the Games, and defined or approved policies as determined by the board of directors, of which it was a part. It met once a week to approve various projects and make decisions, and it supervised the execution of all plans approved by the board. It prepared the budget for submission to the board of directors, managed the organization, kept a watch on current expenditures, and approved the hiring of staff.

The president of COJO was chairman of the executive committee, where decisions were reached by majority vote.

Each member had his own field of activity but shared in the collective responsibility. It was still too early, however, to answer all the questions raised by the public as to tickets, financing, competition sites, etc., because its first priority was to create as soon as possible the organization needed to make the staging of the 1976 Olympic Games a success.

General Organization

There was no unanimity as to general organization; hence the often-asked question: was it better to plan first and organize later or vice versa? Differing views did not impede progress, however, although opinions still differed on various matters: the requirements of a job, the role of communications, the stress to be placed on sport, financing, how to tackle techniques, etc. It was up to the organizing committee to resolve these difficulties.

A major decision was to establish five key posts at the vice-presidential level in these fields: sports (including construction), technology and services, communications, revenue, and the secretary-treasurer. And three departments were set up with expert consultants: planning, legal affairs, and sponsor relations.

The Master Plan

With the basic framework in position, operations commenced as each vice-president outlined the work to be done by his department. The plan developed, growing from 210 to 410 clearly defined undertakings linked to 110 projects involving three important sectors: facilities, major services, and administrative methods.

In November, 1972, after considerable work, the master plan was produced and each assignment described in detail. The following month, a two-day study session was held in Montréal with the participation of senior COJO officials and a number of disinterested third parties who were able to offer expert assistance in certain areas. For it was found that two things had not been given the attention they deserved: the consequences of a poor COJO image, and planned growth. This had to be remedied, and everyone considered it vital to develop administrative policy and methods to be followed to the letter. It was also agreed that priority should be given to the financial side, for it was essential that COJO be well accepted by the business community. Construction problems required special consideration.

At that time, COJO was in a delicate position with as yet no income to speak of: the staff was working without being paid, and the Olympic lottery, coin, and stamp programs were still to come. An operating budget had nevertheless been adopted by the board of directors on November 22, providing \$60 million, with \$ 190 million set aside for construction. The latter posed a problem because it was not COJO but the City of Montréal that had to guarantee that the work would be completed on time.

Site management was also brought up for discussion. Envisioned was a plan to recruit managers from among the sports coordinators, giving them the double role of managing the competition as well as the staff at the site.

COJO subsequently presented its third report to the IOC at Lausanne in February, 1973. It dealt principally with financing, but also announced the creation of an Olympic lottery, and the sale of Olympic coins and stamps to generate revenue. Confidence was also expressed in negotiations for the sale of television rights. The report, however, also covered progress in respect of medical services, transportation, security, technical equipment, and communications. It was received with satisfaction.

At that time, early in 1973, the executive committee was faced with many problems: it had opened negotiations leading to the sale of television rights, and it was pressing for Bill C-196 to authorize the lottery, coin, and stamp programs. At the same time, the local, national, and world press were becoming more and more demanding.

Executive Vice-president and Management Committee

The president decided to confide the internal management of COJO to a deputy, one of the vice-presidents. In February, the board of directors ratified this decision and the vice-president of Technology and Services, Simon St. Pierre, was so named. He was required to submit to the executive committee the plans and budgets of the departments reporting to him; and he was also to see that deadlines and budget credits were respected. But the accounting structure had not yet been adopted, and there was, as yet, no mechanism for approving budgets or plans!

The president's special adviser on Olympic matters soon proposed that those mainly responsible for the success of the Games pool their efforts in a management committee. There was some fear of duplication of authority, but, as recommended, the proposed body would prepare a plan for submission to the executive committee, which would always retain the power to approve or reject it. It was to consist principally of the directors-general.

But could COJO achieve its objectives? The entire organization was not yet ready: decision-making procedures had not yet been created, and methods of recruiting and purchasing remained to be established. Moreover, it was still necessary to define and set up the directorates, generate additional sources of revenue, and set up accounting procedures.

In the summer of 1973, the prime minister of Québec, Robert Bourassa, announced the appointment of three government representatives to the Olympic Games Control Committee (*Comité de contrôle des Jeux olympiques* — CCJO). This committee was to review the modalities of the budget for the Games and have a hand in the control of income, spending, and charges of COJO and the City of Montréal, which itself would name two other members to the committee.

Meanwhile, the chairman of the Canadian Treasury Board, Charles Drury, tabled the legislation on Olympic financing which was passed July 28 and became law the following month.

The most important obstacle was now removed: COJO could begin its growth, and construction could commence. For the representatives of a dozen international sports federations had already visited Montréal and returned to their countries satisfied with COJO's proposed competition sites and sports facilities.

Earlier in July, the executive committee had adopted a method of project approval. Project managers, engaged after the first planning phase in November, 1972, were to prepare documents that would enable the executive committee to evaluate the objectives, the critical path, and the job descriptions relating to each project.

The implementation of this procedure took several months, and it was not to become effective until after the management committee was set up early in 1974. During the interval, however, the Communications Division was placed under the management of the executive vice-president to deal with queries from the press.

COJO's participation at the opening of the 1973 Canada Games brought encouragement to the organizers and stimulated the country's sports federations while increasing interest among all Canadians in amateur sport.

The COJO-City of Montréal Agreement

At the suggestion of the federal liaison committee which prepared the Olympic legislation, COJO and the City of Montréal signed an agreement on August 31, 1973, known as the *COJO-City of Montréal Protocol of Agreement*. It clearly defined the responsibility of each as regards construction: facilities needed for the staging of the Games, including the Olympic Village, would be placed at COJO's disposal by the city; COJO would make its needs known to the city and transfer to it funds received from the federal coin and stamp programs as a contribution toward the cost of said construction.

The Directorates

As its financial horizon seemed to brighten, COJO set about establishing an efficient organization to stage the Games. It consisted of a board of directors with fourteen members, six of whom formed the executive committee. Once the projects included in the master plan had been divided among the vice-presidents, they were regrouped according to their interrelationship. This is how the directorates came into being. The vice-presidents recruited directors-general for each of these fields of activity: Administration, Arts and Culture, Official Ceremonies, Construction and Technology, Graphics and Design, Protocol, Services, Spectators Services, the Olympic Village, and Financial Control. But Communications, Revenue, and Sports remained operating divisions for the time being.

The resulting structure was not considered definitive, but it appeared at the time to be the best to deal with the activities to come. Since the plan was modular, the elements would not be disturbed by changes in the organization, but there would be revisions before the Games would take place two years hence.

COJO's president presented the organizing committee's fourth report to the IOC at Varna, on October 15, 1973. It dealt with the proposed facilities and outlined the program for the Games.

In November and December that year, the launching of the lottery and coins programs was well received, while a proposal for a temporary Olympic Village was made but later discarded. Another forward step was taken, however, with the establishment of the management committee, defined in

these terms: "The management committee enables the directors-general and some senior officers to meet once a week to discuss problems raised by those in charge of the directorates assigned to them. The committee consists of members with the right to vote and regular guests." Its first meeting was held on December 18, 1973.

The framework had been approved by the board of directors on November 10. Appearing on the organization chart were the vice-presidents, including the executive vice-president, together with eleven directors-general overseeing thirteen distinct sectors. The main outside agencies with which COJO maintained close contacts were also indicated.

The project approval procedure proposed in July was not yet in use, but planning continued. Between November, 1972 and the establishment of the management committee, the master plan continued to be refined. Numerous working sessions prompted the heads of departments to examine their various assignments, while the duration of each operation was evaluated and the scope of each job analyzed through the use of a computer system provided by IBM. In this way, inconsistencies were detected and the critical path could be precisely established. On October 6, 1973, everything was brought together into a single listing of 4,000 related operations. The computer then gave its final verdict: at the rate set forth in the plan, COJO would be ready for the Games *24 weeks after the official opening!* The department heads obviously had to revise the whole operating plan since everything was interrelated.

This discovery precipitated the formation of the management committee and the adoption of the project approval procedure.

The committee's first months were devoted to project examination, and, from December, 1973 to April, 1974, this represented 1,020 man-days. The project approval procedure (known under the acronym PAP) became an important element in the success of the Games and deserves special mention.



Submitting the organizing committee's third report to the IOC in Lausanne in February, 1973, are, from left to right: Mr. Harold M. Wright, Mayor Jean Drapeau, Mr. Roger Rousseau, Mr. Pierre Charbonneau and Mr. Artur Takac.

Mr. Roger Rousseau, president of COJO, points out a feature of Olympic Park to Lord Killanin during the unveiling of the scale model in Vienna in October, 1974. Another COJO director, Mr. James Worrall, stands at Mr. Rousseau's right.



Project Approval Procedure (PAP)

Upon being engaged by his director-general, and, after receiving his job description as well as a general work schedule, each department head (project leader) had to submit a document for approval containing the following:

- a) definition of objectives, problems to be solved, and assignments to be completed;
- b) the purpose of the assignment and its place within the organization;
- c) method of operation and project controls;
- d) organization chart showing the department head at the apex of the pyramid;
- e) personnel details showing the hiring and leaving dates, as well as titles and salaries;
- f) a detailed work schedule;
- g) matériel and equipment needs, with estimated costs; and
- h) a budget.

The department head was assisted by the controller in preparing a detailed budget, which enabled COJO to coordinate planned expenditures monthly according to their nature. The whole document was rarely longer than twenty pages, and showed briefly and simply how each job would be done. It also motivated the department head by arousing his interest in the overall plan and budget, and was sort of a contract between him and COJO. The Personnel and Supply Departments, and the control and planning offices used PAPs to provide an overview of staff and ma-

tériel requirements, as well as to centralize and monitor accounts and deadlines. COJO's top management was also provided with a quick rundown of the main problems which required attention.

When the document was finished, the department head brought it to his director-general who in turn presented it to the management committee. The other directors-general then had an opportunity to question any aspect of it. Once passed by the committee, the document could be integrated into the overall plan and budget for approval by the executive committee. This approval took several days in April, 1974. Later, the plans and budgets for the various projects were revised and changes approved twice a year.

Updating the Master Plan

Starting in April, 1974, the master plan was updated from day to day as work progressed and became more precise. It now became possible to measure progress against the plan, a monthly edition of which enabled COJO to note delays and changes. This altered towards the end of 1975 when there was a general acceleration in the pace of operations. Updating was relatively simple: at the end of each month, the latest version was submitted to the

COJO high command and directors-general; during the first three weeks of the month, department heads were asked to give an account of each operation under way, with any changes in its description, duration, and sequence; delayed activities had to be covered in a special report to members of the executive committee; and the effects of changes to the whole plan were measured by computer, and, at the end of the month, a new version of the plan was produced.

In mid-year 1974, COJO got into its stride, and the systems, facilities, and methods provided under PAP developed in an orderly fashion.

In October, 1974, PAP revisions fully occupied the management committee. The dates when the competition sites would be turned over to COJO were then known, as well as when the competition areas would be ready for use, and work on the Olympic Village had begun. The Vienna report to the IOC was dated October 22, and it contained a host of organizational details requested by the international press.

The energies of the COJO staff then began to be mobilized in preparation for the International Competitions Montréal 1975 (CIM 75): the organization grew, the employees became more and more numerous, and it was now necessary to delegate more and more authority to decision-making levels that were closer to actual operations. This went along with new developments within the organization.

The Coordination Stage

In June, 1975, close liaison was required between COJO department heads and the organizing committees for CIM 75.

To that end, the executive vice-president decided to establish a coordinating body to be called "operations centre." This mechanism for dealing with unexpected difficulties had long been a part of the master plan, and indeed, the need for an operations centre had been apparent to members of the observer mission to Munich in 1972, a fact of which the executive committee had been made aware. In November, 1975, an operations centre was considered essential, and it was to become one of the key instruments of COJO's top management.

CIM 75 offered an opportunity to get into action: it would be the first time that most of the department heads would work together on actual problems requiring quick solutions.

Before each competition, the CIM 75 operations centre organized a series of meetings between COJO and the organizing committees, each having been formed of volunteers with sports experience. Things were clarified as each department learned what it had to give and what it should receive from others.

During the period of the competitions, many misimpressions were corrected, especially concerning competition and training site management as the following detail will demonstrate.

Site Management

A proposal concerning the supervision of competition and training sites was submitted to the management committee on March 19, 1974. According to this proposal, the coordination of services supplied by COJO directorates inside a site was to be undertaken by a manager designated by the Site Management Department.

From the beginning of CIM 75, it became evident that a site manager, with his own responsibilities, could not also lead a team comprising more than twenty-five different departments. A few weeks after competition began,

therefore, the executive vice-president ordered the formation of operations units (UNOPs) for the remaining events. While indispensable, this left something to be desired; indeed, when the directive was issued, there was only a short time for the new idea to be assimilated. And it was also necessary to take into account the number of organizing committees outside COJO, the varying influence COJO could exert on them, and the autonomy of some.

Nevertheless, the UNOP idea made headway. The reports of the operations centre pointed up the more evident weaknesses: accreditation, reception, the hiring of staff, and the master plans of various departments, but, when the CIM 75 operations centre closed its doors, COJO was convinced something similar was needed for 1976.

The directors-general were accordingly informed, on September 3, 1975, of a proposed coordination centre that was to become the major operations centre for the Olympic Games.

The information was passed on to the department heads in the days that followed, and particular importance was attached to the assembling of operations units to prepare for the final phase.

The Operations Unit (UNOP)

A directive from the executive vice-president was issued on October 17, explaining the operations units:

"The function of the operations unit, which is placed under the authority of a director, is to assure the accomplishment and coordination of the activities of all COJO directorates on the same site. To this end, the operations unit is composed of representatives of the directorates whose combined task is to plan, schedule and eventually supervise the delivery, installation, quality control, testing, operation and removal of the elements, systems or services which were designed and provided for the site in different COJO projects. Activities affecting the actual realization of projects as well as the coordination, planning and scheduling, must be undertaken now and everything must be done with the complete cooperation of the coordination centre."

At this point in COJO's growth, highlighted by the creation of the operations units (UNOPs), it might be advantageous to cast a backward glance for an overview of progress to date. In 1972, therefore, the year COJO came into being, organization was limited to a board of directors, an executive com-

mittee, and a number of vice-presidents. Based on experience, the following year witnessed an enlargement in staff, typified by the hiring of directors-general and the establishment of the management committee. The executive committee began to be more concerned with internal matters, and the directors concentrated on the external, all the while, however, retaining full authority over internal developments.

It soon became evident, therefore, that this first stage required a mechanism to enable the executive committee to control the plan through PAPs.

Consequently, in November, 1975, the second stage began with the coordination centre. During the Games this would be called the operations centre.

The Coordination Centre

In an October 17, 1975, directive, the coordination centre mandate was detailed as follows:

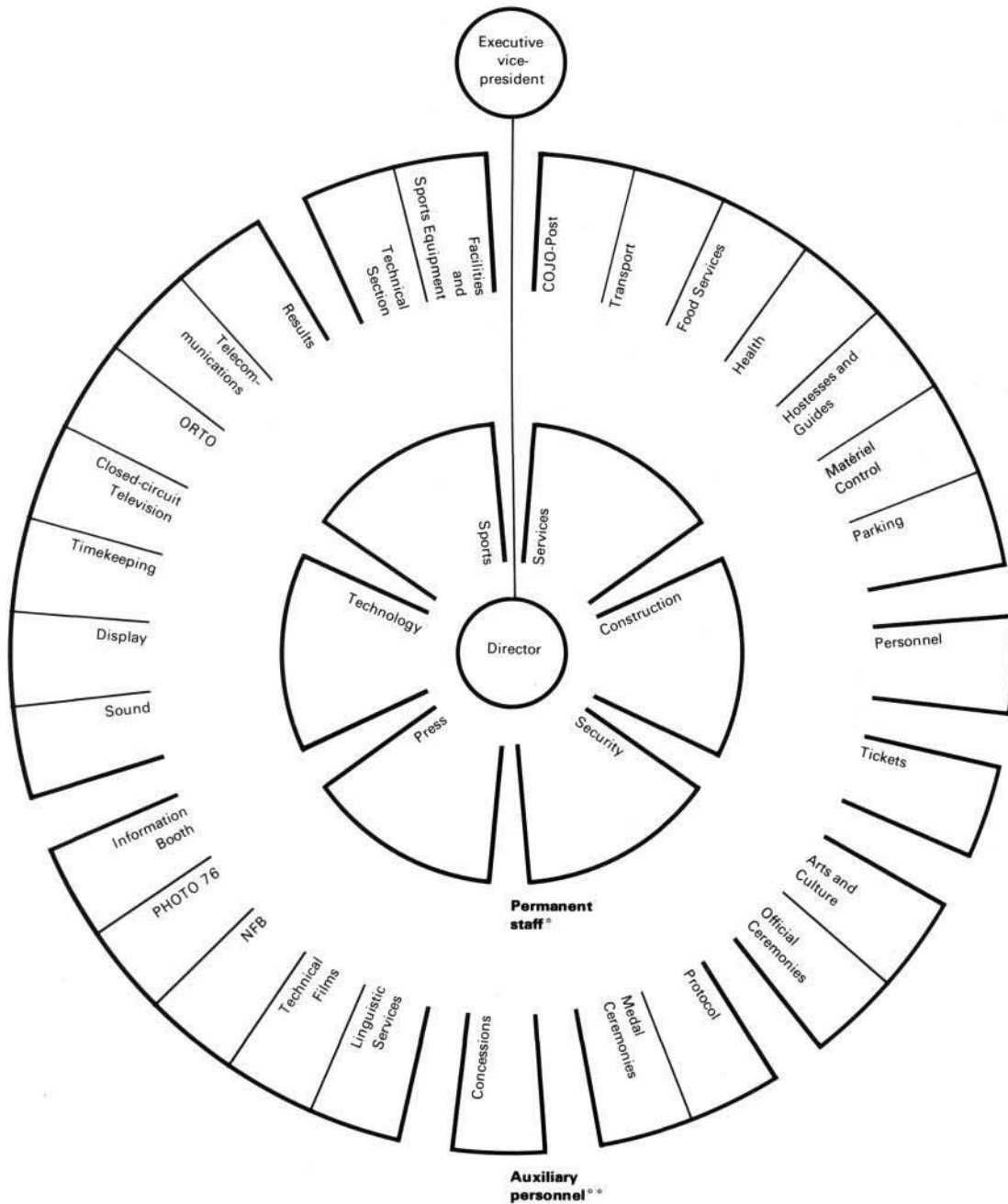
- to establish the general outline within which the master plan for each UNOP would be developed and presented;
- to harmonize the plans of the various UNOPs so that the resources for each task would be used to the best advantage and that each site would have a functional master plan for the best results; and
- to develop a central file of all activities provided on the schedule for each site and keep it up to date.

But the centre's mission was much greater as shown in its subsequent development; its primary concept, however, was based on three designated functions:

- to combine services offered by different directorates but which took part, one way or another, in the same major activity;
- to develop clear policies and instructions, and communicate them to those involved to give department heads a viable working perspective; and
- to centralize information so that management could control the implementation of the master plan.

After some weeks' work, a directive was issued concerning the makeup of the operations unit, the decision-making process, and its mandate. Among the many questions studied, some merit closer attention because they are bound to occur in the organization of future Olympic Games.

Table D
UNOP distribution of responsibilities



*Personnel on the job since the creation of the operations units (UNOPs) in January, 1976.

** Employees who joined the UNOP staff in time for the setting-up phase, from May to July.

UNOP members worked very closely with UNOP directors who were more or less operations coordinators on each competition site. Each member, however, had to answer to his own directorate on administrative matters.

Makeup of the Operations Unit

The operations unit was made up of full-time and auxiliary members. There were seven in the first category: the UNOP director, the competition director, the construction coordinator, the technology manager, the services manager, the press officer, and the security officer. Auxiliary staff represented all the other sectors that would be active on the competition site during the operations stage.

There were many such sectors including sports facilities and equipment, the technical section of the Sports Directorate, the results system, results printing, timekeeping, scoreboards, closed-circuit television and sound, telecommunications, health, food, warehousing and matériel control, hostesses and guides, transportation, parking, lounges and boxes, medal ceremonies, concessions, ticket sales, the Olympics Radio and Television Organization (ORTO), the National Film Board (NFB), technical films, PHOTO 76, linguistic services, and arts and culture.

Decision-making

UNOP directors had no immediate authority over officials of the specialized sections belonging to the unit; such individuals reported to their own directorates. The director, on the contrary, had a coordinating role.

The assignment of each UNOP member was specified, as well as the decision-making procedures, the functions and role of the ISFs during the Olympic Games, and the plan of operations.

Preparation

Before a UNOP moved into a site, its needs were determined, deadlines established, and daily work schedules developed.

The directive detailing the above was signed December 4, 1975, and distributed to management. The selection of UNOP directors took place after consultation and included candidates from outside COJO. The latter had no special knowledge of Olympic organization, but were chosen because of their leadership and/or administrative skills.

The coordination centre produced several information bulletins to help UNOPs become operational. In particu-

lar, directors were supplied with a model of a master schedule, programming and priorities for the coming months, priorities by site, an extract of the master plan adopted for each site, a design of the operating plans, and a sample daily work schedule. UNOP directors had also undergone an intensive training program from December 8 to 12, 1975.

The process that began with the opening of the coordination centre was stepped up from January 5 to 12, 1976. Great vigilance was required after the UNOPs became operational, since some directors had not yet acquired the confidence that normally accompanies knowledge of an assignment. COJO was also running short of office space and the UNOPs had to vie for what was available.

The arrival of thirty-four officers from the Canadian Forces required a period of integration. Then the coordination centre had to establish working relationships with the executive vice-president and the directors-general. And a computerized central activities file was set up and staffed by a well organized team, to monitor UNOP operations.

While the planning office's work schedule was useful during the planning stage, it became impracticable when activity began to proliferate. The coordination centre team, therefore, studied the matter and applied a data processing solution. Computer programming was quickly tested, and, in March, 1976, the system commenced operations.

The six coordinator-analysts in the centre were assigned to the development of the UNOPs, and their presence proved necessary from the outset. Well versed in the characteristics of the three or four sites assigned to each of them, they attended UNOP meetings, made regular visits to assist the team, and a large part of their work was devoted to the preparation of schedules. At first

they required that a master schedule be adopted and proposed a model to be followed. Then they became involved with developing more and more detailed schedules, finally ending up with daily work schedules for the entire operating phase.

The Canadian Forces officers, who had arrived at the beginning of January, received two weeks' training at COJO, after which they were assigned to jobs based on their abilities and with sports in which they were interested. Thus each UNOP received an officer as assistant-director, who, while becoming the UNOP director's right arm, remained in constant touch with the operations centre (successor of the coordination centre). All were quickly integrated into the teams and became UNOP coordinators' spokesmen with the operations centre. Exchanges of information concerning schedules passed through them. As a general rule, the UNOP assistant-director had in his possession the printed reports from the scheduling system, which he obtained once or several times a week.

On January 27, 1976, the president of COJO assigned the preparation of the synthesis report to the coordination centre. In a memo, entitled "Planning and Supervising Schedules During the Operations Phase," he announced that projects were being reclassified and each assigned to a supervisor who would be required to present periodical reports in the following areas: logistics, the Olympic Village, communications, administration, technology, construction, services management, official ceremonies, and the Olympic Flame. The coordination centre also kept close watch on accreditation, reception, and the general rehearsal.

As COJO embarked on the closing phases of its operations, a sad note was injected into an otherwise increasingly joyful situation when an unfortunate accident claimed the life of the executive vice-president, Simon St. Pierre, on January 19. Named to succeed him was the vice-president, Operations, Sports, Michel Guay, who assumed the responsibility for those two sectors. He had been director-general of Technology and Construction, and continued to give them his close attention.

COJO submitted its last report before the Games to the IOC in Innsbruck on January 31, 1976. It revealed recent organizational changes, as well

as the fact that the Olympic Village was well on the way to completion with plans to open offices there in March.

The challenge of welcoming the Olympic family required the setting up in February of a new coordination unit under the aegis of the centre. The centre was to assume, thereafter, on behalf of the president's office, the coordination of all services relating to the welcoming and escorting of dignitaries, athletes, officials, members of the Youth Camp, the press, and other COJO guests.

During this time the coordination centre was about to evolve into the operations centre. In the main hall, which had been arranged as an amphitheatre, was installed a network of power and telephone lines, while audio-visual and electronic equipment was tested. All the directorates and some of the large departments, such as Services Management and Transport, were urged to establish control centres and supervisory levels where decisions and problems could be respectively made and handled, thereby reducing the burden on the vice-president, Operations, Sports.

The directorates and UNOPs had to establish their schedule of operations jointly. By obliging everyone to list each day's assignments in advance, including mention of the necessary resources during the preparatory and operational stages, any gaps in the organization could be discovered. This stage was very important.

At the same time, the coordination centre drew up a working plan defining control elements, levels of authority, and the operating methods for each department during the Games. The centre's data bank also kept pace with overall development: a team was assigned to study COJO's computer system in order to become completely familiar with their input and methods of access.

On March 15, 1976, at a meeting of the management committee, the vice-president, Operations, Sports, announced a regrouping of UNOPs under three directors-general: those in the Olympic Park, the other competition sites in Montréal, and the competition sites outside Montréal. These directors-general represented the vice-president, Operations, Sports, at the competition sites, and, as such, supervised the UNOP director. They also had authority over budgets.

Development

After a site was taken over, the furniture, systems, sports, and electronic equipment were delivered and installed; then came quality control procedures, material testing, staff training, and rehearsals.

The final stage involving the formal establishment of the sites began May 15, 1976. This was a long-awaited step and had only been achieved by years of work on the part of hundreds of individuals. This was the time when the directorates would have their own control centres and appoint those who would represent them in the operations centre.

The large forty-desk amphitheatre was the main coordination centre. Amid the ringing of telephones, the clatter of printers, the going and coming of messengers, a twenty-four-hour-a-day, forty-man staff maintained close liaison with all sectors of activity. Everyone made his own essential contribution to the success of the Games, and filled a liaison role between the control centre of one section and the operations centre. The latter was the nucleus of a vast communication infrastructure with each team, whether it operated a site, completed one assignment or a group of assignments, as well as with the main Olympic authorities.

One Control Centre

The Services Management centre had been in operation from May 3, 1976. Starting June 21, it was open full-time, checking everything on the competition and training sites which depended on Services Management.

As the competitions progressed, the control centre was informed of the times the sites opened, the number of

competitors in training, the number of spectators per competition, and any incidents that may have occurred. Unusual situations which could not be dealt with by the UNOP were referred at once to the control centre. When the problem involved other departments, or was beyond the authority of the control centre, the operations centre was advised immediately.

This control centre was also in contact with the central control and command post of the Montréal Urban Community Transit Commission (MUCTC) and forwarded various information concerning the events: times of opening to the public, start of the competition, expected time the competition would end and the public leave, number of spectators for each session, etc.

These reports were also sent to security control, the security stations in the Olympic Park, and to food service concessionaires.

The Services Management director attended a meeting that took place at 07:00 each day in the operations centre, which was also attended by representatives of the main department heads. At the end of the day he saw the different reports compiled by his control centre.

The operations centre had increased its staff to nearly 250 persons, and, on June 1, the heads of the key departments or their representatives were brought together. Up until the general rehearsal, they had followed a series of information sessions at which each would give an outline of his job so that all would be well informed on the

Operations centre staff pay close attention to a formal briefing being presented on a giant television screen just off the left of the photograph. ►





working of the organizing committee. These sessions were generally illustrated by films or color transparencies.

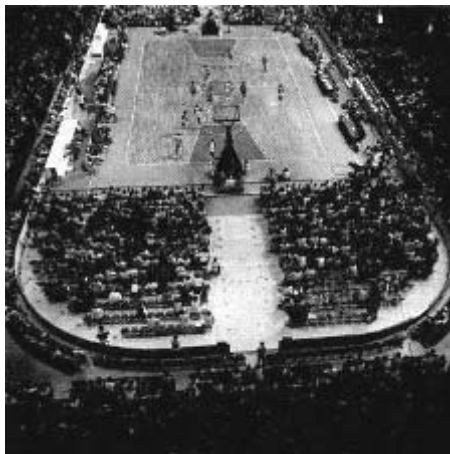
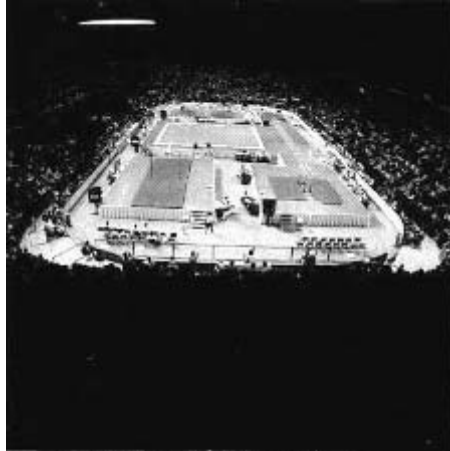
One group at the centre performed a special function: to screen information and trace the development of solutions to problems raised by the supervisors in forms sent to directorate representatives.

Starting June 25, 1976 and thereafter, hundreds of calls were dealt with.

Information about ongoing activities came essentially from five sources so arranged to give the best possible view of the daily progress of the Games: daily UNOP reports covering the competitions, outstanding data, and problems; control-centre summaries sent to representatives of the various departments containing the same facts as the UNOP reports which they confirmed; telephone communications between the representatives and their control centres on the one hand and those in charge of projects or UNOPs on the other; telephone communications from the directors, especially the assistant managers of the UNOPs to the coordinators; and members of the centre visiting the competition and training sites.

These sources were developed gradually during the coordination stage and had a profound effect on the capacity to record or predict difficult situations. This information was completed by the operations centre data bank, and, in three sections — documentation, audiovisual, and computerized systems — it offered a mass of ready reference material. Operational plans could be consulted at the documentation centre at any time; color transparencies, shown on request, were catalogued; and the computer centre had seven terminals that gave access to nine data systems.

The centre also had a team of special messengers. Provided with passes and mounted on motorcycles, they could be seen on the streets of Montréal at all hours of the day and night. Starting at 06:00, they brought weather bulletins to the Montréal competition sites. A team of micrometeorologists assigned to the data bank of Environment Canada supplied the bulletins.



An example of dismantling operations, in this case in the Forum, where the changeover from one sport to another had to be completed within a 16-hour period. Shown here is the men's gymnastics competition still in progress...

... while this photograph reflects the height of the dismantling process at 2 o'clock in the morning...

... and here is pictured the results just a few hours later — a thrilling basketball match.

The Operations Stage

The training and competition period began with the arrival of the competitors. The operations centre was right at the focal point of the network described above, and possessed resources which enabled each participant to be in contact with the rest of the organization. It was not a decision-making body, however, on the contrary, its position in relation to COJO management and senior staff (directors-general, department heads, operations units, etc.) was that of a switching body, a centre for the orientation and preparation of information for the appropriate official in the light of a specific problem.

Each morning starting June 20, department heads arrived at the operations centre at 06:00 to write the report they would present to the centre director at 07:00; he could thus prepare a situational report for submission to the management committee at 07:30. Important decisions were made by that committee, which included the three UNOP directors-general, the directors-general of Technology, Sports, Services, Communications, the Olympic Village, the planning consultant, and the operations centre director. They all took part under the authority of the vice-president, Operations, Sports. Guests and members of the board of directors attended regularly.

The operations centre could contact the president and commissioner-general, as well as the vice-president, Operations, Sports, at any time. Their assistants informed the centre of their whereabouts, after which contact was made by car radio or paging device.

As it happened, the operations centre was not faced with any critical situations. Although problems did arise, the lives of many people involved with the Games were made easier by the fact that the centre was on the alert 24 hours a day.

After four years of preparation and development, of efforts to pinpoint the plans and assignments of everyone involved, the moment arrived when more than 23,000 persons put the gigantic operation in motion, starting with the arrival of the first competitors on July 1, 1976. Every part of the organization was geared towards achieving its objectives. The board of directors, the executive committee, the manage-

merit committee, the departmental control centres, and the operations centre were literally ready for anything.

Information moved from one stage to another according to the importance of the problem and the level of authority involved. Immediate decisions by those responsible were accordingly greatly facilitated by the speed at which the communications network circulated the solutions to be implemented.

Conclusion

In retrospect, the mission was accomplished without major difficulty. In addition, it was evident that the organizational momentum and the quality of the coordination were important factors both as regards operating costs as well as overall efficiency.

The launching of the UNOPs in December, 1975 occurred at the right time. If the unit directors had been engaged some months sooner, however, they could have shared in the development of the operating plans with the competition directors, with the result that the entire integration process would have been much smoother.

And as regards the general coordination of the Games, it would have been preferable to have a centre linked to the executive from the beginning. The staff of such a centre would, therefore, have always been kept up-to-date with the projects and sites, and would have had a hand in developing policies. Thus, being involved every step of the way, it would have been able at all times to orient more quickly the ever increasing number of newcomers into an ever more complex organization.

Considering the unforeseen difficulties with which the organizing committee had to cope, it may be safely concluded that the Montréal Olympic Games owe a large part of their success to carefully conceived planning and to a high degree of coordination between all levels of activity.



Overall planning had to make considerable provision for an extraordinarily complex system of communications.

The COJO operations centre at the height of its activity during the Games. In the foreground is the director of the centre.



An operations unit in session. In the left background can be seen the master activity program.

The Olympics From Day to Day

3

September 7, 1968

The COA approves an application planned by the City of Montréal to stage the Games of the XXI Olympiad in 1976.

May 21, 1969

The government of Canada supports Montréal's bid to host the Games of the XXI Olympiad but insists that it will make no direct financial contribution toward their presentation.

December 4, 1969

The mayor of Montréal officially submits the city's offer to stand as a candidate for the privilege of hosting the 1976 Olympic Games.

May 1, 1970

Through its newly-elected prime minister, Mr. Robert Bourassa, the government of Québec sends a letter to Mr. Avery Brundage, president of the International Olympic Committee (IOC), committing the province to cooperate fully in the organization of the Games.

May 12, 1970

To the IOC meeting in Amsterdam, three cities submit themselves as candidates to host the 1976 Olympics: Los Angeles, Montréal, and Moscow. First-round balloting results were Moscow 28, Montréal 25, Los Angeles 17. With the third place finisher eliminated, Montréal was awarded the Games after the second round of voting produced a 41-28 win over the Soviet Union by Canada's metropolis.

March 20, 1971

The COA creates the nucleus of the organizing committee by designating Jean Drapeau, Harold Wright, and James Worrall to begin initial preparations for the Games.

March 21, 1971

Six new members join the nucleus of the organizing committee: Gerald M. Snyder, Pierre M. Charbonneau, E. Howard Radford, Paul Desrochers, Kenneth P. Farmer, and Jean Dupire.

August 18, 1971

First "master plan" approved by board of directors to involve 210 undertakings grouped under 19 general headings such as sports, protocol, communications, construction, finance, etc.

September 15, 1971

The Organizing Committee for the Games of the XXI Olympiad reports to the IOC meeting in Luxembourg, describing initial procedures and measures intended to establish organizational framework for the Games.

January 17, 1972

The government of Québec announces a series of Olympic contests for elementary, secondary, and college students to stimulate interest in the Games. These were to involve such fields as drawing, prose, sculpture, poetry, and photography.

March 7, 1972

His Excellency, Roger Rousseau, Canadian ambassador to Cameroon, is named president of the organizing committee and commissioner-general for the Games of the XXI Olympiad.

April 4, 1972

The City of Montréal provides the organizing committee with funds to finance current operations as well as the cost of sending an observer mission to the Munich Games.

April 6, 1972

Massive audiovisual presentation at Pierre Charbonneau Centre to reveal plans for Olympic Stadium; over 2,500 in attendance, including 200 foreign journalists as well as members of the Canadian diplomatic corps. The architect, Roger Taillibert, of Paris, is present.

July 3, 1972

Delegate leaves for Munich to look into preparations for the 1972 Games.

July 24, 1972

Mr. Rousseau assumes his duties as president of the organizing committee and commissioner-general for the Games of the XXI Olympiad.

July 30, 1972

The observer mission leaves for Munich with specialists in such areas as health, sports, technology, press and information, yachting, administration, and services.

August 9, 1972

Kingston selected as site for yachting competitions.

August 22, 1972

Montréal unveils the official emblem of the 1976 Games designed by the *Québécois* graphic artist, Georges Huel. Incorporated into the logo are stylized representations of the Olympic rings and the letter "M" for Montréal.

Second report of the organizing committee is submitted to the IOC meeting in Munich.

September 20, 1972

The Montréal organizing committee comes into official existence as a non-profit organization in virtue of letters patent issued under Part 3 of the Québec Companies Act, and becomes known as COJO, French acronym for *Comité organisateur des Jeux olympiques*.

October 2, 1972
Sponsored by the Bank of Montréal, a team of McGill University researchers publishes the first of four-volume evaluation of the economic impact of the 1976 Games on Montréal, the Province of Québec, and Canada.

October 18, 1972
Mr. Louis Chantigny, director of Research and Information, and Valorie Swain, mayor of Kingston, Ontario, are elected members of the organizing committee.

October 20, 1972
Board of directors of organizing committee adopts first organization chart.

November 5, 1972
Montréal leases the city's Old Court House to COJO to serve as Games headquarters. Erected in 1858, the building stands on a site formerly occupied by a church constructed by the Jesuit fathers in 1692.

November 12, 1972
Avery Brundage, president of the IOC, arrives for a three-day visit to Montréal.

November 22, 1972
First COJO budget approved.

December 10, 1972
Second "master plan" approved by executive committee; undertakings increase from 210 to 410, with 110 general headings, up from 19. Period of pure planning ends.

January 3, 1973
COJO awards exclusive United States television rights to American Broadcasting Companies Inc. (ABC).

January 28, 1973
Cost estimates set at \$310 million: \$250 million for construction of new facilities and \$60 million for organization and presentation of the Games.

February 3, 1973
COJO presents progress report to the IOC executive board meeting in Lausanne.

March 21, 1973
The government of Québec and the City of Montréal form a joint committee to review and control revenues and expenditures in connection with the Games.

April 26, 1973
Lord Killanin, president of the IOC, announces in Lausanne that all twenty-one official sports will be on the Montréal Games program.

April 28, 1973
Provincial and city officials turn the first sod on the Olympic Stadium construction site.

May 5, 1973
Henry Banks, technical director of the IOC, arrives in Montréal to establish contact with COJO Sports Division.

May 9, 1973
Chief Committee on Public Safety for the Olympic Games (CPSPJO) formed; under the leadership of a member of the Montréal Urban Community Police Department (MUCPD) it was to serve as the principal coordinating body for Olympic Games security.

June 23, 1973
COJO submits further progress report to the IOC executive board in Lausanne.

Changes in sports events proposed on February 3 are approved by executive board.

July 27, 1973
Olympic stamp, coin, and lottery programs are approved by the government of Canada under provisions of Bill C-196.

August 4, 1973
The COJO board of directors meets in Vancouver, British Columbia, on the occasion of the Canada Games.

August 15, 1973
The federal Ministry of Manpower and Immigration opens employment centre jointly with COJO to serve as recruiting headquarters for COJO personnel requirements.

August 20, 1973
Women's basketball becomes an official Olympic sport.

August 31, 1973
COJO and the City of Montréal sign an agreement regarding their respective responsibilities for Olympic construction and facilities.

September 14, 1973
The Canadian Broadcasting Corporation (CBC) announces the formation of the Olympics Radio and Television Organization (ORTO), through whose efforts 1.5 billion people around the world were expected to follow the Games.

September 20, 1973
Canada Post issues the first of a series of Olympic stamps.

October 1, 1973
COJO publishes first edition of *Olympress*, a monthly, general information publication designed for international readership.

October 5, 1973
COJO submits progress report to the IOC meeting in Varna.

The meeting ratifies changes in a number of sports events as suggested by the program commission and approved by the executive board.

November 5, 1973
The sale of Olympic lottery tickets begins. Available to the general public at \$10 each, the first prize will be \$1 million tax-free. Six drawings are planned during the interval until the end of the Games, and it is estimated that some 25,000 people will share in excess of \$8 million on each occasion.

November 10, 1973
Reorganization of COJO by creation of directorates for Administration, Arts and Culture Program, Official Ceremonies, Communications, Construction, Graphics and Design, Protocol, Revenue, Services (Health, Transport, Hostesses and Guides, etc), Spectators Services, Sports, Technology, Olympic Village, and Yachting (at Kingston).

November 14, 1973
Swiss Timing becomes official timekeeper for the Games.

The IOC medical commission arrives in Montréal to discuss doping control program with COJO representatives.

Official committee established for the International Youth Camp; included are representatives of the COA, the cities of Montréal and Kingston, and various government and recreational bodies.

November 18, 1973
Board of directors ratifies contract with International Business Machines (IBM) to fill computer requirements for the Games.

November 30, 1973
National Olympic committees (NOCs) begin appointment of attachés to establish liaison with COJO, in conformity with Olympic Rule 46.

December 3, 1973
After three days of consultations with the international sports federations (ISFs) meeting in Lausanne, the IOC technical director provides COJO with final changes in certain sports events.

December 5, 1973
Project approval procedures and computerized budgeting system are put into operation.



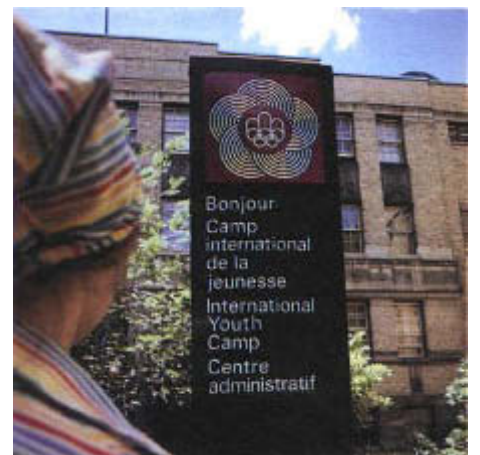
Women's Olympic basketball competition appeared for the first time at Montréal.

Joliette, a small industrial city north of Montréal, was chosen as the site of the archery competition.

All of the national Olympic committees were invited to send delegates to the International Youth Camp.

The Arts and Culture Program covered a complete cross-section of Canadian creativity.

The official film was one of the principal responsibilities of the organizing committee.



December 12, 1973
 Newly-formed management committee holds first regular meeting.
 The first of seven series of Olympic coins goes on sale.

January 10, 1974
 COJO announces preliminary plans for a wide-ranging Arts and Culture Program in conjunction with the Games.

January 20, 1974
 COJO submits a detailed program and schedule of events for the 1976 Games to the ISFs for approval.

February 25, 1974
 The organizing committee opens a public information office to answer questions about the Games.

April 17, 1974
 Canada Post begins sale of special Olympic stamps with a surcharge.

May 1, 1974
 The board of directors adopts \$12.1 million budget for the coming year.

May 8, 1974
 The General Assembly of International Federations (GAIF) meets in Lucerne.
 The COJO Sports Division and eighteen ISFs reach agreement on competition and training site locations and facilities.

June 17, 1974
 COJO appoints an independent committee of businessmen to act as advisers in matters relating to the issue of licences to suppliers.

June 28, 1974
 The City of Montréal announces approval of a pyramid-shaped design for the Olympic Village.

July 5, 1974
 The Québec National Assembly adopts Bill 28 creating the Québec Lodging Bureau (HÉQUO 76), a government-controlled housing agency for the 1976 Games.

July 8, 1974
 Joliette is chosen as the archery site for the Games.

July 9, 1974
 A COJO observer mission is delegated to attend the VII Asiatic Games in Teheran and the XI European Athletic Championships in Rome.

July 17, 1974
 The City of Montréal unveils a scale model of the proposed Olympic Park at Man and His World.

July 19, 1974
 The Montréal Hunters and Anglers Club at L'Acadie is chosen as the site for Olympic shooting competition.

August 1, 1974
 HÉQUO 76 begins operations; total staff of 240 anticipated.

August 2, 1974
 A COJO-City of Montréal agreement redefines areas of responsibility regarding the construction and/or refurbishing of competition sites.

August 14, 1974
 World cycling championships open in Montréal.

August 20, 1974
 ISFs announce approval of competition schedule for 1976 Olympics.

August 24, 1974
 COJO opens offices for 1976 sailing competition in Kingston.

September 3, 1974
 Detailed program of events for the 1976 Olympic Games is announced; 196 separate events are scheduled.

September 10, 1974
 The IOC, ISFs, and NOCs ratify COJO's events program in Vienna. The program lists 196 events and 198 medal ceremonies, the latter including two extra to cover equestrian sports and modern pentathlon team winners.
 COJO assigns production of the official film of the 1976 Games to the National Film Board of Canada (NFB), known throughout the world for its documentary work.

September 25, 1974
 Canada's national emblem, the beaver, becomes the mascot of the 1976 Games. His name *Amik* chosen by public contest, means beaver in Algonquian, the basic language spoken by the tribes who greeted the first settlers in the country.

October 8, 1974
 COJO selects Bromont as the site of Olympic equestrian sports competition.

October 22, 1974
 COJO submits a progress report to the IOC meeting in Vienna, and outlines plans to transmit the Olympic Flame from Greece to Canada electronically.

October 23, 1974
 A brochure, sent to 30,000 companies around the world, outlines COJO's marketing plans for the Games.

November 13, 1974
 COJO forms coordination committee to support the staging of the International Competitions Montréal 1975 (CIM 75), a pre-Olympic series of events that will serve as a kind of general rehearsal for the main event in 1976.

November 29, 1974
 Olympic Village construction begins.

December 1, 1974
 NOCs are invited to commence the selection of young people between the ages of 17 and 20 to represent their countries at the International Youth Camp.

December 16, 1974
 Manufacturers and distributors holding licensing rights from COJO announce plans for the sale of more than 300 articles bearing the Olympic symbol in 44 countries.

December 17, 1974
 Sherbrooke becomes an Olympic City for preliminary matches in handball and football.

December 20, 1974
 Estimate of construction costs rises to \$580 million; in view of responsibility regarding Olympic Village construction, COJO's operating costs escalate from \$60 to \$73 million.

January 23, 1975
 Soviet observer mission visits COJO headquarters.

January 24, 1975
 Ministry of National Defence places large Montréal area military warehouse at COJO's disposal until December, 1976.

February 11, 1975
 COJO appoints a national sales agency to handle admission tickets for the Games, expected to total some 4.5 million, of which 65 percent are to be earmarked for Canada.

March 26, 1975
 COJO awards \$2.4 million contract for five scoreboards. Two, for the Olympic Stadium, are unique in the world.
 Committee of management consultants formed to oversee Olympic Village construction.

April 15, 1975
 Advance sale of ticket vouchers begins.

April 18, 1975
Formal contract executed between COJO and the NFB to produce the official film of the 1976 Games; production costs estimated at \$ 1,200,000.

April 28, 1975
Lord Killanin, president of the IOC, visits competition sites and declares himself satisfied.

May 11, 1975
Senior members of the Olympic Village Directorate meet NOCs in Rome to describe facilities available for athletes during the 1976 Games.

May 13, 1975
COJO submits progress report to the IOC in Rome.

June 6, 1975
General Motors of Canada and COJO sign agreement exchanging use of the Olympic emblem for loan of 1,131 vehicles.

June 11, 1975
COJO's organization budget for 1975-76 climbs to \$34 million. Total budgetary provisions until the end of the Games estimated at \$85,288,600.

June 24, 1975
CIM 75 begins, with more than 2,500 athletes and team members from 60 countries registered in nineteen sports, excluding basketball and cycling from the usual twenty-one allowed in the Olympics.

July 10, 1975
Twenty-one technical brochures, covering all sports on the 1976 Games program, go to press with a run of 5,000 copies each.

July 28, 1975
The government of Québec announces a \$3.5 million contribution to the Arts and Culture Program, which will present a cross-section of Canadian creativity.

August 6, 1975
World junior rowing championships begin at Olympic Basin, Notre Dame Island.

August 24, 1975
World junior modern pentathlon championships begin at Bromont, Québec.

September 9, 1975
COJO reaches agreement with broadcasters on the sale of television rights in Europe, Asia, and Africa.

September 29, 1975
Pierre Charbonneau, vice-president, Sports, and COJO director, dies at age 57 after a long illness.

October 1, 1975
A group of four Montréal fashion designers creates Olympic uniforms in various styles and colors for easy identification; to be worn based upon the position occupied by the personnel required in 1976 for the Montréal Games.

October 6, 1975
The IOC executive board meets in Montréal and receives a progress report from COJO.

October 17, 1975
Coordination centre begins paving way for smooth transition to operations phase.

Operations unit (UNOP) system for each competition site accepted.

November 20, 1975
The Québec National Assembly adopts Bill 81 creating the Olympic Installations Board (OIB), an organization set up to take over and supervise completion of installations in Olympic Park.

December 4, 1975
Directorates receive explicit instructions regarding their duties and responsibilities during the operations phase of the Games.

December 7, 1975
CIM 75 ends with last weightlifting event.

December 8, 1975
Personnel hired to head the various UNOPs begin intensive training course.

December 11, 1975
COJO and Québec Student Placement Service conclude agreement for latter to assume recruiting of students directly; COJO to receive from government a grant of \$ 1 per hour of work for each student employed.

December 15, 1975
Sports Directorate completes all operational plans and detailed work schedules for Olympic competitions.

January 1, 1976
COJO reports 857 permanent employees on staff.

January 15, 1976
New coordination-reception unit prepares plans for the welcoming and escorting of dignitaries, athletes, officials, members of the International Youth Camp, the press, and COJO guests.

January 16, 1976
First of twenty-eight news bulletins describing developments in the Olympic Village sent to all NOCs and *chefs de mission*.

January 26, 1976
Simon St. Pierre, executive vice-president and COJO director, succumbs from injuries sustained as the result of a fall from a horse.

January 29, 1976
COJO submits a report to the IOC press commission in Innsbruck.

January 31, 1976
COJO submits final pre-Games report to the IOC meeting in Innsbruck.

COJO recalls all Games admission tickets remaining unsold on foreign markets for redistribution.

February 4, 1976
A special coordinating committee begins planning and monitoring accreditation procedure.

February 26, 1976
COJO-Canada Post drawing begins to select names from applications mailed in to determine holders of rights to buy tickets to the opening and closing ceremonies.

March 1, 1976
Entry-by-number forms for all twenty-one sports go out to the various NOCs, with a May 17 deadline for their return.

March 8, 1976
COJO opens its own ticket sales outlet.

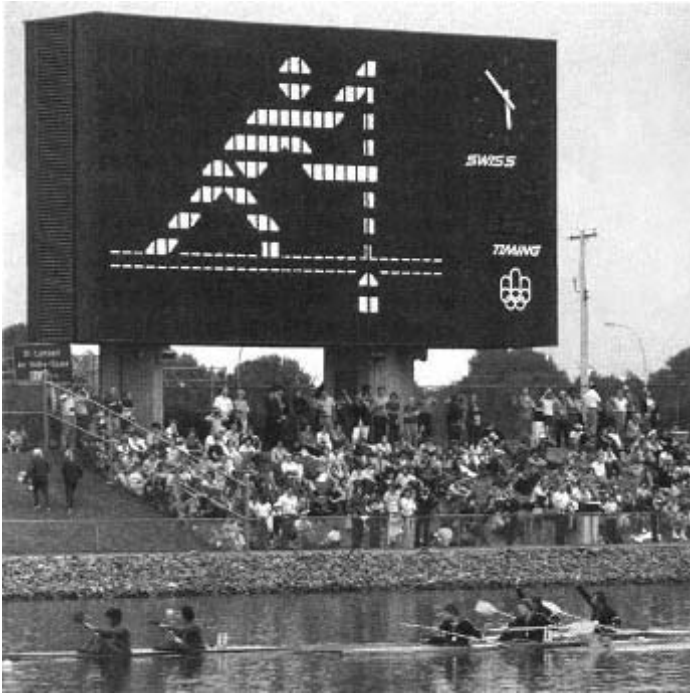
March 12, 1976
Sports Directorate sends entry-by-name forms for all twenty-one sports to each of the 134 NOCs affiliated with the IOC. Forms to be returned 10 days before start of competition.

March 15, 1976
UNOPs reorganized under three directors-general.

National contest begins for a Games song.

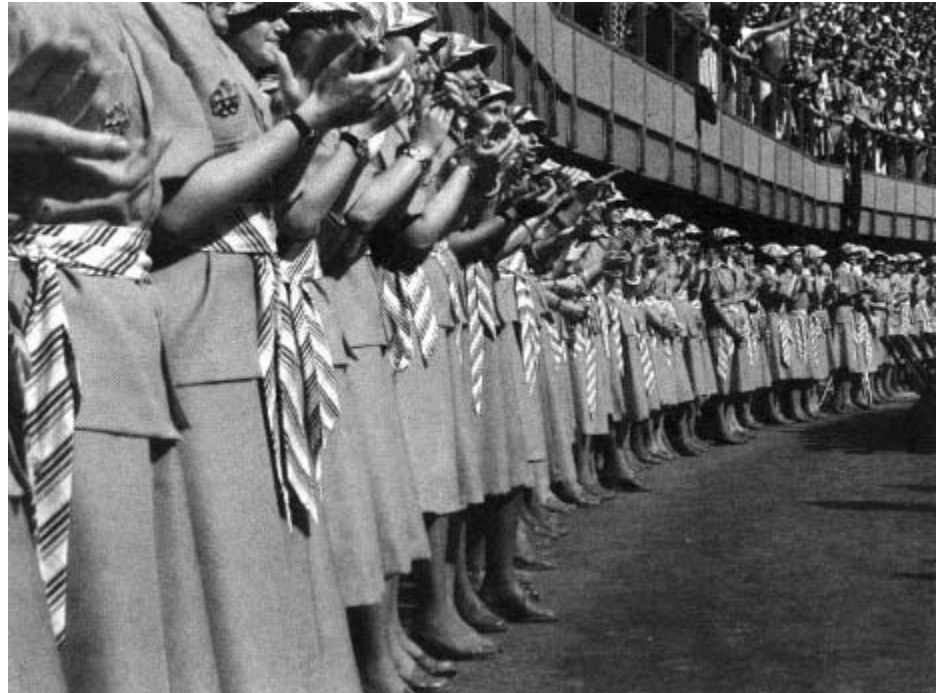
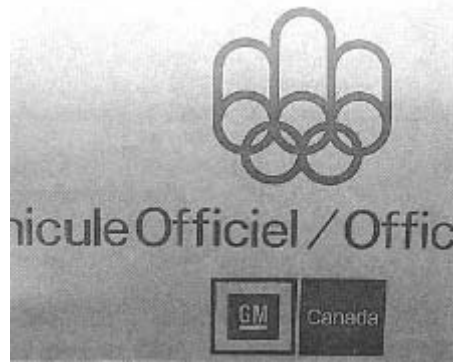
March 25, 1976
Director of Accreditation delivers accreditation cards to members of the IOC in Lausanne.

March 29, 1976
Olympic Village staff moves into new complex.



Typical of the electronic scoreboards positioned to keep both the public and competitors well-informed on the progress of the various events. Shown here is the board at the Olympic Basin.

In return for the loan of some 1,000 various types of vehicles, COJO permitted General Motors to use the Montréal Olympic Games emblem.



A four-member consortium of Montréal fashion designers created the uniforms for the personnel required for the 1976 Games.



The International Competitions Montréal 1975, in effect a full-fledged dress rehearsal for the Olympics, ended with the weightlifting competition in December.

Kingston was a natural location for the yachting events.

Mr. Roger Rousseau, president of COJO, and Dr. Victor Goldbloom, of the OIB, during the official opening ceremony of the Olympic Village.

Mosaicart, in *Place Bonaventure*, was a synthesis of contemporary art throughout Canada.



Mobile postal stations were positioned throughout the Olympic city. This one was right in the centre of the Games activity, at the Olympic Stadium.

April 10, 1976
COJO agrees to final scenario submitted by the NFB for official film.

May 11, 1976
Distribution of 250,000 copies of the complete Arts and Culture Program for the Games period begins.

May 14, 1976
Press chief begins liaison duties between COJO and the international press.

May 15, 1976
The furnishing and equipping stage begins at the various competition and training sites.

May 17, 1976
COJO delivers accreditation cards to the various NOCs and ISFs using government of Canada diplomatic courier services.

Accreditation system for COJO employees, concessionaires, and suppliers approved.

Deadline for receipt of entry-by-number forms.

May 18, 1976
The City of Montréal turns over the new Claude Robillard Centre to COJO for the duration of the Games. The centre was named for the city's first director of parks and playgrounds.

May 19, 1976
Dates for dress rehearsals at nine principal Olympic sites set from June 26 to 29. COJO invites public to attend.

May 27, 1976
Various Canadian youth movements, including the Boy Scouts and Girl Guides, announce the availability of 350 young people to assist at medal ceremonies and the operation of the results system.

June 1, 1976
Tickets go on sale in Canada and the United States for the various Arts and Culture Program presentations planned as an adjunct to the 1976 Games.

Deployment of Canadian Forces begins at border crossing points.

The coordination centre becomes the operations centre with a staff of close to 250 people.

June 7, 1976
Final ticket sales period begins with exchange of provisional vouchers for admission tickets.

June 9, 1976
The City of Montréal officially turns over to COJO the Étienne Desmarteau Centre. Scheduled to be the site of basketball competition, the centre was named after the Canadian gold-medal winner in the 56-pound weight throw event in the St. Louis Olympics of 1904.

June 13, 1976
COJO moves Communications nerve centre to *Complexe Desjardins* in midtown Montréal.

June 17, 1976
Accreditation cards become compulsory for personnel working on Olympic sites.

Twenty-two brochures published, one listing all athletes and team members, and the remaining twenty-one listing the same people by individual sport.

June 19, 1976
Start of security corridor protection for athletes, team members, and VIPs; to last until August 7, 1976.

June 21, 1976
COJO sets up an employment committee in cooperation with the federal Ministry of Manpower and Immigration to assist permanent employees in finding jobs after the Games.

June 23, 1976
The OIB turns over Olympic Village to COJO during an impressive ceremony organized by the Village Directorate at which 2,500 people assist. The Village mayor, Yvan Dubois, accepts the complex on behalf of all the athletes, and the president of COJO, Roger Rousseau, announces its official opening.

July 1, 1976
Le Village, a daily newspaper about life in the Olympic Village, begins publication.

Mosaicart, with 600 exhibits of the work of Canadian artists and craftsmen, opens in *Place Bonaventure*.

July 6, 1976
Sixty-nine amateur radio operators offer their services to relay messages in 13 different languages from athletes to their home countries. A service was established whereby athletes, team members, etc., could pre-record messages for delayed transmission in the event facilities were busy.

July 8, 1976
Various IOC commissions and the Council of the Olympic Order begin meetings in Montréal.

July 9, 1976
ISFs start pre-Games meetings in city.

July 10, 1976
Recordings of the music for the opening and closing ceremonies go on sale; it consists principally of adaptations of the work of the late *Québécois* composer, André Mathieu.

July 11, 1976
The International Congress of Physical Activity Sciences (ICPAS) begins six-day meeting in Québec City.

July 13, 1976
The 78th session of the IOC opens in *Place des Arts*.

First International Youth Camp guests arrive.

Olympic Flame ignited in Greece.

July 15, 1976
Official opening ceremony of the International Youth Camp takes place.

First relay of runners leaves Ottawa carrying the Olympic Flame to Montréal.

July 16, 1976
Last Canadian Forces detachments reach Montréal as part of Olympic security personnel.

Queen Elizabeth and Prince Philip arrive in Montréal.

Olympic Flame reaches Mount Royal to burn overnight before transfer by runner to Olympic Stadium for opening ceremony.

July 17, 1976
Olympic Flame reaches Kingston, Ontario, after relay by cyclists, canoeists, rowers, riders, and runners.

The Games opening ceremony takes place in Olympic Stadium.

July 18, 1976
The Olympic sports competitions begin in Montréal.

The opening ceremony for yachting competition takes place in Kingston.

August 1, 1976
The closing ceremony takes place in Olympic Stadium.

The twenty-one final results brochures are delivered.

August 2, 1976
The International Youth Camp closes.

August 6, 1976
Dismantling operations begin.

September 30, 1976
Final reorganization of COJO begins for post-Games phase and appointment of editorial board for the Official Report.

4

In recent decades, the Olympic Games have assumed such vast proportions that their very existence is in jeopardy. They are potentially so costly and complicated a venture that most cities now shy away from them.

But in 1970, Montréal, with a budget no larger than that of any similar-sized municipality, won the honor of hosting the 1976 Olympic Games. And it had added more challenge to the endeavor in its submission to the International Olympic Committee (IOC), by pledging to stage modest games that would pay for themselves with a bold, innovative formula for self-financing.

The concept met with considerable scepticism at the time and doubts remained throughout preparation for the Games. But no principle was more rigorously applied day by day and, in spite of record-breaking inflation, a revision of responsibilities, and many other local, national, and international complications, the Montréal organizing committee brought new hope to the Olympic world. The self-financing formula is indeed feasible and, in the case of Montréal, the manner in which it was applied is as important as the results.

The Montréal Concept

The City of Montréal had earlier requested permission to stage the 1972 Games. At the time of its submission, in 1965, both the Québec and the federal governments hesitated to endorse unconditionally a project that threatened to burden public coffers. They requested clarification of the overall financing approach and made it clear that the trend of the Canadian economy at the time precluded any possibility of special government grants.

In April 1966, Montréal's application was passed over in favor of Munich. Yet the refusal only spurred Mayor Jean Drapeau to renew his request, this time for the staging of the 1976 Games, and to embark upon a long, painstaking program of persuasion.

As part of these efforts to convince the world of the soundness of granting Montréal the Games, the mayor made the following public commitment:

"Every possible and necessary measure will be taken to ensure that the Olympic Games do not become a financial burden, either for the City or for the country, but solely an exalting challenge of Olympism.

"The experience gained from one Olympiad to another, must serve the great universal family and add to the fund of knowledge in order to ward off the menace that weighs on the Olympic Games, namely, the burden of money."

This statement by the mayor was echoed in May, 1970 by the minister of Culture of the Netherlands, addressing the IOC annual meeting in Amsterdam. The minister made a moving appeal to the Olympic world to forsake excessiveness and return to more realistic proportions in the preparation of the Games, lest this international event become a luxury available only to the rich powers.

The Fundamentals of Self-financing

To achieve the dream of a publicly-subscribed, self-financing Games, the mayor of Montréal set forth the fundamentals for building a model organization, one that would offer a basic formula for success that could be improved as time passed:

1. The organizing committee for the Olympic Games should not build; it should only make sure that all the necessary facilities exist, or that they will be ready on time, and in accordance with Olympic requirements.
2. The organizing committee should only take responsibility for expenses associated with the preparation and staging of the Games. Ordinary income provided by the staging of the Games is generally sufficient to cover the cost of organizing them.
3. The organizing committee should first make full use of the numerous sports facilities already existing in Montréal and vicinity for training and competition. Those that do not already exist should be built for permanent use afterwards.

Money to pay for the new facilities should come from:

- a) extraordinary income generated through special fund-raising programs which would cover overall expenditures without entailing new taxation or an increase in taxation by any government;
- b) funds provided by long-term public investment, as in the case of some public-service programs; or
- c) programs carried out jointly by various government departments. Such programs could require new legislation by the Canadian Parliament or the Québec National Assembly.

Initial Development

In September 1972, the Organizing Committee for the 1976 Olympic Games (COJO) presented the federal government with its financing scheme and its first operating budget.

In a letter to the prime minister of Canada, COJO disclosed specific fund-raising programs to finance the Games. These programs were based upon the aforementioned principles and required federal legislation.

Estimated expenditures amounted to \$310 million, comprising \$250 million for the principal facilities and \$60 million for the organizing and staging of the Games. The matching income was to come from a national lottery, television rights, the sale of special stamps and coins, commercial endorsement programs, and traditional sources such as tickets, lodging, and brochures.

Organization, planning and construction costs were carefully calculated from a study of previous Olympic Games. Likewise, the proposed fund-raising programs had also been tested and had shown excellent returns.

In this first budget, expenditures equalled income. The proposed financing scheme gave hope to all those who feared that financial problems would gradually cripple the Olympic movement.

However, before introducing to parliament the request from the City of Montréal and COJO for legislation authorizing the new fund-raising programs, the prime minister of Canada referred the matter to a specially appointed task force for further study. The committee's findings soon cast doubt on the reality of the city's projected figures: it was the opinion of the committee that forecast revenues were optimistic while estimated expenditures were reasonably accurate.

The prime minister, Pierre Elliott Trudeau, had to warn Montréal that, given these conditions, the government could not introduce the new legislation unless it received from the prime minister of the province of Québec, the mayor of Montréal, and the president of the organizing committee, a written guarantee that the federal government would not be called upon to absorb the deficit nor to assume interim financing for organization.

Unfortunately, it took close to a year for the enactment of the Olympic (1976) Act, and resulted in a great loss of opportunity for the organizing committee. There were several reasons for the delay: the minority federal government was, at the time, in a precarious political situation, and City of Montréal officials were slow to provide the government with information it had requested in order to finalize the legislation.

It was only on February 2, 1973, therefore, that the assurances requested by Prime Minister Trudeau as to the sharing of financial responsibility for any deficit were finally presented to the Canadian parliament.

The Olympic (1976) Act — Bill C-196

On June 28, 1973, the Honorable C. M. Drury, then chairman of the federal Treasury Board, introduced Bill C-196. He asked the House of Commons to approve the issuing of commemorative coins and stamps and the legalizing of a lottery to help finance the 1976 Olympic Games.

While these fund-raising programs were directed at the public in Canada and abroad, rather than at Canadian taxpayers specifically, government approval was nevertheless a prerequisite.

Bill C-196 called for the issue of commemorative silver coins bearing the dates 1973, 1974, 1975 and 1976, in denominations of \$5 and \$10, for circulation in Canada and the rest of the world.

The bill also proposed the creation and distribution of special postage stamps and postage-related products for sale from 1973 to 1976. Olympic stamps were to be sold at a price equal to the amount of the postal rate indicated thereon or at "...such additional amount as may be fixed by regulation of the postmaster-general..."

The law made the minister of Finance administrator of the Olympic Coin Program and of an Olympic Account from which payments would be made to COJO. The postmaster-general was to supervise the promotion, distribution, and merchandising of all Olympic coins within and outside Canada as well as the design, manufacture, and sale of Olympic stamps and postage-related products.

Production, distribution, merchandising, and all other costs were to be deducted from the proceeds of sale. Net benefits would then be paid to COJO subject to a provision that total payments not exceed \$260 million.

The law also authorized a lottery to be initiated and managed by COJO or by its agent in any province, as long as that province gave its official approval and defined the period during which the lottery was to be conducted.

Bill C-196 also deemed COJO to be a registered Canadian amateur athletic association, thus allowing benefactors to claim income tax deductions for their donations.

Bill C-196 was passed by the Canadian House of Commons on July 27, 1973.

Bill C-63, or an Act to Amend the Olympic (1976) Act

On June 20, 1975, the Olympic (1976) Act was amended to authorize the issue of \$100 gold coins commemorating the Olympic Games and bearing the date 1976. This law also protected COJO's trademarks and copyrights.

This bill was passed in July, 1975.

Financing and Sharing of Responsibilities

The fund-raising programs devised by COJO and the City of Montréal were essentially designed to permit Canadian citizens, as well as the rest of the world, to make voluntary contributions toward the cost of organizing the Games. But the most important of these programs could not be launched without government approval which was late in being granted. The delay meant a great loss of potential revenue and prevented COJO from undertaking any major work.

Meanwhile, the City of Montréal had to finance the day-to-day operations of COJO until higher levels of government passed the necessary legislation.

It was not until the last day of August, 1973 that, following the passage of the required legislation, an agreement was reached between all parties enabling COJO to undertake its major obligations.



Canada's Political System

Almost a continent in itself, Canada stretches from the Atlantic to the Pacific oceans and is a confederation of ten provinces, plus the Northwest and Yukon Territories.

Each of the ten provinces has its own government but holds only the powers granted it by the Canadian constitution. Some constitutional areas come under provincial jurisdiction, whereas others are strictly of federal concern, notably when they involve the people of Canada as a whole. The national Olympic committee, for instance, is under federal jurisdiction, but the organization of amateur sport is a matter for each province.

Municipal administrations are controlled by provincial regulations.

To summarize, the events leading up to the signing of this agreement were as follows:

- a) in May, 1970, the Canadian Olympic Association (COA) and the City of Montréal agreed to hold the Games in accordance with IOC and international sports federation regulations, and assigned the organization and management of the Games to COJO;
- b) in September, 1972, the City of Montréal and COJO asked the government of Canada to issue commemorative Olympic coins and stamps and to authorize a national lottery as a means of financing the Games; the prime minister of Canada demanded assurances from the City of Montréal, the Québec government, and COJO that the government of Canada would not be called upon to provide provisional financing or take over any future deficit or be asked to grant special contributions towards any Games-related expenses, if it acceded to requests by the City of Montréal and COJO for special legislation;
- c) the Canadian House of Commons passed the Olympic (1976) Act on July 27, 1973, thereby agreeing to the requests made to the government of Canada; and
- d) on August 31, 1973, forty months after Montréal had obtained the Games,

all parties involved finally signed an agreement defining the scope and extent of their responsibilities. COJO became the main beneficiary of the proceeds of the fund-raising campaigns, which it used in carrying out its responsibilities. Part of the proceeds was given to participating provinces or countries to help the development of amateur sport.

Responsibilities of the city and of COJO were drawn up as follows:

1. Responsibilities of the City of Montréal:

- a) to provide all necessary installations to stage the Games, as pledged in its submission to the IOC;
- b) to rent, or have rented, to COJO all the administration offices available to it, as needed by COJO;
- c) to rent, or have rented to COJO all necessary sports facilities and press installations, with the exception of the yachting facilities;
- d) to build, or have built, all the required facilities that did not already exist;

- e) to rent, or have rented to COJO the Olympic Village, which the city was responsible for building; and
- f) to renovate and equip, or have renovated and equipped, the administration offices, sports facilities, and the Olympic Village, and provide them with all the necessary equipment and services.

2. Responsibilities of COJO

Olympic regulations stipulate that an organizing committee must:

- a) make all necessary arrangements for the organization and staging of the Games subject to IOC approval and conforming to the Olympic Rules;
- b) renovate and equip all sports facilities required by the international sports federations (ISFs);
- c) make available a suitable Olympic Village for competitors and team officials;
- d) provide the required press services; and
- e) satisfy technical, medical, financial, administrative, and cultural requirements so as to ensure the success of the Games and fulfill the host city's commitments to the IOC.

Under the principles formulated by the city to keep the organization and staging of the 1976 Games within reasonable proportions, the mandate of the organizing committee was confined to the abovementioned first point a). The city committed itself for all other articles.

COJO added its own set of rules to this designated responsibility of preparing and staging the Games. These rules were:

- a) to make maximum use of existing sports facilities and service installations;
- b) to call upon government aid programs to improve or install sporting equipment or service facilities not included in programs for the Games; and
- c) to try to finance, through its own revenues and with the cooperation of the IOC and similar organizations, the installation and operation of other facilities, equipment, or services generally needed to stage the Games, but not provided for by such laws or government programs.

COJO was to finance its own day-to-day operations from proceeds of the fund-raising programs. All remaining revenue was to be remitted to the city, upon presentation of appropriate supporting documents, to reimburse it for:

- a) Games-related expenditures incurred by the city before COJO was incorporated;
- b) construction expenses incurred by the city;
- c) city expenses for related services (parking, access roads, sanitation, etc.);
- d) rents due to the city for offices, facilities and the Olympic Village; and
- e) costs of post-Games transformation of offices, installations, and the Olympic Village for subsequent use.

COJO was to do its utmost to generate as much revenue as possible to assist the city in fulfilling its obligations. COJO agreed not to terminate any of its fund-raising programs unless forced to by law, without the consent of the city and the Québec government.

Role of the Québec Government

In March, 1973, the Québec government and the City of Montréal agreed to form a committee to examine and supervise the collection and spending of money in relation to the 1976 Games. The committee, known as the Control Committee of the Olympic Games (CCJO) was made up of three representatives from the Québec government and two from the City of Montréal. The role of this committee was to:

- a) review the end uses of COJO budget money;
- b) help control revenues and expenses of the City of Montréal as well as of COJO; and
- c) submit reports to the government, the city, and COJO, with appropriate comments and recommendations.

The agreement stipulated that no expenses could be incurred without being first approved by the committee.

In November, 1975, with increasing problems threatening the Games, the Olympic Installations Board (OIB) was created by the Québec government to replace the CCJO. Its main task was to complete work on the Olympic Park installations and the Olympic Village.

Responsibilities for Construction

The exclusion of COJO from any responsibilities concerning construction had been clearly defined. First, in March, 1971, the Canadian Olympic Association created the organizing committee with the specific understanding that it was not to build new facilities, or renovate existing ones. Similarly, in September, 1972, the provincial government, in giving COJO its legal existence, expressly forbade it to acquire property or buildings.

Consequently, under the August, 1973 agreement between COJO and the City of Montréal, COJO was to remit to the city all proceeds from the fund-raising programs, once operating costs had been deducted, and the city in turn had assumed all responsibilities for the construction and renovation necessary for the Games.

The one exception was Kingston. In October, 1973, COJO entrusted the municipal corporation of Kingston with the building of the Olympic Yachting Centre.

The City of Kingston, in the province of Ontario, agreed to do the work with the financial help of both the Ontario and federal governments, in exchange for the title to land and buildings. COJO financed the overall operation with the exception of the actual harbor facilities which were paid for by the federal Ministry of Public Works.

In the summer of 1974, slow progress on the remaining building sites compelled the City of Montréal to abandon work on all installations that would not become its property (the Olympic Equestrian Centre, for example, located in Bromont, 71 km east of Montréal).

The City of Montréal was also forced to withdraw from the building of the Olympic Village and the main press centre. Moreover, it could no longer finance the construction of these facilities.

So, in September, 1974, COJO was forced to take over and accept responsibility for work at the Olympic Village and at training and competition sites not belonging to the city, namely those at Joliette, L'Acadie, Bromont, Ottawa and Sherbrooke, as well as the Forum, Paul Sauvé Centre, and stadiums at Laval, McGill, Montréal, and Toronto universities.

In December, COJO also assumed responsibility for the main press centre when the OIB announced that the original facilities proposed within the Olympic Park would not be completed.

COJO also agreed to take over from the City of Montréal the installation of the synthetic playing surfaces, the electronic information boards, and the commentators' tables at the stadiums, swimming pools, and the rowing basin, which the city owned and was building.

Finally, in November 1975, the City of Montréal was forced to transfer its title to the Olympic Park to the Québec government, which succeeded in completing the work in time for the Games.

Revenue and Expenditures

According to the estimates of the Québec government, the Olympic Park, once completed, will have required an investment of more than \$987 million. The Olympic Village cost \$85 million, while other sports facilities built by the City of Montréal cost a total of \$141 million.

COJO expenses have reached \$207 million, of which \$133 million represented non-recoverable expenses directly related to organization of the Games. Of the balance, \$45 million spent in administering the various fund-raising programs was recovered in revenue, and \$29 million spent on furnishings and equipment was recoverable through sale of assets.

The total cost is, therefore, approximately one and a half billion dollars (see Table A).

Proceeds from the various fund-raising programs totalled \$430 million.

These revenues, which were some 39 percent over the 1973 target, helped pay for:

- a) construction and installation costs of all sports facilities for which the City of Montréal was responsible, with the exception of the Olympic Park;
- b) construction and installation costs of all sports facilities outside Montréal for which COJO was responsible;
- c) financing for the Olympic Village; and
- d) COJO's operating budget and the cost of staging the Games.

Financing of the Debt

The net cost of the Games after deducting revenue was roughly one billion dollars. Of this amount, the City of Montréal was to pay \$200 million plus interest, while the OIB was to pay the balance of close to \$800 million.

To cover its part of the deficit, the City of Montréal was obliged by the Québec government to raise real-estate taxes.

Meanwhile, the OIB proposed to finance its portion by borrowing \$658 million for the 1976-1977 fiscal year and another \$137 million to complete the work in the Olympic Park.

Money for amortization and interest was expected to come from two major sources of income made available to the OIB.

Table A
**Summary of revenue and expenses
for the 1976 Olympic Games,
April 30, 1977**

Expenses	
Cost of installations:	
Olympic Park	\$987,000,000
Olympic Village	85,000,000
Installations undertaken by the City of Montréal	141,000,000
	\$1,213,000,000
COJO operating costs:	
Administration	20,900,000
Personnel management	8,000,000
Services	28,200,000
Communications	16,700,000
Graphics and Design	3,100,000
Technology	15,900,000
Construction	19,300,000
Olympic Villages	15,400,000
Sports	15,500,000
Tickets	7,000,000
Revenue Division	38,000,000
Arts and Culture	2,100,000
Official ceremonies	5,500,000
Other	11,400,000
	207,000,000
Contributions by government:	
Government of Canada	142,000,000
Government of Québec	25,000,000
Government of Ontario	1,000,000
City of Montréal	8,000,000
	176,000,000
Total cost of the 1976 Games	\$1,596,000,000



Seventy-one kilometres east of Montréal, the Olympic Equestrian Centre at Bromont provided many pastoral scenes such as this during the competition.

Table A (continued)
**Summary of revenue and expenses
for the 1976 Olympic Games,
April 30, 1977**

Revenue	
Receipts to COJO:	
Olympic coins and stamps	\$115,000,000
Olympic lottery	235,000,000
Television rights	32,000,000
Admission tickets	27,000,000
Interest on investments	9,000,000
Revenue Division	9,000,000
Athletes' accommodation	2,000,000
Program sales	1,000,000
	\$430,000,000
Contributions by governments:	
Government of Canada	142,000,000
Government of Québec	25,000,000
Government of Ontario	1,000,000
City of Montréal	8,000,000
	176,000,000
City of Montréal's share of deficit	200,000,000
Balance through government of Québec loans	790,000,000
Total revenue	\$1,596,000,000

One was provided by a federal government decision to maintain the lottery — now known as Loto-Canada — until the end of 1979, and Québec's share of the proceeds would go to offset the Olympic deficit. At best, this extension was expected to produce some \$350 million for the OIB.

But up to the time of publication, Loto-Canada had not been as successful as the Olympic Lottery. No single drawing has yet produced the amount necessary to amortize the debt according to schedule.

Smokers were to provide the additional income to pay back the OIB's borrowing. A special tax was imposed by the government of Québec on all tobacco products and this was expected to bring annual revenues of \$90 million.

These sources of income together with proceeds from the sale of fixed assets, should provide enough revenue to pay back the OIB's loans by 1982-1983 (see Table B).

The Financing Programs

The revenue-generating programs devised by COJO and the City of Montréal to underwrite the costs of staging the Games can be classified in four categories:

1. Programs administered directly by COJO through its Revenue Division, notably the Official Suppliers Program, the Official Sponsors Program, the Official Licensing Program and the Marketing Program;
2. Programs administered by COJO subsidiaries, notably the Olympic Lottery;
3. Programs administered by the Canadian government, notably the Olympic Coin Program and the Olympic Stamp Program; and
4. Remaining programs administered by COJO, such as those dealing with the sale of television rights and admission tickets, the provision of accommodation both at the Olympic Village and the International Youth Camp, and the generation of revenue through short-term investments.



Official suppliers often plied their trade before the public during the Games.

Table B
Olympic Installations Board (OIB)
Projections for special revenue
and debt servicing (in millions of dollars)

	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83
OIB Loans	658	137					
A-Debt servicing							
Capital reimbursement	85	194	154	143	80	92	47
Interest on loans	+ 44	52	46	33	20	13	4
	129	246	200	176	100	105	51
B-Sources of revenue							
Loto-Canada	54	108	108	80			
Special tax on tobacco products	+ 75	88	92	96	100	105	51
Sale of assets		50					
	129	246	200	176	100	105	51
Summary							
Loans	658	137					
Balance carried forward		573	516	362	219	139	47
Interest	+ 44	52	46	33	20	13	4
	702	762	562	395	239	152	51
Amount repaid	- 129	246	200	176	100	105	51
Balance	573	516	362	219	139	47	

Source: Government of Québec debate on the 1976-77 budget. May 11, 1976



Olympic souvenirs took many forms, all of which bore the familiar emblem of the 1976 Games.

The Revenue Division

To realize its goal of developing a financing format that could be used by any city and one that would reduce the excessive costs that accompany the staging of the Olympics, COJO created an infrastructure to shape its financing programs.

The Revenue Division was established in September, 1972 and was originally responsible for designing, implementing, and managing all revenue-producing activities related to the 1976 Olympic Games.

At the time, the total budgeted cost for organizing and staging the Games was \$310 million, and the entire amount was anticipated in revenue from a number of sources (see Table C).

Each title in Table C shows one of the revenue-generating avenues then being explored by COJO. The projected figures seem rather modest in retrospect but, at the time they were made, they filled the need.

As planning became more specific, the Revenue Division lost some parts of the program. It became clear that responsibility for ticket sales would require a separate department that could operate independently, and this resulted in formation of the Spectators Services Directorate. This directorate was made responsible for setting up ticket sale policies, the price structure and sales outlets all over the world in addition to lodging required for VIPs and the press.

Similarly, responsibility for the sale of television rights was separated, in December, 1974, and given to a committee reporting directly to the executive committee. These rights had previously been negotiated by members of COJO's board of directors.

With the involvement of the federal government, major programs were established outside COJO. The Olympic coin and stamp programs were, as a result of the Olympic Act passed in July, 1973, made the responsibilities of the postmaster-general. And, by the

Table C
Sources of revenue
estimated in 1973

1	Olympic coins	\$250,000,000
2	Olympic stamps	10,000,000
3	Olympic lottery	32,000,000
4	Souvenirs	2,000,000
5	Brochures, posters, photographs, slides, films, Official Guide, etc.	1,500,000
6	Television rights	3,000,000
7	Ticket sales	9,500,000
8	Donations	100,000
9	Interest on investment	100,000
10	Olympic Village	1,000,000
11	Other	800,000
Total		\$310,000,000

same Act, the Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the organizing committee.

With revenues from subscriptions, interest, the Olympic Village, and other sources either dependent on other programs or on other departments, the Revenue Division remained responsible for the sale of commercial rights, souvenirs, brochures, photographs, the official guide, etc. From this base, the Revenue Division built four very successful revenue producing programs: the Official Suppliers Program, the Official Sponsors Program, Marketing, and the Official Licensing Program.

Organization of the Revenue Division

The Operational Flow Chart, which identified the potentially most successful elements of the official supplier concept, contained twenty major steps, of which the basic seven were:

1. Research on companies and organizations likely to be of assistance;
2. Identification of needs;
3. Selection of candidate companies;
4. Approach;
5. Evaluation of proposals;
6. Decision; and
7. Preparation of contracts.

Managing these programs was made more difficult by a negative attitude on the part of certain local and international media toward the organization of the Games. Revenue Division

executives nevertheless remained optimistic and sought expert help in planning and creating the programs.

Nothing was left to chance.

Standing committees were set up to study each proposal and make recommendations. Advisory committees composed of Games-oriented businessmen and industrialists prepared lists of firms and organizations to be contacted for the suppliers' and sponsors' programs.

COJO's own Design Quality Control Office supervised and approved both product design and promotion.

Bill C-63 (an act to amend the Olympic (1976) Act), which was passed by the Canadian House of Commons in July, 1975, protected COJO against infringements on rights.

Methods

It was important to learn as much as possible about candidate companies, particularly since mistakes at this stage could prove costly, both in time and money. The collection of pertinent information on prospective suppliers and sponsors was, therefore, an important factor in concluding agreements of maximum value to COJO.

Over 500 corporations were studied, and at least half of these subjected to a detailed financial and marketing analysis. One manager was responsible for collecting annual reports, studying business manuals and publications, and advising appropriate directors regarding candidate companies.

All sponsor and supplier proposals were evaluated in terms of their value. The sponsor proposals being essentially cash arrangements, the greater effort was expended in evaluating the supplier proposals, and none were accepted unless they offered COJO significant savings.

Naturally, absolute precision was impossible, but comparisons and projections could give a reasonable approximation of the advantages to COJO. Once an agreement was drafted, a more definite and reliable evaluation was possible. The basis for most evaluations was an estimate of the cost of alternatives available, often requiring information on rentals as well as purchase and resale options. The actual evaluations were submitted to a committee composed of the director-general of Revenue, the controller, and the director of the Supply Department.

Personnel

The organization required to implement the various programs evolved slowly as the programs themselves became more definite, followed by a gradual devolution beginning in April, 1976. Table D indicates the maximum number of permanent staff during the period of operation.

Promotion

The revenue-generating programs were introduced at a press conference in Montréal on December 18, 1973, and explained again to the media and advertising agencies in Toronto in mid-January, 1974, these two cities being the largest in eastern Canada.

The resultant coverage served to create a general awareness, and, shortly thereafter, letters were sent to approximately 1,200 companies, inviting them to participate. Two explanatory brochures were prepared and mailed to the same companies later in 1974.

The official sponsors program was further explained to members of the business community in Montréal, Toronto, and Vancouver.

Merchandise licensing was also explained at the press conferences, and advertisements were placed in several Canadian and American newspapers inviting proposals. The combined effect of media coverage and advertisements resulted in over 1,700 requests for more information.

All 131 national Olympic committees (NOCs) were sent letters requesting their cooperation in the program and 48 consented, including those from the

**Table D
Revenue Division personnel**

Programs	Secretaries	Assistants	Managers	Directors	Total
Suppliers	2		3	1	6
Sponsors	2		3	1	6
Licensing	3	2	2	1	8
Marketing	2*	2*	4	1**	9
General	6	3	2	1	12
Total					41

*Does not include short-term staff hired for Games operations.

**Also acted as deputy director-general.

Table does not include consultants and members of the evaluating committee.

**Table E
Official Sponsors Program**

	Minimum participation	Award
Official sponsors	\$150,000 100,000 50,000	Gold Torch Silver Torch Bronze Torch
Official supporters	\$ 25,000 15,000 5,000	Gold Beaver Silver Beaver Bronze Beaver
Official promoters	\$ 500 250 100	Gold Plaque Silver Plaque Bronze Plaque

world's major trading nations. In return for its cooperation, a national Olympic committee received 25 percent of COJO royalties derived from sales in that country.

Lists of licensees were sent to major buyers all over the world to help the program. In addition, a full-color catalog was produced late in 1975, showing all licensed products which were exhibited as often as possible to stimulate the interest of wholesalers.

Details of the Fund-raising Programs

First, a broad distinction must be made. The official sponsors and official suppliers programs were corporate in nature, in that their basic orientation was toward the involvement of business organizations in the staging of the Games.

Goods and services were provided mostly at no charge to the organizing committee, leading to a substantial reduction in the final cost.

On the other hand, the official licensing and marketing programs were essentially consumer oriented, functioning through licensees or concessionaires. They were, therefore, subject to unpredictable market conditions as well as to sales regulations.

Clearly, what was envisaged in the first budget was a merchandise licensing program, with no consideration for

what were to become known as "corporate programs." The licensing program was indeed a major element in the activities of the Revenue Division, from the point of view both of dollars and of awareness generated. However, the greater value must be attributed to the corporate programs, in view of their greater influence on the final result.

There were four general programs, two of which were not even part of the initial budget:

- a) the Official Suppliers Program;
- b) the Official Sponsors Program;
- c) the Official Licensing Program; and
- d) the Marketing Programs (commercial concessions, and commercial publications).

The Official Suppliers Program

This program had two objectives: first, to curtail expenses by obtaining free goods and services for COJO (in many cases cash was also provided); and secondly, to get as many companies and individuals as possible to participate in the organization of this major event.

One hundred and twenty-four agreements were concluded under the official suppliers program. The following illustrates the diversity of the goods and services supplied: soft drinks, mineral water, food, shoes and uniforms, audiovisual equipment, cranes and fork-lift trucks, timing equipment, patrol boats, automobiles, trucks and vans, horizontal and uneven bars, support staff, etc.

According to the Revenue Division, the total value of the official suppliers program was \$ 15.5 million, \$ 12.9 million of which was attributable to products or services, and \$2.6 million in cash.

In return, suppliers were allowed to use COJO's official emblem, other legally protected identifying marks and phrases, and the words "Official Supplier to the 1976 Olympic Games." In most cases, these rights were exclusive to a particular product or a geographical area.

The success of this program was no doubt mostly due to Olympic fever, but was also attributable to good organiza-

tion, careful planning, and systematic approaches. Official suppliers were first-class partners whom COJO was proud to count as associates.

The Official Sponsors Program

Recognizing that many companies do not market products that can be used directly in the staging of the Games, the organizing committee developed a second area of potential corporate involvement: the official sponsor, official supporter, and official promoter programs, all of which involved financial contributions.

The essential difference between sponsors, supporters, and promoters was the value of their participation, and, within each category, various levels were recognized (see Table E).

The procedure of matching a company's participation to a specific project and designating it "Official Sponsor of ..." was found to be largely impracticable and the general designation "Official Sponsor of the 1976 Olympic Games" was more generally used.

The Official Sponsors Program involved 628 companies, 42 of which were designated Official Sponsors, the remaining 586 being either Official Supporters or Official Promoters.

In terms of value to COJO, the total program provided more than \$4 million, namely \$3.5 million from official sponsors, \$536,000 from official supporters and \$ 144,000 from official promoters.

The names of official sponsors and suppliers were listed in the *Official Guide* to publicly acknowledge the participation of Canadian and foreign companies in the organization of the Olympics. This list can be found at the end of this chapter.

The Official Licensing Program

Although the revenue-generating potential of merchandise licensing was recognized in the original estimates, there remained some question as to its real value, considering the costs associated with its operation. Stringent controls would be necessary, from product design through to the collection of royalties, and there was concern as to the number of staff required to perform such functions adequately.

The program was, however, seen to have very positive effects in building market awareness, and in the creation of public and business awareness of the 1976 Games. In general terms, the program operated in the following manner:

□ potential licensees would react to COJO advertisements in newspapers inviting proposals for licensing rights on specific items. (In instances where no interest was shown for an item, potential licensees were sought by direct contact.);

□ all proposals would be reviewed by the evaluating committee and recommendations made to the executive committee;

□ the proposal accepted by the executive committee would be reflected in an agreement between the licensee and COJO;

□ on signing the agreement, the licensee would pay a part of the minimum guaranteed royalty, the remainder to be paid according to an agreed-upon schedule; and

□ the item would be designed, manufactured, and distributed according to the terms of the agreement, and monthly sales reports made to the Revenue Division.

More than 1,700 requests for information and applications for licences were received by COJO. Of these, over 300 companies were scrutinized carefully for security and financial stability, and 140 Official Licensees were designated, with rights to market, distribute, and sell over 200 items bearing the Olympic emblem. Guaranteed royalties amounted to more than \$2.8 million.

The Marketing Programs

These programs originally included responsibility for all commercial concessions and commercial publications.

However, the sale of food and licensed souvenirs at the Olympic Park — the principal location — became the responsibility of the Olympic Installations Board in November, 1975. As a result, the role of COJO's Revenues Directorate was limited within the park to one of liaison with official licensees, official suppliers, and OIB concessionaires, who had agreed to respect the exclusivity granted by COJO.

COJO remained responsible for engaging concessionaires for seventeen other locations, including the ORTO press subcentre and the International Centre at the Olympic Village.

Before calling for tenders for the operation of concessions, much work had to be done to ascertain obligations, determine appropriate concession locations, and prepare draft agreements. The involvement with so many different owners and operators meant that the division of responsibility had to be very precise before any meaningful draft agreement could be prepared.

At the competition sites, the concessions were simply for food and official souvenirs, but at the International Centre of the Olympic Village there was a florist, a sports shop, a laundry, a beauty salon, a watch repair shop, a Canadian and Québec handicraft shop, a newsstand, a bookstore and record shop, Canadian arts and crafts boutiques, a bank, a travel agent, a camera shop, a "jeans" shop, four shoe-repair shops, a television rental service, and a tailor.

That aspect of concessions which demanded the most staff was inspection. Staff were trained to assist concessionaires in establishing their sales outlets, and to inspect their operations to ensure that items sold, selling prices, and the condition of premises all met COJO regulations.

The Revenues Directorate engaged eighteen concessionaires altogether, for seventeen sites. One concessionaire was responsible for the sale of official souvenirs at all of these sites, and four others sold food. All eighteen concessionaires were at the Olympic Village. Altogether, there were eighty-five sales outlets, excluding the Olympic Park, and the organizing committee received \$ 130,400 in rent from these sources.

Although part of the marketing program, commercial publications was really a specialized area of merchandise licensing. The basic premise of the program was to license a limited number of publications which would carry useful and significant editorial content related to the Olympic Games. Maximizing revenue was not an objective, and, therefore, many proposals were not seriously considered.

The principal publication of any Olympic Games is the official guide book, and, wishing to ensure as practical and useful a guide as possible while earning a reasonable royalty, COJO placed many restrictions on the licensee. The entire process of design, layout, advertising, and distribution was very closely controlled by two qualified consultants engaged by COJO.

The other publications, although secondary to the guide, were also subject to similar controls to ensure an integrated visual image of COJO in terms of uniformity and aesthetics.

Although more than twenty proposals were received, only six were considered as being both significant contributions to Olympic information and capable of returning a reasonable royalty to the organizing committee. Approximately \$ 100,000 was earned from this program.

Results of Fund-raising Programs

It was difficult to determine the results. In total, the official suppliers program produced more than \$ 12.9 million worth of goods and services, but these benefits were not recorded as such. Only revenue from licensing, marketing, and sponsor programs were credited to the Revenue Division; suppliers' contributions were considered abatements and entered in the books separately.

Sponsorship, marketing and licensing resulted in total revenue of \$9.3 million, from which were deducted administration and publicity expenses, as well as consulting fees related to all four programs, for a net profit of close to \$5 million.

The \$ 12.9 million worth of goods and services supplied free of charge should be added to this total to determine the full worth of the fund-raising programs.

The Olympic Lottery

Because of their universal attraction, lotteries are generally an excellent source of income: many governments resort to them in order to obtain revenue without increasing taxes.

Expected returns were so high that the Olympic lottery became the keystone of the overall financing scheme. Any deficit seemed impossible, for one only had to increase the number of drawings until all expenses were covered.

The Olympic Lottery of Canada Corporation was created following Bill C-196 as a non-profit, federally-chartered organization. All profits were to help finance the 1976 Games and amateur sport across Canada.

The lottery was conceived as a voluntary means of public participation and each Canadian province had to approve or disapprove of a lottery being held within its borders, and, in the event of approval, specify the duration of its operation.

Moreover, in compliance with an agreement signed by the City of Montréal and COJO, proceeds from the sale of tickets in provinces other than Québec could not be used to pay for a) direct costs of construction of sports or press facilities; b) costs of converting administration offices; and c) costs of refitting the Olympic Park facilities after the Games — unless all operating expenses had been paid.

The Lottery Corporation was headed by the president and commissioner-general of the organizing committee, and higher COJO officials served on its board of directors. The vice-president and general manager — an expert on loan from the Québec government — was the key figure in the organization, and his management team, though small in number, was particularly devoted and energetic.

The selection of the type of organization to manage a lottery was most important, for it had to have the aggressive flexibility of a commercial enterprise while operating within the confines of government regulations.

This is one item that will always be treasured by the

many instant millionaires created by the Olympic lottery.



In fact, the criminal code, which had to be amended to authorize the lottery, imposed the highest standards of integrity, prudence, and efficiency upon the management of these voluntary contributions. Money to cover the prizes was placed in trust until claimed by the winners and the account books were audited and made public.

Procedure

Tickets were printed and distributed for each draw. Anyone living or travelling in Canada could buy Olympic lottery tickets, which cost \$ 10 each in Canadian currency and were available in financial institutions, at authorized dealers, or by mail.

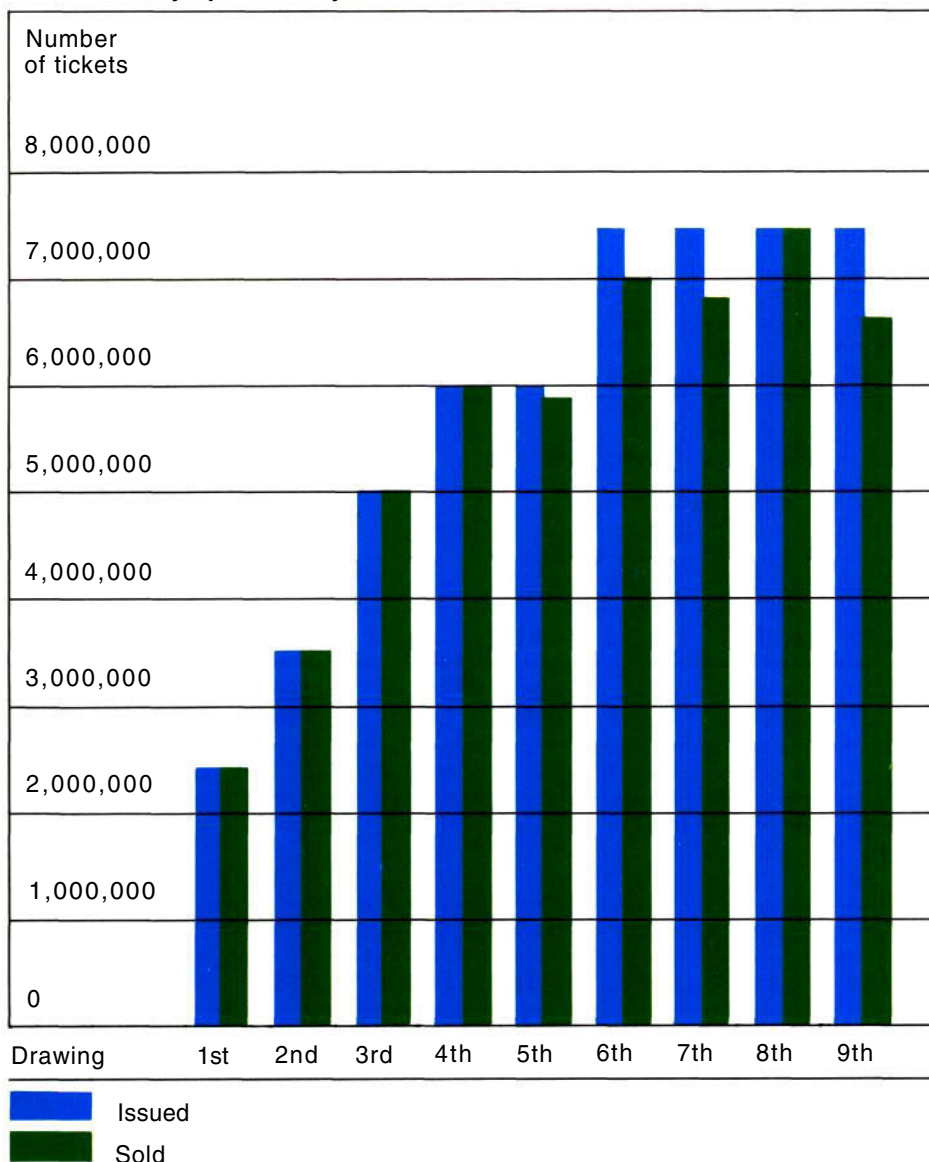
Every drawing offered a number of \$ 1 million prizes, depending on the number of tickets issued. In addition, hundreds of thousands of ticket-holders could win prizes of decreasing value. Every prize was awarded in cash, tax-free.

The distribution system was certainly a key to the success of the Olympic lottery. Financial institutions in the past had always refused to enter this market, and their willingness to sell the Olympic lottery tickets could only serve to convince buyers that the system was totally honest and trustworthy.

The numbers of all tickets issued were stored in a vault on computer tapes until the night of the draw.

The entire process of selecting winners was carried out by computer in public, before a team of auditors and a nation-wide television audience. This method was both fair and foolproof and

Table F
Olympic Lottery Corporation of Canada
Growth of Olympic Lottery



ensured that all tickets were included in the draw. The numbers of winning tickets appeared on a board as soon as they were drawn, and were published twice in major Canadian newspapers. In addition, a list of the winning numbers from any draw could be obtained from a Canadian embassy, anywhere in the world.

Assistance for Amateur Sport

It is a long, hard road from neighborhood playing fields to the Olympic Stadium. But every effort to reach that

goal must be fully supported if one believes, as does Canada, that the future of every country depends on the fitness of its youth, both mental and physical.

To help develop amateur sport, the Olympic Lottery Corporation of Canada gave each participating province 50 cents on every ticket sold in its territory. These contributions totalled more than \$25 million.

Other Observations

Nine draws were held at intervals of three to four months.

The 2.5 million tickets of the first issue sold so rapidly that the corporation decided to revise its entire scheme.

Table G
Olympic Lottery Corporation of Canada
Revenue and expenses in thousands of dollars
for period April 15, 1974 to August 29, 1976

Date of drawing	April 15, 1974	July 16, 1974	November 18, 1974	February 16, 1975
Value of tickets sold	25,000	35,000	50,000	60,000
Less:				
Cancelled tickets	5	6	2	3
Returns	+ 2,112	2,956	4,306	5,165
	- 2,117	2,962	4,308	5,168
Receipts from ticket sales	22,883	32,038	45,692	54,832
Prizes to holders and sellers of winning tickets	8,199	12,175	17,300	23,000
Less:				
Prize value of winning tickets unsold or cancelled	2	1		
	- 8,197	12,174	17,300	23,000
Gross receipts from ticket sales	14,686	19,864	28,392	31,832
Interest	754	964	1,385	1,666
Unclaimed prizes*	+ 146	485	469	437
Total revenue	15,586	21,313	30,246	33,935
Cost of sale	2,297	2,397	2,145	2,954
Cost of administration	368	200	288	347
Amortization	+ 12	13	19	24
	- 2,677	2,610	2,452	3,325
Net revenue	12,909	18,703	27,794	30,610
Distribution of revenue:				
Contribution to amateur sport in participating provinces	1,235	1,687	2,454	3,105
Organizing Committee of the 1976 Olympic Games	+ 11,674	17,016	25,340	27,505
	12,909	18,703	27,794	30,610

* adjusted ° estimated ≠ held in reserve

The number of tickets printed was subsequently increased on four different occasions, as were the number and value of prizes (see Table F).

The outstanding success of the lottery brought a change of attitude on the part of the three provinces that, for different reasons, had abstained from the first draw. They, too, decided to participate in order to bring additional revenue to their sports organizations.

To meet its original operating budget, COJO needed \$32 million in net

profit from the lottery. One draw alone — the eighth — yielded that much return. The corporation exceeded its objective by 740 percent and provided COJO with \$235 million in net revenue.

In nearly two and a half years of operation, the corporation's turnover was \$507 million. It sold close to 96 percent of the 53 million tickets printed, and net benefits represented 54 percent of all COJO revenue. And last, but not least, the lottery created more than 600,000 happy winners between April 15, 1974 and August 29, 1976 (see Table G).

Loto-Canada

In May, 1976, sometime before the Olympic lottery was to end, the Canadian parliament authorized the federal government to operate its own lottery system — Loto-Canada — to finance part of the Games deficit up to the end of 1979, as well as the Commonwealth Games to be held in 1978, in Edmonton, in the province of Alberta.

June 8, 1975	September 28, 1975	January 25, 1976	May 16, 1976	August 29, 1976	Total at April 30, 1977
60,000	75,000	75,000	75,000	75,000	530,000
1,111 5,031	4,890 6,096	6,939 6,028	3 6,533	9,599 5,709	22,558 43,936
6,142	10,986	12,967	6,536	15,308	66,494
53,858	64,014	62,033	68,464	59,692	463,506
23,000	28,500	28,500	30,200	29,200	200,074
391	1,895	3,066		5,634	10,989
22,609	26,605	25,434	30,200	23,566	189,085
31,249	37,409	36,599	38,264	36,126	274,421
1,273 650	1,591 592	1,592 562	1,329	1,329 (-1,300) ≠	11,883 2,041
33,172	39,592	38,753	39,593	36,155	288,345
2,359 363 20	3,471 449 22	3,804° 377° 22	3,408° 568°	3,408° 569°	26,243 3,529 132
2,742	3,942	4,203	3,976	3,977	29,904
30,430	35,650	34,550	35,617	32,178	258,441
2,938	3,498	3,397	3,750	3,252	25,316
27,492	32,152	31,153	31,867	28,926	233,125
30,430	35,650	34,550	35,617	32,178	258,441

The Olympic Coin Program

The lineage of Olympic coins is formidable. Spanning twenty-five centuries and two hemispheres, the tradition links our North American civilization with the Hellenic world 500 years before the coming of Christ.

The first recorded minting of a coin struck especially to commemorate a sporting event was ordered by Anaxilas, a ruler of Sicily, about 480 B.C. It honored his victory in an historic chariot race and the silver tetradrachm coin appropriately depicted the winner bearing a laurel wreath.

Over the past two decades, five host countries have issued a variety of commemorative coins to defray costs of the Games. But Canada's Olympic Coin Program was unique in both its scope and its international character.

Programs implemented by other countries have known outstanding success, with world demand exceeding supply and coin values increasing with the passage of time. Canada, however, elevated this method of fund-raising to the international level, and, by so doing, attempted to encourage future organizers by showing how the rest of the world could help to share the cost of staging the Games.

Under the terms of the enabling legislation which formed the basis of the self-financing concept, "...the minister of Finance may, by proclamation, authorize the issue for circulation in Canada of silver coins bearing the respective dates of 1973, 1974, 1975 and 1976 of the denominations of \$5 and \$10, commemorating the Olympic Games."

It was the responsibility of the post-master-general to administer the promotion, distribution, and merchandising of Olympic coins within and outside Canada, while the minister of Finance was to prescribe their dimensions and design.

Basically, the program was aimed at selling collections of twenty-eight specially minted coins, struck in honor of the first Olympics on Canadian soil. Because of its weight and intrinsic quality, this collection was considered one of the most important to have been issued since the staging of the first Games of the modern era.

The 1976 Canadian Olympic Coin Program presented seven series minted between the fall of 1973 and the summer of 1976. Each consisted of two coins with a face value of \$10 and two with a face value of \$5. All were legal tender of Canada, including the specially minted, proof-quality coinage.

In addition to their intrinsic and market value, the coins were considered miniature works of art in their own right.

The range of products offered was the following:

- coin sets: encapsulated coins (\$10 and \$5 coins available in one-coin, transparent capsules made of styrene crystal);
- one-coin case: single coins available in display-type, mock-velvet-lined cases made of either styrene or ABS material, and bearing a silver Olympic 1976 emblem on the exterior of the case;
- four-coin custom set;
- custom display showcase;
- four-coin prestige set;
- prestige display showcase;
- proof coins deluxe case in wood and leather;
- deluxe display showcase;
- 28-coin case.

Other products:

- official Canadian Olympic coin album;
- official Canadian Olympic coin numismatic cabinet;
- Olympic coin jewellery;
- Olympic coins in lucite; and
- combined philatelic/numismatic collection.

The Olympic Coin Program marked the first time that Canada had struck \$5 and \$10 silver coins and the first time it had produced proof-quality coins that can be recognized by their peculiar "wire effect" along the edge.

It was also the first time that any country hosting the Games had issued a gold coin in the denomination of \$100, in proof-quality and uncirculated mintage. This was made possible by the Act to Amend the Olympic (1976) Act, passed in July, 1975.

No other Olympic gold coin has been struck during the modern era of the Games.

The Themes of the Olympic Coins
In keeping with tradition, the themes of the twenty-eight distinctive designs enshrined the spirit of the Games themselves.

The first issue bore a geographic theme to symbolize the universality of the Olympic movement. It carried a map of the world, a map of North America, the skyline of Montréal, and, finally, sailboats and landmarks of Kingston, site of the yachting events.

The second issue bore Olympic symbols: the head of Zeus (supreme god of the Greek Pantheon), an athlete with torch, the temple of Zeus (temporal symbol of the sacred character of the Olympics), and the laurel wreath and Olympic rings.

The third issue commemorated the early Canadian sports: lacrosse, canoeing, cycling, and rowing.

The fourth issue depicted track and field sports: hurdles, marathon, shot put (women), and javelin (women).

The theme of the fifth issue was related to the Olympic water sports: rowing, diving, yachting and swimming.

The sixth issue portrayed Olympic team and body-contact sports: hockey, fencing, football, and boxing.

The last series was a souvenir issue depicting the Olympic Stadium, the Village, the velodrome, and the Olympic Flame.

All these theme designs were carried on the reverse side of the coins. On the obverse — or face side — the coinage bears the effigy of Queen Elizabeth II of England.

Physical Specifications

All of Canada's 1976 Olympic coins qualified for the designation of Sterling Silver under British standards. This required a fine silver content of 92.5 percent (with 7.5 percent copper alloy). Thus, the \$10 coin, with a diameter of 45 mm, contains a fine silver weight of 1.445 Troy ounces, while the 38 mm, \$5 coin contains 0.723 Troy ounces of fine silver. The total weight of each complete minted coin is 750 and 375 grains for the \$10 and \$5 denominations respectively. The total weight of the collection of 28 coins is a little more than one kilo.

The Task of the Mint

It was the task of the Royal Canadian Mint to produce and market the quantities required for each of the seven series during the three-year period of the program. In addition to being responsible for the quality of their unique product, the mint's craftsmen and administrators had to ensure absolute conformity to all specifications, while meeting strict production deadlines.

Under the Olympic Coin Program, the mint had to produce both standard and uncirculated coinage as well as specially-minted proof coins — the first ever to be struck as Canadian coinage.





Coins for circulation were single-struck from regular production blanks on a high-speed hopper-fed press. Proof-quality coins, however, received more careful treatment. These were struck twice from specially-selected silver blanks, minutely inspected for any possible flaws or blemishes.

To ensure still further impeccable quality, the highly-polished blanks were hand-fed into the press by operators wearing soft, white gloves. After the striking by special frosted, or mirror-finish, dies, the coins were individually inspected. The white-glove treatment was carried through to the final packaging stage.

Administration and Marketing

The entire concept underlying Canada's 1976 Olympic Coin Program depended on one basic essential: successful marketing.

This involved the creation and implementation of an international marketing program on a scale and with a complexity never before undertaken in Canada.

It was especially important that the coins be associated with the XXI Olympiad in the minds of people around the world, requiring the concept and mechanics of the program to be known and accepted everywhere.

Supporting the marketing program was a large communications campaign involving advertising, sales promotion and public relations, aimed at the population of the specified market areas.

In November, 1973, the postmaster-general announced the appointment of the managing director of the Olympic Coin Program, who was "responsible for all aspects of marketing in Canada and across the world."

Directors of marketing were appointed for the United States, Europe, and the Far East, as well as for Canada. They were located in the cities best suited to serve as nerve-centres for their particular market areas.

The marketing directors were basically responsible for the formulation and implementation of appropriate marketing programs for their areas and coordinated with programs already undertaken by national Olympic committees, governments, or authorized distributors.

For Canadians, acquisition of the coins was simple. They were available through all chartered banks, financial institutions, post offices, numismatic outlets (coin dealers), and major department stores.

Mail-order distribution was used in both Canada and the USA. All authorized agents also had special order forms for those wishing proof-quality coins which had to be obtained directly from the Royal Canadian Mint.

Abroad, collectors and the general public could obtain their coins through authorized outlets and distributors in their particular country, with the help of Canadian trade commission services overseas. Methods of distribution were adapted to meet the special needs of the various market areas around the world. Packaging was even modified to conform to different market requirements.

Financial Results

The margin between the cost of production and the face value of coins is known as seigniorage.

It is the right of the "seignior," or issuing authority, to retain that margin as profit. In return, the issuing authority undertakes to ensure that the money it puts out can always be exchanged for goods and services in the area under its jurisdiction. This is the principle which has applied throughout history.

Profit from sales of the Olympic coins were initially estimated at \$250 million. Connoisseurs and experts predicted that it would be easy to reach \$500 million. The more conservative federal authorities responsible for the project estimated the profit at \$125 million.

But ultimately, there was no winner in this guessing game.

Right from the start, the program met with instant success. The beauty of the designs, the superior quality of the coinage, and the limited minting all contributed to attract buyers. It even appeared, at the time, that the organizers had set their target much too low.

But the world was suffering from a depressed economy, and the program experienced continuing problems through many of the various phases. All these contributed to a considerable scaling down of expected returns.

In retrospect, uncertainty about the staging of the Games in Montréal also curbed the impulses of would-be buyers in 1974 and 1975.

Preliminary statements from the federal government indicate receipts of about \$100 million, less than half the return originally estimated. As of March 31, 1977, sales of Olympic coins had

reached \$386 million, of which \$278.7 million represented the face value of all coins delivered and which, by law, must be held in reserve by the federal government. Related expenditures were \$8 million, not counting royalties paid to foreign national Olympic committees (see below).

Despite the unattained objective, no comparable program has ever provided such outstanding results as the Canadian 1976 Olympic Coin Program.

Its performance thus remains a world record even though it was not up to original expectations.

Payments to the National Olympic Committees

Since it is the legal responsibility of each NOC to authorize the use of the Olympic symbol in its country, and because Canada wished to give tangible support to the Olympic ideal and the international Olympic community, program administrators signed an agreement with each NOC allowing it 3 percent of the face value of coins sold in its own country.

In three years, Canada authorized gross payments totalling \$8 million under these agreements.

Spin-off Benefits

In addition to the actual profit derived directly from seigniorage, implementation of the coin program, itself produced a wide range of indirect benefits to the Canadian economy.

Obviously, these are difficult to estimate in terms of dollars and cents. But there was considerable activity generated in a host of associated areas, such as secondary manufacturing, printing, packaging, silver and copper smelting, and in the communications industry as a whole.

Perhaps even more important in the long term, was the international marketing experience gained in a brief three-year period — experience which might otherwise have taken a decade to acquire and which involved a marketing operation of unprecedented scope and complexity. This could only help to improve the marketing of Canada's goods abroad.

The Olympic Stamp Program

The Olympic Stamp Program was yet another of the unique fund-raising efforts in support of the 1976 Games. It was devised by COJO and operated by the Canadian government.

Because the postal service is under federal jurisdiction (Canada Post), enabling legislation had to be passed by the Canadian House of Commons in July, 1973 to authorize the issue and sale of stamps commemorating the first Canadian Olympics.

The terms of Bill C-196, the Olympic (1976) Act, authorized the postmaster-general to issue and distribute commemorative stamps and postage-related products for sale in Canada and abroad during 1973, 1974, 1975 and 1976.

Net revenue from the sale of these items was separated from the overall postal operation and put into the special Olympic Account.

Canada Post's fund-raising effort was concentrated in four areas: Olympic action stamps, Olympic commemorative stamps, Olympic stamp sculptures, and Olympic stamp souvenirs.

Olympic Action Stamps

On April 17, 1974, Canada launched, for the first time, an issue of semi-postals, that is, a stamp series combining a postal value with a surcharge. This surcharge was intended solely for the 1976 Summer Olympic Games, once all marketing costs had been deducted.

"The surcharge is a very simple and inexpensive means of raising money," declared the postmaster-general. "It allows every citizen to participate, on a purely voluntary basis, in defraying the total cost of the Games."

The Olympic action stamps bore two different prices, separated by a plus sign (+). The first indicated the postal value of the stamps, the other the amount of the surcharge; both amounts put together gave the sale price of the stamps. Stamp collectors around the world, however, are aware that these special stamps acquire values far exceeding their original selling price.





Four series of Olympic action stamps were issued and each remained on sale for one year, or until replaced by another issue.

The first three series were issued in denominations of 8¢ + 2¢, 10¢ + 5¢, and 15¢ + 5¢.

The fourth and final issue was released with marked values of 8¢ + 2¢, 10¢ + 5¢, and 20¢ + 5¢. All could be used for mail anywhere from Canada.

The first series bore the emblem of the Montréal Games on backgrounds of gold, silver, and bronze respectively, symbolizing the Olympic medals. The second series depicted the Olympic water sports, the third the body-contact sports, and the last, team sports.

Much emphasis was put on this part of the program and high returns were expected. But the population showed unexpected reticence, due to a combination of the adverse press COJO had been getting, and a natural hesitation to accept something novel. The forecasts were proved wrong. Canadians, it seems, did not quite understand the principle behind the surcharge or the way it was being applied. Even a publicity campaign could not get them to buy the Olympic action stamps.

Olympic Commemorative Stamps

Eight series of Olympic Commemorative stamps were put on the market between 1973 and 1976. There were no surcharges on these and direct sales to the general public provided no actual revenue for the Olympics. However, net profit on sales to collectors around the world went towards the financing of the Games.

Canada has more than 150 philatelic outlets. The philatelic mail-order service of Canada Post sends out

stamps, on a regular basis, to more than 50,000 stamp collectors in Canada and around the world.

Olympic Stamp Sculptures

The tradition of creating works of art to honor and commemorate the Games is as old as the Games themselves. Canada in its own way maintained that tradition, for never before had any postal administration authorized the reproduction of an Olympic postage stamp in precious metal.

The Olympic stamp sculptures represented the creative collaboration of some of Canada's leading artists and craftsmen. In all, five exquisite series were minted: the first four reproduced series I through IV of the Olympic action stamps, and the fifth and final series commemorated the official ceremonies. It depicted the opening ceremony, the Olympic Flame and the medal ceremony.

To protect their rarity as collectors' items, the stamp sculptures were available to subscribers for a limited time only. They could be purchased individually in gold, silver, or bronze; in sets of three stamps of each metal; or in a combination set of one stamp of each metal.

The sizes and weights of the stamp sculptures were as follows:

1st issue — dimensions:
24 x 40 x 1.5 mm; 24 kt gold, 2.25 Troy oz; .999 fine silver, 1.5 Troy oz; bronze, 1.5 Troy oz.

2nd issue — dimensions:
30 x 36 x 1.5 mm; gold, 2.25 Troy oz; silver and bronze, 1.5 Troy oz each.

3rd, 4th and 5th issues — dimensions: 30 x 36 x 1.5 mm. Each gold stamp contained 23.33 grams in 24 kt. Silver stamps and bronze stamps weighed 15.55 grams.

The Olympic stamp sculptures were extremely well received by the public and much acclaimed by collectors. But on December 31, 1976, despite continuing orders, Canada Post was obliged by law to withdraw them from sale.

Olympic Stamp Souvenirs

For the purpose of the Act, "postage-related products" referred to philatelic products (or any articles related to such products) or products featuring postage stamps or reproductions of postage stamps intended as souvenirs, whether or not they have any particular function. The Olympic Stamp Program

consequently included the following souvenir items:

a) The Olympic Stamp Souvenir Collection, issued in two elegant, companion stamp albums, contained the 21 stamps issued between September, 1973, and June, 1975, and the 14 stamps issued between July, 1975 and July, 1976. Net receipts from the sale of these albums were credited to the Olympic Account.

b) The Olympic Stamp Souvenir Case contained a selection of 12 Canadian Olympic stamps permanently mounted in the lid of the case. Designed to hold postage supplies and stationery, the plastic case featured a moistener for stamps and envelopes.

c) Other items: beautiful color posters were made from an original artist's design and measured .615 x .925 metres.

A collection of cancelled covers contained five different cancellations. It also offered an Olympic closing ceremony cancellation cover, bearing cancellation number 30 and the three Olympic Games ceremonies stamps.

Also contributing to the fund-raising effort were sales of Olympic postage meter dies, designed for corporations and showing the Montréal Olympic symbol and the slogan "Help it Happen."

Canada Post also entered into licensing arrangements allowing the reproduction of Olympic stamps on consumer items.

Marketing

To support the Olympic Stamp Program, Canada Post developed a promotional program, under the umbrella theme — Help it Happen. Advertisements were published in all major Canadian newspapers and magazines, and in specialized publications the world over; commercials were aired on television and radio networks. Counter stands, posters and decals were used in post offices to attract the customer's attention.

In spite of all the promotion, the Olympic Stamp Program did not quite produce the expected yield of \$ 10 million.



Athletes themselves also participated in the financing of the Games!

Television Rights

International broadcast coverage of the Olympic Games provides tremendous stimulus to the promotion and awareness of amateur sport. In particular, television, with its graphic portrayal of the joy, the anguish, and the supreme effort of the Olympic athletes, encourages the youth of the world to strive for ever higher goals.

With coverage in 124 countries, television also substantiates in very real terms the international stature of the Games themselves.

The global benefits of television coverage, and the accompanying prestige that accrues to the host city, are, therefore, things that no organizing committee can ignore. However, as with all budget items related to the 1976 Games, it was subject to strict planning and control to ensure that costs would be accounted for from revenue.



Benefiting by state-of-the-art advances in television technology, viewers often found themselves right in the thick of competition.

Preliminary estimates of television production costs submitted by the Canadian Broadcasting Corporation (CBC) in 1972 called for expenditures of \$40 million, with capital costs not to exceed 30 percent of the gross. Subsequently revised, the total costs never went higher than \$56 million.

Faithful to the principle that each revenue-producing project should finance itself, COJO planned to pay for television production by dividing among users the cost of the facilities and services involved.

The proposed budget kept capital expenditures to a minimum and was based on the rental of most major equipment and the pooling of services.

During the Munich Games, COJO invited proposals from the three major U.S. networks: American Broadcasting Companies Inc. (ABC), Columbia Broadcasting System (CBS), and the National Broadcasting Company (NBC).

The American market, with 112 million television sets, was considered the focal point of all negotiations for television rights and was expected to provide a sound base for establishing a target price.

On November 18, 1972, ABC made a firm proposal worth \$25 million (compared with \$13.5 million for the Munich Games). Some \$2 million of this was to apply against special facilities and services for the exclusive use of ABC. A formal agreement was signed on January 3, 1973 and confirmed by the International Olympic Committee in May, 1973.

In March, 1976, ABC relieved COJO of the obligation to provide it with special facilities and services.

The final contract for \$23 million represented an increase of 85 percent over the price paid for U.S. television rights at the Munich Games.

Contributions from broadcast organizations throughout the rest of the world, with assets in excess of the Americans, were expected to result in a total of \$50 million, thus providing a surplus of \$10 million to be shared by COJO and the IOC.

In late 1972, COJO entered into discussions with the IOC over the division of television revenues. COJO outlined its plans to provide all technical facilities and to share a potential \$10 million surplus — \$7 million to the IOC,

\$3 million to COJO. The IOC objected to this proposal, claiming that all revenues were the property of the IOC to be divided according to a set formula (see Table H).

The IOC formula was unacceptable because it would not have provided the organizing committee with enough revenue to cover expenditures.

The IOC then proposed an alternative whereby the expected difference between the COJO and IOC formulas would be divided between the two parties, with COJO guaranteeing the IOC \$12 million. This proposition was also rejected by the organizing committee because of the uncertainty regarding the total amount of revenue. The only positive result from the meeting was the formation of a joint committee to negotiate and sell all television rights.

Agreement in principle was finally reached on February 1, 1973. Half of the revenue would be retained by COJO to apply against basic facilities; half would apply to rights and be shared between the IOC and COJO according to the original formula.

But it was not until May of that year, after further negotiations in Geneva, that the IOC formally endorsed the agreement.

Canadian Broadcasting Corporation (CBC)

During this time, the CBC concluded its planning as host broadcaster and, on February 16, 1973, submitted its final estimates totalling \$56 million.

CBC estimated \$6 million of this would be recovered directly from world broadcasters for special facilities and services. Thus, \$50 million became the final figure budgeted for basic facilities and services required by the CBC as host broadcaster.

The authenticity of the projected figures was never questioned. They were based on the CBC's previous experience with the coverage of Olympic Games, on studies in this field made by



outside consultants, on the experience of foreign broadcasters with such coverage, on broadcasters' requirements, and on studies of data gathered at the Games in Munich.

Early in 1973, COJO and the CBC determined the sources of financing for the project.

COJO agreed to contribute half of the \$50-million budget toward the cost of basic facilities and services. The CBC, a government agency, made representations to the Canadian government for a similar amount to make up the total cost. In the spring of 1973, the loan was approved and the CBC established the Olympics Radio and Television Organization (ORTO) to install and operate the technical facilities for television and radio.

In September, 1974, COJO signed formal contracts with the CBC appointing it host broadcaster and granting it Canadian television rights for its French and English networks. The contract was ratified by the IOC the following month, during its 75th general meeting in Vienna.

Broadcasting Unions

In January, 1973, COJO made initial contact with the Japanese Broadcasting Federation (NHK) and the European Broadcasting Union (EBU). Throughout that year, resistance to COJO's declared intention of recouping all costs of television production grew to amazing proportions among world broadcasters. It reached its climax at the second world conference of broadcasting organizations when seven broadcasting bodies, representing every major country outside of North America, united behind the EBU to oppose the Montréal position. The resolution stated "that the continuing escalation, without justifiable basis, of the fees for televising the Olympic Games is unacceptable."

Table H
Distribution of television rights revenue, IOC formula

	IOC	NOCs*	ISFs**	COJO
First million dollars	1/3	1/3	1/3	
Second million dollars	2/9	2/9	2/9	3/9
Balance of revenue	1/9	1/9	1/9	6/9

* National Olympic committees

**International sports federations

The opposition of most broadcasters resulted from the fact that they were wholly or partially government-subsidized and therefore could not cover their costs by selling advertising.

COJO's contention was that rights and facilities were to be considered from the standpoint of services provided the viewer. That perspective was essential in order to realistically evaluate the cost of television rights, and COJO sought measures that would divide the costs equally between broadcasters and viewers around the world.

Up to January, 1975, several meetings were held and many new propositions discussed. But these sessions ended with the unions refusing to accept the COJO-IOC position that they should pay a fair share of the cost of television production.

The EBU and the International Radio and Television Organization (OIRT) together offered \$5.25 million, representing 3 ¼ cents per television set. (The ABC commitment of \$23 million for American rights represented 20.5 cents per set). The *Organización de la Televisión Iberoamericana* (OTI) suggested \$300,000 (1 ½ cents per set). At that time, there were only two countries ready to deal independently — Hong Kong and the Philippines. Both had strong commercial television systems eager to compete for their audiences, with the result that Hong Kong and Philippine rights were sold for \$250,000 and \$160,000 respectively. These agreements represented 35 cents per television receiver.

At the same time, the IOC's final approval of the rights contract between COJO and the CBC was delayed until COJO agreed to pay the IOC one-third of the estimated cost as its share of the Canadian rights fee.

With negotiations deadlocked, COJO took its position to the world at large in March, 1975 by publishing its data on the ninety countries represented by the six major broadcasting unions.

The data included population, gross national product, television receivers in use, broadcasting revenue, number of Olympic medal winners, and the number of athletes expected in Montréal from each country. These figures were never challenged or refuted and showed the COJO-IOC targets to be justified.



Table I
**Sale of television rights
(excl. Canada, USA)**

Joint agreement of September 9, 1975	
European Broadcasting Union (EBU)	\$4,550,000
International Radio and Television Organization (OIRT)	2,000,000
Asian Broadcasting Union (includes Hong Kong and the Philippines) (ABU)	2,100,000
Organización de la Televisión Iberoamericana (OTI)	600,000
Arab States Broadcasting Union (ASBU)	150,000
Union of National Radio and Television Organizations of Africa (URTNA)	50,000
South African Broadcasting Corporation (SABC)	50,000
Sub-total	\$9,500,000
Separate agreements:	
Puerto Rico (COPAN)	\$ 35,000
Caribbean Broadcasting Union (CBU)	17,200
Haiti (TELECO)	10,000
Total	62,200
Total	\$9,562,200



The outraged unions reacted by threatening to boycott the Games. Moreover, the IOC bowed to pressure and dissociated itself from the position adopted by the joint committee. It also refused to approve COJO's agreements with Hong Kong and the Philippines.

These manoeuvres resulted in a summit meeting attended by IOC, EBU, OIRT, NHK, ABU, and COJO, held in Montréal in August, 1975 during the international competitions.

The unions presented a combined offer of \$8.6 million. The organizing committee tabled a revised position of \$18,045,000 which was rejected by the unions who responded with their final counter-proposal — \$9.3 million.

When this in turn was rejected, the unions announced that there would be no Olympic coverage outside Canada and the USA.

The IOC at once withdrew its support for the fair-share formula and urged COJO to reconsider the unions' offer in view of the considerable publicity to be gained for the Games through television.

In September, 1975, in London, COJO accepted a final offer totalling \$9.5 million (see Table I).

During the final months, further lengthy negotiations were required before each contract was signed. Agreements had to be reached on technical matters such as the number and location of commentator and camera positions, observer seats, studios and offices, and on legal matters and payment schedules.

The first contract was signed with EBU/OIRT in January, 1976, the last with TELECO of Haiti on June 9, 1976.

Now that the exercise is over, COJO and the CBC have drawn some conclusions. Their only gain was experience; they did not meet their objective of raising enough money to cover the cost of television and radio coverage. The goal of establishing a fair sharing among all users was never realized (see Table J).

Table J
Summary of television rights program
COJO revenue and expenditure

	No. of countries represented	
Gross revenue		
ABC	1	\$23,000,000
EBU	31	4,550,000
OIRT	10	2,000,000
ABU	15	2,100,000
OTI	18	600,000
ASBU	12	150,000
URTNA	25	50,000
SABC	1	50,000
COPAN	1	35,000
CBU	8	17,200
TELECO	1	10,000
CTV/TVA (Canada)*	1	60,000
Total	124	\$32,622,200
Expenditure		
Payment to CBC		\$25,000,000
Payment to IOC (includes \$300,000 for Canadian rights)		7,060,367
Consultants' fees		342,811
Legal fees		171,534
Entry tickets		88,629
Other		12,000
Total		\$32,675,341
Net deficit		\$ 53,141

*Paid by CTV and TVA networks to COJO in return for extension of Canadian rights awarded CBC.

Typical of the scenes at virtually every ticket window the day of competition.

The Olympic Games never seem to lack fascinated spectators.



Other Direct Sources of Revenue

Although financial considerations may seem to run counter to the Olympic ideal, some activities in the staging of the Games do generate revenue. These activities include the sale of admission tickets, the housing of athletes or young participants in the International Youth Camp, certain services not included in the per diem granted participants, and entertainment provided by the Arts and Culture Program.

Although these activities were marginal in the overall fund-raising plan, they nevertheless accounted for close to 16 percent of COJO's total revenue and are worthy of mention.

Admission Tickets

Tickets are reported on in detail elsewhere in this volume, but are mentioned here in their relationship to financing.

In its first budget, COJO estimated that the net revenue from the sale of admission tickets would be \$9.5 million. But in 1973 it was extremely difficult, if not impossible, to justify this figure: even the number of seats in the stadium was not known. Many other Olympic installations were still in the design stage, and the dramatically increasing cost of living was a major obstacle to accurate forecasting.

Nonetheless, experts resorted to weighted figures, statistical observations, forecasts of attendance, and a certain amount of educated guesswork.

A total printing of five million tickets was planned. Of this number, 500,000 would be put aside for official guests, officials, athletes, etc. The attendance ratio for the remaining tickets was calculated at 70 percent, projecting actual sales of 3,150,000 tickets at an average price of \$6.50 each.

Out of the \$20.4 million gross revenue projected, an amusement tax of

10 percent was to be deducted by the City of Montréal in addition to an equivalent commission for the sale outlets. This left an anticipated net profit of some \$16 million, or almost double the original forecast.

When the Games ended, the final picture was quite different. More tickets were sold — 3.2 million instead of 3.1 — and the average price reached \$8.60, resulting in a net increase over the initial projections of 38.5 percent.

In short, gross revenue amounted to \$27.6 million and expenses to \$7.4 million, for a net profit of \$20.2 million.

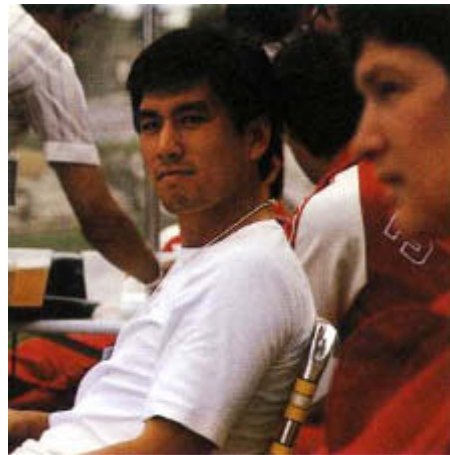
Lodging

The housing of athletes in the Olympic Village also produced more revenue than was first expected in the operational budget. Charges for board and lodging not included in the per diem, and for various other services, totalled \$2.6 million compared with a projected \$2 million.



Live theatre was featured regularly in Arts and Culture Program presentations.

Olympic Village produced revenue from a variety of sources.



Not far from the Village, the International Youth Camp, a meeting place for more than a thousand young people from around the world, generated close to \$200,000.

Entertainment

The Arts and Culture Program was also a source of revenue. Lovers of artistic and cultural events paid \$124,000 to hear and see artists and craftsmen from across Canada.

Investments

Interest on investments also supplemented COJO's income. The fund-raising programs generated important revenue during the pre-Olympic period and this, of course, exceeded the expenses incurred at that time in organizing the staging of the Games.

Following good business practice, COJO's financial managers placed the money in short-term investments, resulting in additional revenue of around \$9 million.

Table K summarizes the balance of the financing programs for the Games.

Table K
1976 Olympic revenue programs
Revenues at April 30, 1977

	(in millions of dollars)		
	Gross receipts	Expenses	Net revenue
Coins and stamps	115		115
Olympic lottery	235		235
Television rights	32	32	
Admission tickets	27	7	20
Interest on investments	9		9
COJO fund-raising programs	9	4	5
Athletes' accommodation	2		2
Program sales	1	2	-1
Total	430	45	385

Indirect Contributions to the Games

Considering the political and social character of Canada, no event of the magnitude of the Olympic Games could be held without the manifold involvement of all levels of government.

The sharing of jurisdiction between municipalities, provincial governments, and the central government is such that many measures fall exclusively under one of these authorities. But interdependence is so great that agreements had to be made right from the start in order to clarify responsibilities.

And this participation by public administrative bodies has been valued at \$196 million, and covered such varied matters as the purchase of land and overtime by policemen (see Table L).



Table L
Indirect contribution to the Games by governments

Government of Canada (Armed Forces, postal services, improvements to Kingston harbor, Royal Canadian Mounted Police, customs, etc.)	\$142,000,000
Government of Québec (Québec Police Force, various ministries, etc.)	25,000,000
Government of Ontario (Olympic Yachting Centre, provincial police, etc.)	1,000,000
City of Montréal (overtime paid to police, landscaping, cleaning, etc.)	8,000,000
Total	\$176,000,000

Contribution of the Canadian Government

In a speech given before the House of Commons in February, 1973, the prime minister of Canada, Mr. Pierre Elliott Trudeau, defined the scope of the federal government's participation in the 1976 Summer Games. Having received written assurances from the City of Montréal, the Québec government, and COJO that they would not seek financial assistance from the federal government should a deficit arise, the Canadian prime minister declared:



"More than four years ago, this government clearly defined its position, namely that we would not make any special financial contribution to the Games.

"In letters dating as far back as 1968, and since then, on the occasion of numerous public statements, Mayor Jean Drapeau has indicated that, apart from certain current federal-provincial programs, no financing was required from the federal government.

"While the organization of the Games is the responsibility of the City of Montréal, the federal government has taken an interest in them by reason, on the one hand, of the international character of the undertaking and, on the other hand, of the financing methods considered by the City of Montréal and the Olympic Games organization committee (COJO).

"Besides the expenses covered by the City of Montréal budget, we must also expect that the staging of the Olympic Games in Canada will cause additional disbursements for the various federal departments in the discharging of their usual responsibilities. As I indicated earlier, these expenditures are not included in the budget presented by COJO.

"We must recognize that the large influx of Olympic participants and spectators will put particular pressures on various services which, in the very nature of things, would have to be provided by the government of Canada, such as personnel from the RCMP, the Canadian Forces and the customs and immigration services.

"Finally, there is a further cost increment which would be incurred if the CBC assumed the role of host broadcaster providing the basic television service at the Games. In this event, net costs to the Crown corporation would be an estimated \$25 million.

"The federal government has a strong and legitimate concern over arrangements for the 1976 Olympics. This concern does not, however, diminish the warm welcome which will be extended to the Olympic Games and its participants by the government and by Canadians generally. It is a challenging undertaking and I am sure that all Canadians wish it well.

This statement was to govern all joint actions involving COJO and the many federal government organizations. "No money, but normal services from Ottawa," in the words of the commissioner-general of the Games. These services were both numerous and indispensable.

The federal government approved additional budget expenditures for security, customs, immigration, and television broadcast of the Olympics to foreign countries. It also agreed to create new programs to meet the special needs of COJO in situations where no other organization could fulfill the requirements.

As a first token of cooperation, the federal government seconded a member of its diplomatic service to the highest position in COJO. His Excellency, Roger Rousseau, was appointed president of the organizing committee and commissioner-general for the Games of the XXI Olympiad.

Later, the government also complied with the joint request by the City of Montréal and COJO in authorizing the issue of special commemorative stamps and coins and the legalization of a national lottery.



Canada Post

The role played by this ministry in relation to the Olympic coin and stamp programs has already been described. Another chapter of this report also deals with COJO-Post, which was responsible for the security of all Olympic mail, for increasing the number and size of postal outlets, for providing special cancellation covers, and for the sale and promotion of Olympic postage-related items to support the Games.

In real terms, this required an additional twenty-six postal stations in Montréal and seven in Kingston, a major sorting centre that classified 150,000 items of Olympic mail and a detection centre that screened 203,000 items.

These tasks required more than twenty-four months of planning and the investment of \$2.5 million for equipment and materiel, as well as 300 additional employees who worked during the Games.

The temporary postal services were used by some 350,000 people.

Ministry of National Defence

No country has ever held the Games without a major contribution from its armed forces, and Canada was no different.

The contribution of the Ministry of National Defence to the preparation and staging of the Montréal Games resulted in the largest peacetime operation for the Canadian Forces, and the most important deployment of military personnel since the Korean War.

As early as 1972, the ministry appointed an Olympic coordinator for the military, who was subsequently sent to visit the *Bundeswehr* in Munich to observe the German military's support operations at the 1972 Games.

Upon his return, this coordinator formed his own administrative team responsible for defining and developing plans for the Montréal Olympics.

Whether as a stratagem, a tradition, or simply as a reference, military authorities everywhere give a code name to all strategic operations. To the Canadian Forces, the Olympic Games were known as Operation Gamescan in English, and *Canolympiade* in French.

This code name covered some very unostentatious activities such as the protection of dignitaries and athletes, the surveillance of borders and airports, and control of access to Olympic sites.

In keeping with the nature of the role, the Canadian Forces worked in the most discreet fashion; in this operation, the limelight was not for them.

Operation Gamescan was the result of requests for support addressed to the ministry by COJO and the federal security coordinator.

The Games support initially requested involved 4,000 military personnel; that by the security coordinator called for a further 5,000 to augment the security forces provided by federal, provincial, and municipal police.

After an extensive study of needs and manpower resources, the Ministry of National Defence mobilized:

- a) 9,085 servicemen for security tasks, 3,435 of whom were assigned to the command, control, and logistic functions of the security force;
- b) 1,020 military personnel for the command and control of all forces on a national scale; and
- c) 4,980 military and civilian personnel assigned to COJO including 1,070 in supporting roles.

In addition, 1,056 military personnel were placed on standby.

Security was the most visible aspect of the Canadian Forces' participation in the Games. The green uniforms could be seen on all competition and training sites, at border posts, and at international airports.

Less obvious were the 3,910 specialists directly assigned to COJO, who were assimilated into such sectors as the supply distribution system, warehousing, transportation, telecommunications, the posting of results, towing and rescue services at Kingston, health services and field engineering, as well as management support to the Protocol and Sports Directorates and to the Olympic Village.

The ministry set up and managed the entire supply and warehousing system used by COJO. It provided 76,228 square metres of usable warehouse space and 225 people to operate the supply system.

Of nearly 1,650 military personnel seconded to transportation, almost all were responsible for the management and operation of the central dispatching and driver systems. A further 620 were assigned to the control and supervision of the telecommunication systems and the posting of results.

The ministry sent 350 servicemen, boats, and communication systems to Kingston. It also undertook towing and rescue operations during the yachting events and maintained a destroyer and miscellaneous craft on standby patrol.

Some 270 doctors, nurses, medical assistants, and administrators formed the backbone of the Olympic medical organization, and, along with volunteer civilian doctors, provided health services at all competition and training sites.

A squadron of field engineers took care of maintaining the equestrian courses at Bromont.

Some 100 officers were seconded to the COJO operations centre and to act as assistant directors on each of the main competition sites.

In addition to the above, the Ministry of National Defence contributed specialized personnel for protocol, sports officiating, and management of the Olympic Village, as well as to hostesses and guides.

Under a special authorization by the federal government, the various ministries could provide up to 25 man-years of specialist assistance to COJO for the preparation and staging of the Games. In the case of the Ministry of National Defence, four senior officers were seconded for more than two years and served as the directors of Transport, Health, and Telecommunications, in Montréal, and Technology in Kingston.

The need for diversified and highly skilled personnel spurred a formidable recruiting and transfer operation encompassing all commands and headquarters from coast to coast in Canada. It was, therefore, with legitimate pride that the task force responsible for the largest peacetime exercise undertaken by the Canadian Forces was able, finally, to pronounce "mission accomplished!"



Various branches of the Canadian Forces played prominent roles in the Games of the XXI Olympiad.



Ministry of Transport

The presence of so many visitors at the same time in the same place could not but intensify air, ground, and maritime traffic. Measures had to be taken to alleviate congestion as much as possible.

The Ministry of Transport was affected mainly in three of its divisions:

1. Maritime Administration
 - a) the Canadian Coast Guard added to its search and rescue fleet and kept a helicopter and a patrol boat in Montréal harbor;
 - b) the St. Lawrence Seaway Authority fitted out two boats, one for Kingston and one which remained on standby near Montréal; and
 - c) the National Harbours Board, Port of Montréal, augmented its police force and raised its security standards. Roving teams were specially trained to take care of all immigration, customs, and security matters. It also provided important logistic support to the Canadian Forces' fleet and to special ships such as the royal yacht *Britannia*.
2. Ground Traffic Control

Although it was more restricted in scope, the contribution made by this division was nevertheless very useful. Road transport executed an in-depth study of bus routes for the Olympics,

examined their utility and potential use, and made recommendations to the ministry.

3. Air Traffic Control

- a) an inspection of national and international airports led to the improvement of security and emergency systems and measures (alarms, fences, emergency centres, etc.). All airport personnel received special training on how to cope with emergencies;
- b) the increase in air traffic necessitated the adoption of new visual and instrument flight regulations at airports near the Olympic sites. This was required both to restrict air space above and around the sites and to speed traffic movement; and
- c) air-traffic orders were issued controlling air space. Pilots were informed of the new regulations, the services offered by the control towers, air-traffic regulations at Montréal airports during peak hours, and restrictions during royal flights.

Secretary of State

The Secretary of State's office supported the 1976 Olympic Games through its numerous organizations and many of its own programs. Its contribution was most helpful on many occasions and in different areas.

In collaboration with COJO, the ministry planned, organized, and conducted both the visit of Her Majesty the Queen to the Games and the ceremonies surrounding the arrival of the Olympic Flame on Parliament Hill in Ottawa.

A senior member of its translation bureau was seconded to COJO for two years to structure the latter's Linguistic Services Department. During the Games, the translation bureau sent eight of its best interpreters to COJO.

The Secretary also allocated important grants to youth hostels in Montréal and Kingston. The National Film Board of Canada (NFB) signed a contract with COJO to produce the official Olympic film and was granted one-third of its overall budget by the Secretary.

In addition to these major contributions, grants of \$25 million to the host broadcaster (only \$17.6 of which was spent) came out of the Secretary's budget, as did the \$1 million granted by the Canada Council to artists and craftsmen.

This last allocation went to pay for the transportation and housing of artists who came from across the country to participate in the Arts and Culture Program in Montréal, Sherbrooke, Québec City, Ottawa, and Kingston. It also served to finance two major exhibitions — *Mosaicart* (an exhibition of sculpture and painting) and *Artisanage* (demonstrations by craftsmen from all provinces).

The total contribution from the Secretary of State's office amounted to \$27 million.

Ministry of Manpower and Immigration

The arrival in Canada of thousands of visitors from all parts of the world increased in many ways the task of the Manpower and Immigration Ministry. In addition to developing and maintaining liaison with other federal government ministries and departments involved in the Olympics, this ministry's officers were responsible for devising new security procedures at all ports of entry into Canada.

A special unit was created to evaluate the dossiers of prohibited persons, terrorists, subversives, militant radicals, etc., and to compile and keep up to date relevant computer input data. This activity was part of the largest security plan ever devised by Canada.

In recent Olympiads, holders of an Olympic accreditation card were permitted to enter the hosting country for a specified period without the need to produce a valid national passport or visa.

Consequently, the Immigration Ministry provided assistance to COJO in making the design of this card impossible to forge, in determining accompanying formalities for admission to Canada, and in the preparation of instructions for the issue of the cards by the national Olympic committee (for athletes, VIPs, etc.) and by the international sports federations (for officials).



The ministry also agreed to amend the pertinent immigration regulations (except as regards the press), in order that the Olympic accreditation card would be recognized as a valid travel document, in lieu of a passport or visa for admission to Canada for the duration of the Games.

At the request of the Olympic immigration and customs coordinators, the security service of the Royal Canadian Mounted Police (RCMP) developed a briefing program for the 1,500 immigration and customs employees spread across Canada (230 of whom worked part-time).

The program detailed security measures to be enforced to prevent acts of violence, and customs officials attended courses on terrorist operations, methods, and weapons.

To tighten security measures at all ports of entry, the Immigration Ministry decreed that all arriving persons, including citizens and permanent residents of Canada, would be required to complete a disembarkation card, as is done by many other countries.

Temporary Immigration Security Act — Bill C-85

The prevalence of terrorist acts throughout the world in recent years led to fears that some individual or group would take advantage of the worldwide publicity generated by the 1976 Games to commit acts of violence in Canada. To meet this threat, the Ministry of Manpower and Immigration proposed a temporary law giving it the power to deport any person who was not a Canadian citizen, or who had not been lawfully admitted to Canada for permanent residence, and who, in its opinion, might engage in acts of violence that could endanger the lives or safety of persons in Canada.

During the period of the Olympics, no such deportation orders were issued by the Minister of Manpower and Immigration under the powers vested in him by this Act.

Manpower

To assist COJO in recruiting the large and specialized staff required for the organization and staging of the Games, the government, in August, 1973, created a manpower centre for the exclusive use of COJO. It was to provide the following services:

- a) assist COJO in establishing the needs for permanent and short-term employees;
- b) recruit the personnel necessary to stage the Games, make a preselection of workers, and refer applicants;
- c) establish and maintain an inventory of applications from qualified workers available for employment with COJO;
- d) provide removal expenses or training where appropriate; and
- e) help to reintegrate personnel to the labor market after the phasing-out of COJO.

In three years, the centre received more than 90,000 applications for employment, referred approximately 25,000 candidates, and sought post-Games employment for COJO's permanent staff. Total expenses for this period were slightly in excess of one million dollars, entirely underwritten by the federal government.

Other Government Services

Other federal government services, ministries, and departments were utilized before and during the Games. For example, the assigning of some 850 frequencies (VHF, UHF, and microwave) came under federal jurisdiction, as did the allocation of 1,600 communications posts needed by the security forces, ORTO and COJO.

During the Games, the Weather Bureau provided extensive and essential information to competition directors. Agriculture Canada inspected horses on their arrival in Canada and monitored the health of all horses at the equestrian sports site in Bromont. It also supervised and monitored sanitary conditions at all competition and training sites.

When existing programs were not sufficient, the federal government devised new ways of giving COJO additional support. It financed the construction of a breakwater and dredging in Kingston harbor, intensified its international public relations campaign, participated in world exhibitions to promote the Games, increased its assistance to Canadian sports organizations, and created new scholarship programs for athletes.

Other activities included customs clearance for goods, making information available around the world, consultation, and the training of qualified officials for the Games.

The federal government's contribution was valued at \$142 million and was instrumental to the success of the Games.



The Contribution of the Québec Government

In June, 1974, the minister of Finance in the Québec government appointed a special advisory assistant to coordinate relations between the many provincial government ministries and COJO.

This adviser personified the cooperation previously assured. His job was to help realize the collective Olympic dream by making government services and programs available to COJO.

Liaison with all government ministries and institutions was swiftly established by this special assistant, for whom COJO drew up a long list of needs. Armed with this document, he visited government ministries, seeking suitable programs to help the organizers.

One of the most important contributions of the Québec government was the detachment of 25 employees to COJO. These people were seconded to executive positions in response to COJO's expressed needs. In addition, the Ministry of Environment Protection Services allocated ten inspectors of public hygiene to the Olympic Village.

Ministry of Social Affairs

In reply to a request made by the organizing committee, the Ministry of Social Affairs agreed to convert part of the Maisonneuve-Rosemount Hospital, located near the Village, into an Olympic medical centre.

Authorities sealed off the converted section from the rest of the hospital. Despite striking hospital personnel, athletes and other members of the Olympic family received, free of charge, all the professional help and care they needed.

Ministry of Cultural Affairs

From time immemorial, arts and culture have provided a necessary complement to sports activities. Olympic regulations, therefore, stipulate that the organizing committee set up an arts and culture program in conjunction with the Games. Montréal's cultural festival offered an impressive panorama of Canadian creativity.

Canada consists of two major historical cultures and a kaleidoscope of ethnic variety. The two great cultures, French and English, are geographically determined, different and alive. The former flourishes in Québec, site of the host city of the Games.



The Québec National Assembly, Québec City.



Québécois Claude St. Denis performed as part of the Arts and Culture Program.

The Québec Lodging Bureau rendered a real service to the public by assuming control of the placement of the tens of thousands of visitors to Montréal during the Games.

To help display this dual culture, the various governments agreed to participate financially in the Arts and Culture Program of the 1976 Games. Since Québec believed that an important portion of the program should be devoted to its culture and its arts, its Ministry of Cultural Affairs granted \$3 million to the program.

Ministry of Labor and Manpower

The personnel needed to stage the International Competitions Montréal 1975 (CIM 75), were chosen mostly from among Québec students by the Student Placement Service, under the terms of an agreement between Labor Québec and COJO. For each student hired, the Québec government paid COJO \$30 a week.

For the summer of 1976, another agreement with the Student Placement Service again encouraged student hiring. This time, the financial remittance from the government was \$1 for each hour worked by a student registered at the office, or roughly \$2,000,000.

Ministry of Tourism, Fish, and Game

This ministry created a government-controlled body to supervise and regulate lodgings rented for, or during, the 1976 Olympic Games.

The agency (Québec Lodging Bureau - HÉQUO 76) had the following responsibilities:

- a) make an inventory of lodgings available during the Olympic Games;
- b) maintain an information service on lodgings available during this period;
- c) coordinate the activities of the persons engaged directly, or as intermediaries, in the renting of lodgings in the territory where the project applied;
- d) verify, or as the case may be, establish the maximum rental for lodgings during the Games;
- e) enforce the regulations concerning advertising of lodgings for rent for this period; and
- f) collect the necessary information.

The operational budget of this organization was in excess of \$6 million.

Québec Liquor Corporation

COJO requested from the government a sort of diplomatic status by which it could buy wine and spirits for members of the international sports federations and for members of the Olympic family without an embassy in Canada. This had been the practice at the World Exhibition in 1967 and at the Games in Mexico City and Munich.

Wines and spirits were also to be served during the numerous official receptions given by COJO during the Games.

The Québec Liquor Corporation willingly agreed to the request, on the condition that even liquor obtained through sponsorship was delivered through the official outlets.

Wines and spirits were free of administration costs and tax, but gifts to COJO could not exceed a value of \$250,000.

Other Assistance

The Québec government went out of its way, on many more occasions, to help the organizing committee. It supported, for example, a request that all schools in the Montréal area close one month earlier than usual so that COJO could prepare those to be used as training sites, accommodation for military personnel, etc.

All ministries made themselves available and tried to adapt as many of their programs as possible to the needs of COJO. Athletes were invited to tour the province; promoting the Games became a school subject; all expenses were paid for young Africans from French-speaking countries to attend the International Youth Camp, and much more.

Benefits arising from the Québec government's generous cooperation were many, and must be counted among the most important side effects of the Games.





On behalf of the Olympic Installations Board, Dr. Victor C. Goldbloom (at the microphone) officially hands over the Olympic Stadium to the organizing committee on the eve of the 1976 Games.

Table M
Estimated costs of installations
in millions of dollars

	November, 1972	As of July, 1975	As of August, 1976	As of
Olympic Stadium	132.5	360.9	795.4	
Parking garages	19.7	49.5	105.4	
Olympic Velodrome	19.7	63.1	86.5	
Viaduct	11.2	12.7	16	
Site access roads		15.4	15.2	
Claude Robillard Centre	17	60.1	57.8	
Olympic Basin	11.3	26.3	28	
Étienne Desmarteau Centre		13	12.6	
Maurice Richard Arena, Pierre Charbonneau Centre, Kent Park and St. Michel Arena	22.7	11	13.5	
Olympic Yachting Centre, Kingston	4.5	6.1	6.4	
Olympic Shooting Range, L'Acadie		1.2	1.9	
Olympic Equestrian Centre, Bromont		3.8	4.2	
Olympic Archery Field, Joliette		1	1.5	
Paul Sauvé Centre			.9	
Forum			1.2	
Winter Stadium, U. of Montréal			3.3	
Molson Stadium, McGill University			1.6	
Sherbrooke Stadium			.5	
Sherbrooke Sports Palace			.3	
PEPS, Laval University, Québec			.2	
Varsity Stadium, Toronto			.5	
Lansdowne Park, Ottawa			.1	
Training sites			7.1	
Fairview and Mount Royal Circuits			.3	
Pools			.5	
Other	11.4	18.9	18.1	
Total	250.0	643.0	1,179.0	



Table N
**Cost of installations borne
 by COJO in millions of dollars**

Construction work at Joliette, L'Acadie, Bromont, Sherbrooke, Ottawa, Paul Sauvé Centre, Forum, Universities of Montréal, Toronto, McGill and Laval.	24.6
Construction work at Kingston	6.4
Main press centre and special installations for opening and closing ceremonies.	5.8
Scoreboards, artificial playing surfaces, etc.	10.3
Administrative costs and cost control re construction of the Village	1.5
Total	48.6

Construction of the Olympic Village was entrusted by COJO to a private consortium. COJO, however, assumed financing through loans of \$76 million, \$70 million of which was in the form of mortgages on the land and buildings.

**Cost of goods acquired by COJO
 and donated after the Games to
 government organizations and
 universities in millions of dollars**

Sports equipment	4.7
Furniture	16.4
Installations and improvements at rented locations	5.7
Communications equipment	1.2
Total	28.0

Conclusion

There are many ways of evaluating the results of an operation, for example, from the standpoint of accounting, economic repercussions, or the social costs and returns.

Because it is based entirely upon figures, accounting can only provide dry and straightforward facts. In order to fully evaluate the effects of the Montréal Olympic Games, *all* the costs and benefits must be taken into account — financial and social, direct and indirect, quantifiable or not.

The relevant factors are numerous and diverse. Among examples are the permanent assets represented by the new sports installations, the increase in tourism and currency, additional income tax obtained by all governments, sales taxes, and job creation. Many other benefits can as easily be listed.

The Olympic Games inspire competition and also the creation of adequate facilities, and, in so doing, help to improve the effectiveness of national and provincial programs for health and participation in sports. Top-quality athletes play a key role in motivating the younger generation.

In this regard, the staging of the Olympic Games in Montréal has done more for the promotion of certain sports than many years of sustained effort by national sporting associations.

Such considerations give perspective to the "straight-figure syndrome" and give the overall operation a real dimension. And, given this perspective, it does not require undue optimism to arrive at a positive evaluation of the Montréal Games.

Like art, Olympism outlives the athletes and the organizers. It transcends figures to become history.

Table O
COJO operating costs by sector of activity (April 30, 1977)

Administration	
Planning and control	0.3
General management	2.3
Legal	0.5
Accounting (general)	1.7
Accounting (Olympic Village)	0.1
Olympic Village management	0.6
Payroll management (temporary employees)	1.3
Provisioning	1.2
Insurance	0.8
Internal security	1.2
Auxiliary services	9.4
Operations centre	0.5
Coordination program (UNOP)	1.0
	20.9
Personnel management	
General	0.3
Temporary personnel	3.3
Social benefits	2.4
Separation bonuses	1.1
Uniforms	0.9
	8.0
Services	
Spectator Services	2.9
Protocol	2.3
Services' Management	10.4
Warehousing	0.7
Hostesses and Guides	2.2
Food Supply	0.3
Health Services: doping control and feminity tests	0.7
Traffic and Transport	6.1
Other	0.2
	28.2
Communications	
Publications, documents, audiovisual aids, brochures and printing	5.8
Press services	1.4
Publicity and promotion	1.7
Films	1.1
Public information	0.7
Public relations	2.4
Internal relations	0.1
Linguistic services	1.3
Program sales	1.8
Other	0.4
	16.7
Graphics and Design	
Graphics and design	1.6
Decoration	0.6
Signs	0.9
	3.1

Table O (continued)

COJO operating costs by sector of activity (April 30, 1977)

Technology		
Closed-circuit television	1.0	
Telecommunications	4.2	
Data processing	1.2	
Results systems	6.6	
Printing of results	0.8	
Swiss Timing	0.6	
Scoreboards	1.0	
Other	0.5	
		15.9
Construction		
Construction and improvements	6.2	
Site rentals	3.3	
Furnishings	3.0	
Other	6.8	
		19.3
Olympic Villages		
Furniture and fixtures	6.8	
Food supplies	3.8	
Other	1.2	
Maintenance	0.9	
Entertainment	0.3	
Welcoming ceremonies	0.5	
Boutiques	0.1	
Management	0.4	
Lodgings	0.8	
Bromont Village	0.6	
		15.4
Sports		15.5
Revenue		45.0
Arts and Culture		2.1
Official Ceremonies		5.5
Other costs		
Revenue Division administration	3.3	
Television rights administration	0.1	
International Youth Camp	1.9	
International Competitions Montréal 1975	3.7	
Official report	0.5	
Contingency	0.3	
Depreciation	1.6	
		11.4
Total before recovery		207.0*

*Of this amount, salaries to COJO employees represented a total of \$54 million and the rental or purchase

of furnishing, equipment and services a further \$97 million.

Is Self-financing a Possibility?

In the case of Montréal, if the installations are excluded, the concept of self-financing was proved feasible. The facilities were built, it is true, because the Games were being held, but the need for them had already been recognized and they were part of the city's capital-equipment plan. Their cost should then be deducted from the total accounting for the staging of the Games and transferred as assets to the Québec metropolis.

Proceeds from the various fund-raising programs devised by COJO and the federal government were largely adequate to cover the cost of organizing and staging the Games.

Success can thus be confirmed by the balance sheet as well as by the social and economic results.

Self-financing is no longer a dream; the universality of the means developed makes every country eligible to bid for one of the greatest endeavors in this world.

The Montréal Games represent the transformation of a dream into reality.



The ongoing use of the Olympic Stadium is a continuing benefit for the citizens of the host city.

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5

As any theatrical production, success comes to the organization of the Olympic Games only through constant refinement of basics, followed by at least one official dress rehearsal. And since there is no way the cast of thousands can be assembled beforehand, all that can be done is to simulate the actual event as closely as possible. The Games of the XXI Olympiad were not about to upset tradition in this respect, but it was fortunate that COJO had three distinct occasions on which to perfect its operating procedure: the World Cycling Championships in 1974, the International Competitions Montréal 1975 (CIM 75), and during the final dress rehearsal preceding the Olympics themselves, at the end of June, 1976.

Previous Games certainly provide an organizing committee with a practical demonstration of the progress to be made, and a general idea of the way to do things. But circumstances change, and the only place where the degree of preparation can be properly controlled is on the spot, where all of the difficulties can be readily appreciated.

Even before all of the various installations had been completed, these exercises, held under conditions that were much more difficult than the Games themselves, already showed what solutions had to be found, what gaps had to be closed, and what weak points had to be strengthened.

World Cycling Championships 1974

Soon after Montréal had been granted the honor of organizing the Games of the XXI Olympiad, the International Cycling Union (ICU) officially accepted the offer of the Canadian Cycling Association to host the 1974 World Championships. But, just as this longed-for event was about to materialize, it came perilously close to being dashed to the ground.

For, on May 22, 1974, less than three months before the championships were to begin, the Olympic Park Works Division advised the cycling organizing committee that, because of a strike in the cement industry, the Olympic Velodrome would not be ready in time.

This was a bitter pill for COJO to swallow as well, for the latter had been working closely with the cycling committee for some time. And one could not help thinking what would happen if a similar situation occurred on the human resource side or with respect to the installations themselves, or if a significant defect or flaw in planning were discovered shortly before the opening of the *Olympics!* But there was no time for discussion or a weakening of spirit. The cycling championships had to take place in Montréal, come what may!

A substitute plan was hurriedly formulated and presented to the ICU which approved it, and, in six weeks, a first rate velodrome was built on the University of Montréal football field. Then, on July 14, one month to the day before the start of the championships, the ICU officially sanctioned the track and its related facilities. The road races were scheduled to take place on the routes already approved for the Olympics.

Thus some breathing space was acquired. For, even if COJO were not the cycling organizing committee, the failure on the part of *any* committee to stage the championships would have made a bad impression internationally, and would have reflected poorly on the capabilities of the host city to stage the Olympic Games. But, thanks to the cooperation of the Olympic Park Works Division, to the steadfast resolve of the organizing committee, to the support of the COJO technical services, and to the determined efforts of the employees of the City of Montréal, the threat of a serious obstacle gave way to a distinct feeling of optimism.

As a result, seventy-five years after the last World Cycling Championships had taken place in Montréal, the sport's elite would again gather on the banks of the St. Lawrence River. And gather they did, for an unprecedented 40 countries accepted invitations to enter, the strongest field since 38 countries had entered the title hunt in Leicester, England.

Most COJO directorates offered their services to the race organizers, and this initial contact permitted, among other things, an objective, on-the-spot evaluation of services and operations planning. For, no matter whether observing, advising, or performing a specific function, each COJO staff member found the experience most enlightening. Now was the opportune time to organize a series of international sports events that would provide COJO with yet another chance to sharpen up its performance before the great spectacle of 1976.



A modern engineering marvel: a cycling track built and ready for competition in a mere 6 weeks.

Amateur Sport and the Public

Amateur sports enthusiasts were not too numerous in Canada in 1974, and the cycling championships gave the country the opportunity to discover this fantastic world. The response was most encouraging, for, up until then, there had been few sporting events of international stature in Montréal. But, two years before the Olympic curtain went up, crowds stormed the ticket windows for the cycling races as a preview of 1976. All the track finals were sold out, and many fans, not having bothered to buy tickets in time, found themselves without seats in the velodrome. Fortunately, they were able to follow the progress of the various events on television.

The Olympics Radio and Television Organization (ORTO) took the opportunity to film the event and set up its reporting teams. And, for the first time in history, viewers could follow an entire cycling road race thanks to a device called an autocamera. The brainchild of ORTO, the autocamera was the first motor vehicle authorized by the ICU to cover events direct from the course.

It replaced the motorcycle that was customary in Europe, and seemed to be right in the pack with the riders. With equipment of such capabilities, ORTO was able to transmit pictures of the greatest impact.

Aside from everything else, these championships gave COJO the opportunity to act as host to an impressive number of foreign journalists, and to reassure them about the Games in 1976. In addition, the event was a resounding success that served the cause of amateur sport very well, established the reputation of Montréal, and allowed the future organization to be built upon a solid base.

International Competitions Montréal 1975 (CIM 75)

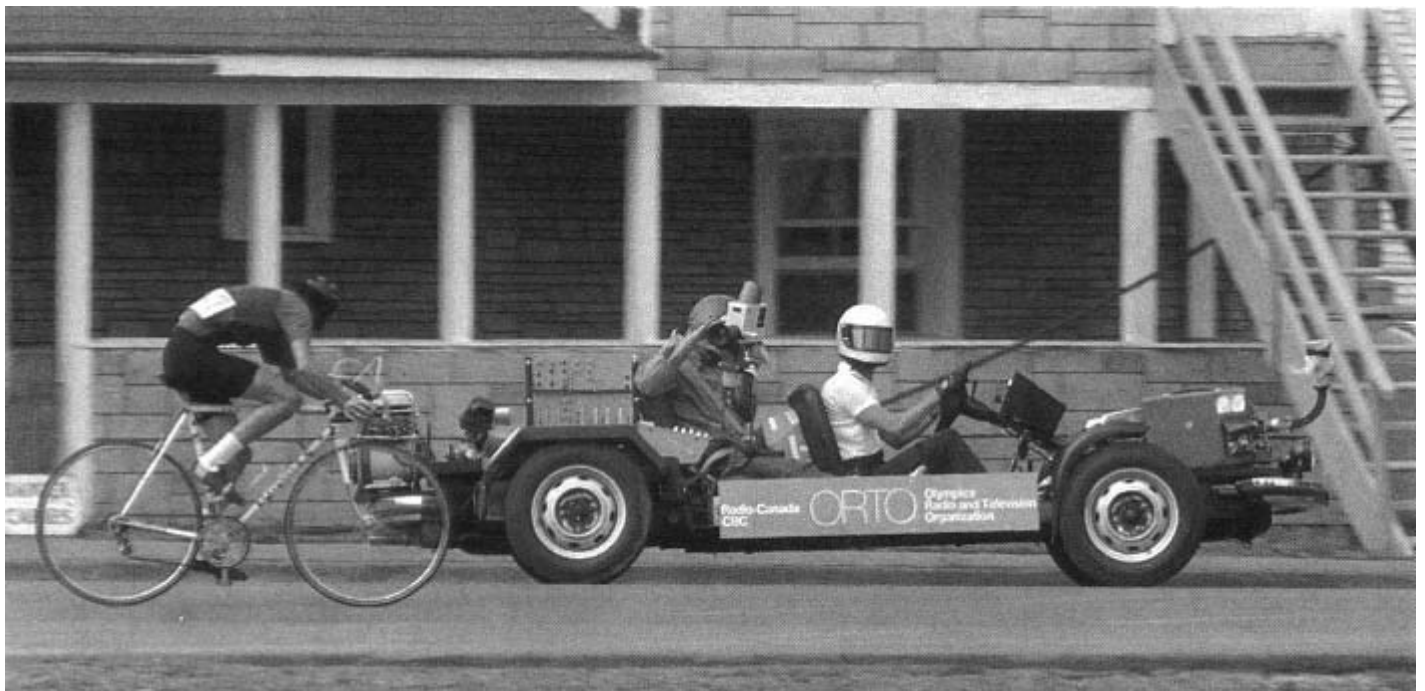
Many lessons were learned from the cycling championships, and, with only twenty-two months remaining before the big day, it was known what weaknesses had to be corrected. Patchwork solutions simply could not apply for the next test, which was the International Competitions Montréal 1975. And these pre-Olympics could not compromise preparations for the main event in any way.

The amateur sports organizations and the various committees specially created for the event were the actual hosts of these competitions, but COJO

fully intended to obtain the maximum benefit from the experience. What had to be determined was the nature of its participation and how best to allocate the many responsibilities.

It was soon decided that COJO would concern itself directly with such key areas as promotion, technology, services, lodging, and communications, without, however, taking too much of the limelight. What had to be done, on the contrary, was to let the amateur sport groups recruit the necessary personnel so as to form a valuable basis for cooperation in 1976. For, even if it were a novel experience, officials and athletes alike would find it to their advantage to familiarize themselves with the competition sites, many of which would be used the following year; COJO would profit by having its people involved in a truly international competition; and the public would get a taste of the Olympic atmosphere.

Finally, the success of this project, which was deemed vital in preparation for the Olympic Games themselves, would also enable those in charge of amateur sport in Canada to work together as part of a program that was bound to benefit everyone concerned.



The autocamera puts the spectator where the action is.

CIM 75 — Preparation

In September, 1974, a special committee composed of four distinct groups was set up at COJO's instigation.

First of all, there was Sport Canada, a section of the Health and Amateur Sport Division of the Canadian Ministry of Health and Welfare, which comprised all the amateur sport governing bodies in the country. It was Sport Canada's task to look after lodging and food services for competition officials. Also included among its responsibilities was the transportation of these officials and Canadian athletes to Montréal.

Next was Game Plan, an organization made up of Sport Canada and the Canadian Olympic Association (COA). It undertook the promotion and accelerated development of the country's best athletes. In addition, it agreed to provide accommodations for all athletes participating in the competitions.

The Québec government was the third party, and, through its High Commission for Youth, Recreation, and Sports, assumed the burden of encouraging the participation in CIM 75 of all of the amateur sport governing bodies in the province.

Finally, there was COJO itself. The Olympic organizing committee undertook to supply all competition and training sites, and to furnish the technical and administrative services needed to hold the event in Montréal. COJO also took upon itself the lion's share of financing the project.

When the scheme was presented to the various amateur sport groups, it evoked considerable enthusiasm. The special committee, therefore, soon got to work, allocated responsibilities, and tried as much as possible to model its plan of action on that created for the Olympic Games themselves.

The Construction Directorate then asked for specific instructions as to what the amateur sport groups needed so that they could have the required competition sites completed on a priority basis. What had to be done, therefore, as quickly as possible, was to prepare a competition schedule, make provision for the proper financing, determine how the participating countries and their athletes would be selected, and ascertain their number so that the necessary lodging arrangements could be made.

A series of meetings was held between the special committee and the amateur sport groups to discuss these very points, and everyone was in agreement, first, on the necessity of staging these pre-Olympic Games at all, and, secondly, on the creation of task forces

that would form the nucleus of organizing committees. It was also decided that the COJO sports directors would supervise the technical side of the competitions, and that there would be one body that would serve as the coordinating unit between the organizing committees, COJO, and Game Plan. The principle that the competitions would be self-financing was adopted, but with the proviso that COJO would assume any deficit if necessary.

By the end of November, 1974, the various roles of the coordinating body and the organizing committees had been well defined — a good sign of progress, indeed!

The Coordinating Committee

Nine people made up this administrative control group: three members of the COA, three from Sport Canada, and three from COJO. And it was responsible for the following: coordinating requests from the organizing committees; passing on these requests to the interested parties; making sure that the necessary services and the human and material resources were supplied to the organizing committees; safeguarding the interests of the organizations involved; making certain that the various competitions measured up to the standards of the international sports federations; promoting the self-financing principle throughout the various groups; and negotiating in cooperation with the organizing committees in an attempt to obtain for them the best terms possible in respect of sponsorship and television rights.

The Organizing Committees

Each organizing committee was responsible for planning, arranging, and staging a particular competition in cooperation with the coordinating committee and COJO. Details of its role were as follows:

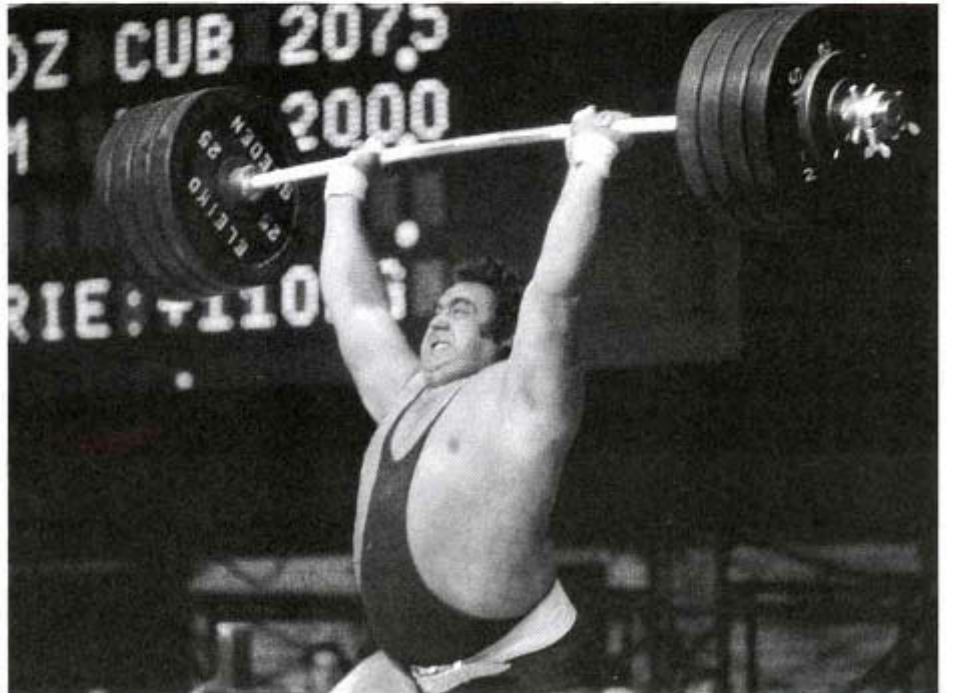
- a) determining the competition program;
- b) deciding upon the number of countries to invite;
- c) planning the training program for officials;
- d) confirming or changing the competition date;
- e) confirming and approving the competition sites furnished by COJO;
- f) outlining its needs, and, through the coordinating committee, making these needs known to the organizations concerned; and
- g) preparing a budget, a schedule of activities, and a plan of action to be submitted to the coordinating committee.

Information

Once the organizing committees were either formed or well on their way to being set up, the time had come for the coordinating committee to institute the various services to be put at the formers' disposal. To speed up the gathering of data vital to their operations, each received a questionnaire from the coordinating committee which had to be completed as quickly as possible. And the answers amounted to a sort of overall guide for the organization and production of an event, including the number of athletes and officials, programs and schedules, personnel needs, getting the competition sites ready, preparation of budgets, etc.

After all of this information had been assembled and analyzed, COJO was then in a position to request each of its directorates to supply all of the services necessary for the respective organizing committees.

Everything went according to plan, and CIM 75 became a vital practice session for more than 2,600 employees, most of whom would return in 1976 with a valuable period of organizational experience behind them.



An unrehearsed Olympic preview.

Programs

Thanks to COJO's determination which won over even the most hesitant of the amateur sport groups, CIM 75 offered a truly comprehensive program of activities.

Almost 2,500 athletes and team members from more than 60 countries registered for the 21 international competitions in 19 sports, which were presented between the end of June and early December. There were two World Junior Championships — rowing and modern pentathlon — and nineteen invitational tournaments. Only three Olympic sports were missing: basketball, swimming (except for water polo), and cycling, whose main events had been held the year before. In addition, fifteen of the twenty-seven competition sites that were scheduled to be used during the Olympics were tried and tested, and, better yet, fourteen of the nineteen sports on the program took place in whole or in part on sites set aside for the Olympics:

Olympic Basin, Notre Dame Island (rowing and canoeing)
Winter Stadium, University of Montréal (fencing and modern pentathlon)
Paul Sauvé Centre (volleyball)
Forum (gymnastics)

Molson Stadium, McGill University (hockey)
Walk
Marathon
Archery Field, Joliette
Shooting Range, L'Acadie (shooting, modern pentathlon)
Equestrian Centre, Bromont (equestrian sports, modern pentathlon)
PEPS, Laval University, Québec (handball)
Sherbrooke Sports Palace, Sherbrooke (handball)
Lansdowne Park, Ottawa (football)
Varsity Stadium, Toronto (football)
Yachting Centre, Kingston

Emblem and Pictograms

CIM 75 also had its own special emblem, and each sport its own pictogram. These highly visible and easily recognizable means of identification were of great publicity value.

An Unforgettable Summer

One year before the Olympics, the events surrounding CIM 75 burst upon the Canadian public, with amateur sport taking the limelight where before nothing much made the headlines save for construction strikes, the high cost of living, and strange things made out of concrete! Everything contributed to a change in attitude on the part of the press and the public, who were finally given the opportunity of discovering the quality of world class amateur sport.

CIM 75 was many things to many people. It was the Soviet weightlifter, Vasily Alexeev, who set a new world record and won the frenzied admiration of the crowd. And it was the same people who had been mesmerized by the thrilling performances of the ladies' volleyball teams from Japan and Korea, that were now stunned by the grace and perfection of gymnasts like Nelli Kim, of the USSR, and Romania's Nadia Comaneci, to mention only a few.

And it was a highly fertile summer from a publicity standpoint: newspapers devoted more and more space to amateur sport; ORTO produced over 50 hours of television coverage that captivated listeners and viewers alike. And millions suddenly came down with Olympic sports fever and became anxious to watch international stars perform, which, naturally, was of particular interest to the Canadian athlete who would finally have a concerned audience.

International Competitions
Montréal 1975 aroused great interest throughout Canada, and caused quite a rush for Olympic Games tickets, a rush that was characterized by ORTO's publicity slogan, "*J'ai hâte*," an untranslatable piece of the French language which meant "I can't wait for the Games to start!"

A Profitable Experience

The 1975 competitions allowed COJO directorates to test many proposed schemes and establish key groups of personnel who would return the following year. And these directorates were fully aware of the multitude of tasks that had to be accomplished.

The cross section of events had also provided the opportunity to try out the accreditation system, establish press centres, publish twenty-one souvenir programs, create the first operations units (UNOPs), set up a coordination centre that would be open day and night, produce one hundred medal ceremonies, etc.

But the success of the Olympic Games themselves would depend upon the coordination of 23,000 employees. What CIM 75 did was to permit but a small number of them to undergo their apprenticeship.

In many ways it was fortunate that most of the problems experienced during CIM 75 were due to insufficient planning, breakdowns in communication between the various services, or, in rare cases, through a lack of cooperation. But in the light of these difficulties, the various roles and duties came to be properly defined, and a network of information was established that was to prove indispensable to the proper functioning of the entire team.

CIM 75 can be profitably examined from many different aspects.



**International Competitions
Montréal 1975 (CIM 75)**

Sport	Date	Site	Canadian athletes and officials	Foreign athletes and officials	Number of countries	Number of spectators
AT Marathon — Walk	July 25, 26, 27 August 2, 3	Kent Park	332	251	36	18,000
AV	August 6-10	Olympic Basin, Notre Dame Island	43	483	25	18,000
BO	November 27-30 December 1	Paul Sauvé Centre	40	67	14	8,250
CA	August 28-31	Olympic Basin, Notre Dame Island	70	121	16	3,000
ES	August 29-31 September 1	Winter Stadium, U. of Montréal	98	102	15	3,000
FB	July 6, August 10 July 9, 29 July 31	Autostade Varsity Stadium, Toronto Lansdowne Park, Ottawa	99	86	6	48,700
GY	July 30, 31 August 1	Forum	45	84	16	20,000
HA	December 6, 7	Winter Stadium, U. of Montréal	16	45	15	5,000
HB	Sept. 28, Oct. 1, 2 September 26-29 September 27-30	Winter Stadium, U. of Montréal PEPS, Laval University, Québec Sports Palace, Sherbrooke	28	82	5	13,000
HO	July 19-27	Molson Stadium, McGill University	29	125	8	10,000
JU	July 26, 27	Winter Stadium, U. of Montréal	39	53	15	4,700
LU	August 20-23	Winter Stadium, U. of Montréal	43	69	9	3,500
PM	August 24-28	Olympic Equestrian Centre, Bromont Winter Stadium, U. of Montréal Olympic Shooting Range, L'Acadie Pointe Claire Recreation Centre	204	52	16	4,750
SE Three-Day Event	July 25-27	Olympic Equestrian Centre, Bromont	203	19	3	16,000
Dressage	September 5, 6, 7	Olympic Equestrian Centre, Bromont	46	23	5	5,000
Jumping	June 24-29	St. Helen's Island	140	87	3	24,000
TI	July 24-31	Olympic Shooting Range, L'Acadie	188	64	3	400
TA	July 16-19	Olympic Archery Field, Joliette	11	34	9	3,000
VB	June 25-30 (w) July 5-10 (m)	Paul Sauvé Centre	62	72	8	11,100
WP	July 30, 31 August 1 August 2 August 4, 5, 6 August 7, 8, 9	McMaster University, Hamilton Nepean Sportsplex, Ottawa Pointe Claire Recreation Centre PEPS, Laval University, Québec	32	36	4	3,500
YA	July 19-25	Olympic Yachting Centre, Kingston	85	238	33	1,050
Total			1,853	2,193	264	223,950

The Sports Directors

The COJO sports directors, each a specialist in his own field, had already organized national and even international events in some cases. Since joining COJO, however, most of their time had been spent on observer missions to various competitions, continental, international, or otherwise. But to undertake the organization and production of one of the twenty-one sports on the Olympic program was not a task that could be improvised from day to day!

In addition, there were several competition sites that had only recently been built or improved; and the idea of holding an international competition in such a location was deemed the best way to check both the quality of the installation and the related equipment.

CIM 75 also provided the opportunity of getting together most of the officials needed to properly organize the Olympic Games and coordinating their efforts. And more than one thousand of them took part in CIM 75.

One important factor was that a significant number of people who were vital to the proper presentation of sports competitions were recruited and underwent a period of exhaustive training under, at times, far from ideal conditions. And there were even some events that allowed virtually the same plans to be tested that had been formulated for the Olympics themselves. This was one instance where the burden of the sports directors was made lighter.

In essence, COJO services were gradually able to familiarize themselves with the mechanics of international competition, and they took full advantage of the situation.

This phase of the rehearsal program was most useful for the Personnel Department among whose responsibilities were included the recruiting, training, and assimilation of the necessary staff, together with the definition of working conditions.

Towards the end of CIM 75, around the middle of October, it was felt advisable to determine the number of employees that would be needed and to verify this figure at the end of every month. The idea was to reduce last-minute changes or additions to a mini-

mum. Policy and methods were revised and simplified, and it was necessary to see that everything had been fully understood by the heads of the various services.

Actually, this process of reorganization tended to decentralize the Personnel Department. One of its members, however, was delegated to each of the directors-general, competition site managers, and operations unit directors. Thus he was in a perfect position to know what had to be done, and could follow firsthand the processing of employees through the system, all the while keeping in close touch with personnel administration.

The Athletes' Village

In conjunction with the other COJO directorates, the Olympic Village Directorate established the student community centre at the University of Montréal as a proper athletes' village for CIM 75. The majority of participants in the competitions were housed there under the most satisfactory conditions. Each delegation stayed an average of eight days, and the occupancy rate peaked at the end of July with approximately 800 visitors in residence.

For most of the athletes and their coaches, it was the first visit to the Olympic city, and they were taking advantage of the situation not only to participate in the competitions, but also to familiarize themselves with the climate and the *Québécois* lifestyle since most of them would be returning the following year. The result, therefore, was a spirit of good fellowship, and the athletes' village ended up being more than just a place to lay one's head: it actually became the Olympic Village in miniature.

Outside of training and the various sporting events, the athlete spent most of his time in the village. And if he were not content with the necessities of life, such as lodging, meals, and transportation, together with medical, banking, and postal services, the village offered much more. First of all, there was a daily activities bulletin, *Expresso 75*; then there were booths where he could find out whatever he wanted to know about various other services, the City of Montréal, and the Olympic Games program; and the terrace-café was a popular spot for socializing with hostesses and group leaders who spoke the athlete's own language. There were little shops where *Québécois* craftsmen plied their trade, trips to downtown Montréal, and visits to the Olympic Park, in short, an endless selection of diversions.

And, while the athletes were using their free time to experience what was for many of them a new and exciting



culture, Village personnel were getting to know and understand the mentality, the tastes, and the attitudes of many who would be Québec's Olympic guests. And it was easy to notice differences in behavior from one delegation to the other: some preferred their own company to that of their neighbors, while others would throw themselves wholeheartedly into whatever activities were going on at any one time.

Meanwhile, Village management acquired valuable experience, which not only allowed them to become better prepared on the day-to-day technical side, but also from the point of view of human relations, which, after all, is basic to the entire Olympic idea.



CIM 75— Wrap-up

The curtain fell on International Competitions Montréal 1975 in early December with the following purposes having been achieved:

1. It had been a worthwhile test for Canadian officials with the Olympics so close.
2. Athletes got the chance to try out several of the new competition sites.
3. COJO personnel were able to familiarize themselves with the mechanics of international competition.
4. Sports equipment and the competition sites themselves were put to the test.
5. A sound personnel base was created that would be available for the Olympic Games.
6. And the press and general public were made aware of Olympic sports.

Final Preparations

The idea of a general dress rehearsal on the eve of the arrival of the various delegations was not new. For, putting the Games into their true perspective, it would be a rash organizing committee indeed that would dare to eliminate this step. The Munich committee had learned much from it, and COJO intended to profit from the exercise as well. As early as the end of December, 1975, therefore, the COJO coordination centre had a study made that revealed the necessity of such a formal dress rehearsal.

There was no doubt that CIM 75 had been most instructive, but what had to be remembered was that those events had been spread over several months. And never more than four competition sites had been in use at any one time. Nor was the pressure anywhere *near that* of the Olympics. For, during the Games, fifteen competition sites would be used every day, and that did not include training areas; the Olympic Village could be expected to buzz like a beehive; the transportation system would be taxed to the limit, and an extra 9,000 press representatives would be in town. Yes, the Olympic Games would be something else, indeed!

Around the beginning of June, however, all the operations units (UNOPs) were at their posts, and, from that time to the opening of the Games, they were constantly testing everything that came under their control: the installations themselves, the various equipment, management systems, and the overall plan of operations. And everything was repeated over and over until it could not be improved upon. Purely local rehearsals were held at

each competition site during this time, so that everything would be in a state of complete readiness when the opening ceremony took place. But even so, these practice sessions occurred over too extended a period for precise conclusions to be arrived at.

The Choice of Time

Since everyone was most anxious that the dress rehearsal be held at the most appropriate time, the COJO coordination centre made a study that took into account the schedule of sports events and local rehearsals already planned for this period by the Sports Directorate, as well as the schedules of the various departments. As a matter of fact, the choice of time was very simple: optimum conditions would exist near the end of June, just before the Olympic family started to arrive on July 1.

In most cases, adequate personnel had already been hired, trained, and had received their uniforms. In addition, all of the programs had been checked, and the Olympic Village was ready with its staff to handle the accommodation of the athletes and officials who would participate.

On March 19, 1976, the COJO executive committee made its decision: the formal, full dress rehearsal would take place from June 26 to June 29. It would involve nine competition sites, eight of which had not been used during CIM 75, and four training areas. More than 3,000 Canadian and foreign athletes would participate in nine sports, and it was decided to admit the public for a purely token charge.

The Coordinating Unit

Since it was only a dress rehearsal, a simulation of the actual fact, as it were, there were limits. The event programs were modified, and the athletes, coaches, and members of the press were much less numerous. Certain services, therefore, had to adapt themselves to conditions, for the trial could only be a partial one. What was important, however, was that any and all changes that were made were clearly understood by everyone.

It consequently became obvious that some kind of body would be required that would coordinate all of the preparations for the rehearsal, yet remain faithful to what everyone would



Table A
Dress rehearsal program

Sports	Competition sites	Sports competitions	Number of athletes	Number of officials	June 1976
AT	Olympic Stadium	National Athletic Meet, Montréal 1976 Provincial Highschool Championships	400 1,500	130	26,27
AV	Olympic Basin	International Regatta, Montréal 1976	100	15	26, 27
BO	Maurice Richard Arena	North American Intermediate Championships, Montréal 1976	44	20	26,27
HA	St. Michel Arena	Senior Provincial Championships, Montréal 1976	40	20	26
HB	Claude Robillard Centre	Canadian Invitation Tournament, Montréal 1976	60	30	26,27
JU	Olympic Velodrome	Canadian Women's Championships, Montréal 1976 Junior Olympic Championships, Montréal 1976	119	40	26, 27
LU	Pierre Charbonneau Centre	Junior Invitation Tournament, Montréal 1976	115	37	26,27
NA PL WP	Olympic Pool Olympic Pool Olympic Pool Claude Robillard Centre	Rendez-vous Montréal 1976 Rendez-vous Montréal 1976 Canadian Championships, Montréal 1976	462	69	26 to 29
TI	Olympic Shooting Range, L'Acadie	Canadian Invitation Tournament, Montréal 1976	75	228	26,27

have to do during the Games, but, naturally, on a reduced scale. Taking part in this unit were the directors-general, delegates from the directorates, operations unit directors, and coordinators.

The Dress Rehearsal

Hardly had the scene been set, however, before an event occurred to upset all the best laid plans: less than a week before the scheduled mass practice session, international airports throughout Canada were paralyzed by a strike.

For a short time, COJO seriously considered cancelling the entire program. But, knowing that it was vitally important, COJO acted promptly: buses and private planes were chartered, and, as a result, on the evening of June 24, athletes, team members, and officials from across the country were welcomed to Montréal by COJO hostesses.

Supplied with a special identity card that had been issued by the Sports Directorate, they were considered, at least for the time being, as members of the Olympic family. And they went through the customary accreditation procedure under the watchful eyes of the security forces.

About 1,800 athletes were housed in the Olympic Village, and they all took advantage of the many services that had been set up for the Games. And, grouped according to their respective sports, they even took part in the special ceremonies created to welcome the delegations.

At the nine competition sites, services and systems never functioned better. And the public responded. There were even simple programs to distribute, though they consisted only of single sheets listing the names and numbers of the participants.

In addition to the special guests that had been invited by the Sports Directorate, Protocol employed some fifty extra people who acted out the parts of the members of the International Olympic Committee, the presidents of the national Olympic committees, and the heads of state.

Everything had been put in motion for the event. All of the COJO directorates had taken part. The preliminaries were over. The stage was set.

Conclusion

In many ways, the dress rehearsal marked the actual beginning of the Games for many people: it aroused a tremendous wave of enthusiasm on the part of the Montréal public, and served as a prelude to the Olympic frenzy that was to come. For the dawn of the opening day loomed on the horizon.

On three occasions, COJO had put itself to the test, and each time it emerged with its fund of knowledge increased. And these three rehearsals, taken together, helped reduce the unknown quantities and the extent to which improvisation might be necessary. The world was ready for the Games of the XXI Olympiad. And COJO had done everything possible to make certain that the Games of the XXI Olympiad were ready for the world.

6

After the initial joy at being awarded the 1976 Olympic Games, the Montréal delegation to Amsterdam in 1970 immediately realized the enormity of the undertaking. Of the thousand and one tasks that lay ahead, the most important could be summed up in a half dozen words: to organize and run the competitions.

From that moment, the nucleus of what would become the organizing committee began planning to avert the pitfalls which accompany such vast enterprises, always careful not to lose sight of their primary objective.

This was no simple matter. For, in the maze of organizational problems which surrounded the construction of facilities, the acquisition of equipment, the hiring of staff, the arrangements for telecommunications and security, it could have been so easy to lose track of the preparations for the competitions themselves!

Except that these were the Olympic Games. And, from the first planning session to the moment the Olympic Flame was extinguished, the organizers were constantly on guard to ensure that the sporting aspect did not get buried under an avalanche of technological preoccupations.

Preparation for the Games of the XXI Olympiad can be divided chronologically into seven stages, as follows:

July, 1971

A representative travels to the Federal Republic of Germany to establish initial contact with the organizers of the Munich Games and to prepare for an extended visit by some fifty Canadian observers.

August, 1972

An observer mission goes to Munich where it remains for the duration of the Games in order to absorb as much information as possible.

September, 1972

COJO sets up its Sports Division with the mandate: "To organize competition in the 21 sports on the program of the Olympic Games, under the best possible conditions and according to the rules of the international federations concerned."

August, 1974

The World Cycling Championships plunge the Sports Division into action early as it works closely with the organizing committee for the championships.

Summer and autumn, 1975

The International Competitions Montréal 1975 (CIM 75) give COJO the opportunity to test its established framework.

June, 1976

The dress rehearsal for the Games constitutes the final opportunity for review.

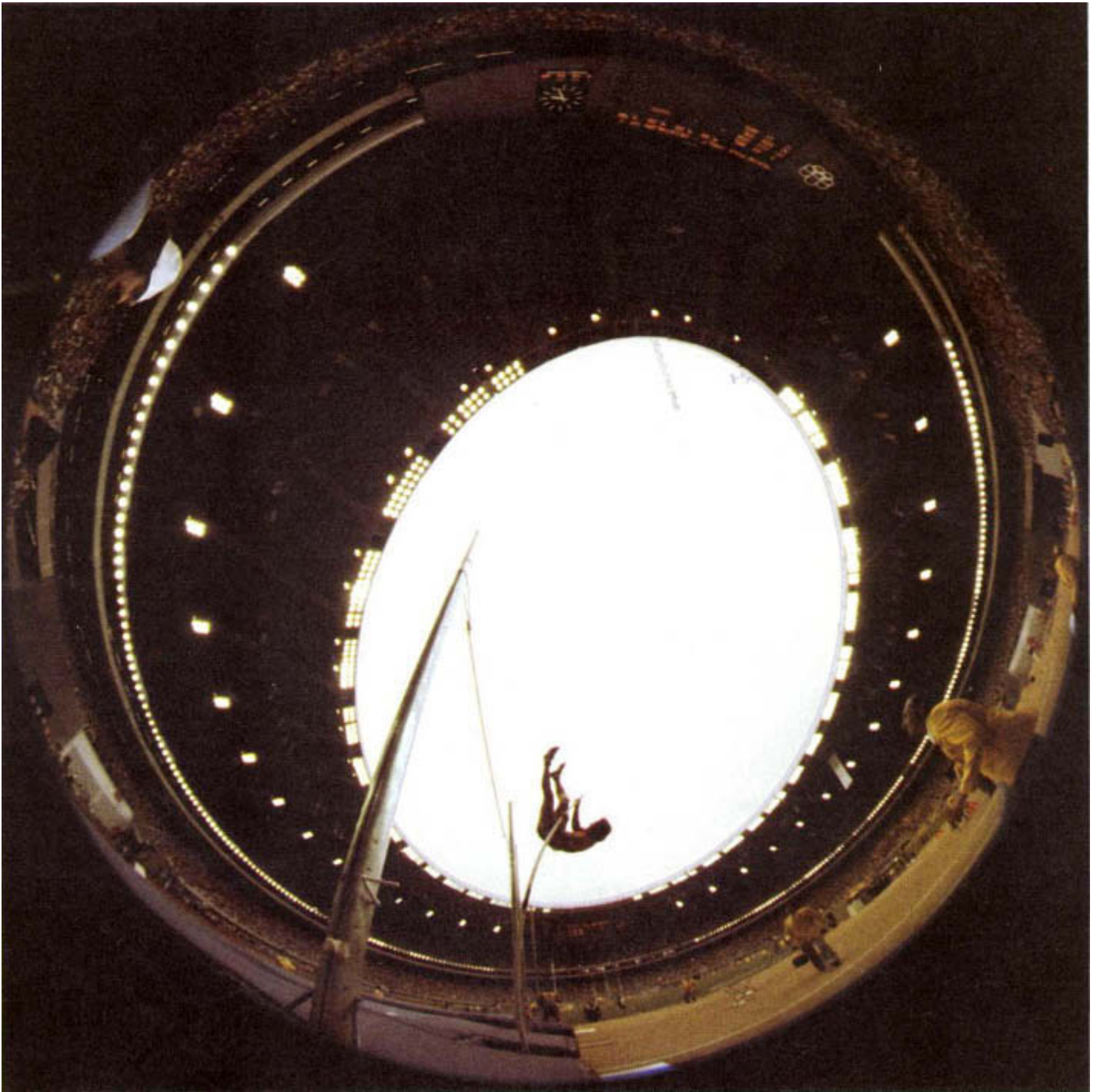
July 17, 1976

Nearly 9,000 athletes and team officials from 93 countries, make Montréal the sports capital of the world. The work of COJO, and more particularly the Sports Division (by now the Sports Directorate), enables not only Nadia Comaneci, John Naber, Kornelia Ender, Vasily Alexeev, Lasse Viren, Alberto Juantorena, but also Lucio Guachalla, who came last in the marathon, to take part "under the best possible conditions" in this wonderful celebration of sport.

In a North American country where professional sports monopolize attention, where facilities for amateur sports are often inadequate, and where some Olympic sports are scarcely known, the will to organize the Games posed a challenge that required a strong measure of confidence. And it was with such confidence that COJO set out to fill the gaps and perform the tasks assigned to it one by one: to upgrade Canadian sports facilities; to train officials and especially administrative personnel; to promote participation in amateur sport among Canadians; and to provide for the subsequent use of the facilities.

It was an immense and complex enterprise which requires a detailed analysis to be understood. Such an analysis can be based upon the following objectives which COJO established:

- a) to organize the Sports Division, which would later become a directorate;
- b) to draw up plans of operation and programs;
- c) to establish a close working relationship with existing sports bodies, notably the international sports federations (ISFs), the national federations, and the International Olympic Committee (IOC);
- d) to prepare the program for the Games;
- e) to draw up the schedule of competitions;
- f) to select competition and training sites and make sure the proper technical facilities were installed;
- g) to hire staff;
- h) to enlist officials responsible for the technical aspects of the competition;
- i) to publicize the role of the Sports Division, so that its program may be properly implemented; and
- j) to register athletes and officials.





The Sports Directorate

Recognizing the importance of its Sports Division, COJO entrusted its management in September, 1972, to one of its vice-presidents, Pierre Charbonneau. An original member of the group promoting Montréal's Olympic ambitions and consultant to Jean Drapeau, mayor of Montréal, both in the city's application and in the formation of an organizing committee, Mr. Charbonneau assumed responsibility for the planning of the sports program.

In March, 1973, COJO added an administrative director of sports, whose main function was to assure the administrative planning of the sports programs and budget, to represent the Sports Division, and to supervise the execution of projects and programs as well as the application of methods.

In early summer 1973, the Sports Division was given a director of services whose duties gradually expanded to include the registration of competitors and team officials, score sheets, sports publications, announcers, uniforms, lodging, transportation, tickets, Games officials, standardization of assignments and wages, and the sports information rooms at the Olympic Village. And for a few months he would also assume the functions of sports director.

A second director named about the same time took part in the general management and soon started planning the various competitions.

In September, a new stage was reached with the appointment of a third director, primarily responsible for athletics.

Growth

Towards the end of 1973, the structure of the Sports Division was defined. With the naming of a director assigned exclusively to yachting, the twenty-one sports would henceforth be divided among four officials who established a preliminary method of operation pending the appointment of coordinators for each sport. These officials would also represent the Sports Division in relations with other COJO departments.

The first meeting of the Sports management committee was held January 25, 1974, consisting of the vice-president, administrative director, and director of services.

In February, a director of facilities and equipment was appointed who also became a member of the management committee. He was put in charge of two



Key-people in the organizing of the International Competitions Montréal 1975. From left to right: Robert Giroux, federal assistant deputy-minister; Simon St. Pierre, president of the coordinating group and COJO executive vice-president; Jean Béliveau, honorary president; Imre Szabo, president of the Canadian Olympic Association; Yves Bélanger, provincial assistant deputy-minister; and Jean Lafleur, assistant to the president.

Mrs. Inger K. Frith, International Archery Federation president, receives a CIM 75 souvenir-album from Simon St. Pierre (right centre) while Walter Sieber (second from left) and Jean Lafleur offer their best wishes. COJO hostess Dominique Dagenais looks on.



Seen here on a visit to Montréal is the IOC technical director, Henry Banks (on the left). Seated on his left are Herman A. van Kamebeek, IOC member, and Simon St. Pierre.

A major obstacle required maximum effort to overcome: the construction of this temporary facility for the 1974 World Cycling Championships.

projects: the technical development of the competition and training sites, and the acquisition of matériel and equipment.

Working with the sports coordinators and directorates concerned, notably Construction, Supply, and Technology, as well as the Olympics Radio and Television Organization (ORTO), his job was to determine the needs and establish specifications relative to the facilities and equipment, in order that each project would be developed in accordance with ISF requirements and rules.

Then, in consultation with the national sports federations, the twenty-one sports coordinators were selected, each charged with preparing and staging one of the competitions on the program.

It was not without difficulty that these latter selections were made. Each coordinator had to meet restrictive criteria including knowledge of French and English, administrative competence, technical competence, understanding of the ISF concerned, and the ability to leave his present work until after the Games. The hiring of coordinators was spread over nearly two years, ending in the fall of 1975.

From May to July, 1974, the Sports Division staff was involved for the first time in the organizing of an important competition: the World Cycling Championships.



Some decentralization of operations took place towards the end of 1974, when the sports were grouped by similarity into six sections, each under a director who was also coordinator of one of the sports in his section. The six directors were added to the Sports management committee, which now had ten members.

In addition, the Sports Division was soon to have an administrative assistant to handle special projects, such as CIM 75.

During this period of expansion, planning, and appraisal of human resources, the Sports Division took shape. And projects, modifications, problems, and solutions were paraded before the management committee.

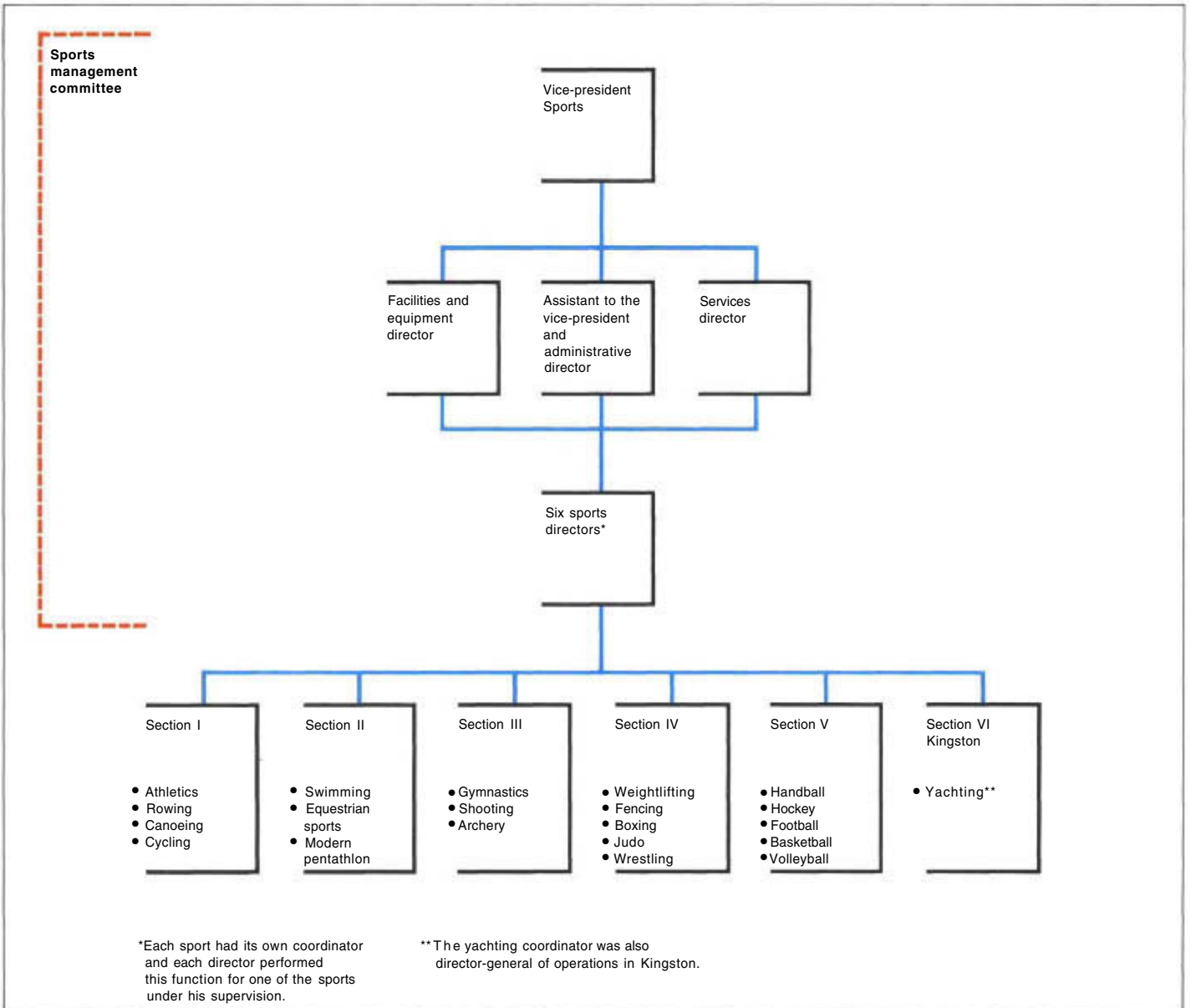
By the beginning of 1975, the main cogs in this complex mechanism were in place (see Table A).

The competence of the Sports Division was specifically put to the test during CIM 75, when it supported the organizing committees of each of the competitions. At this time, the sports

coordinators gained valuable experience as technical directors of the competitions. They were in a position, for the first time, to see in practice the complexity of services provided by the COJO directorates. It also gave them an ideal opportunity to explain to the service groups how an Olympic event is staged and to illustrate the support activities required of each.

CIM 75 gave the Sports Division a practical opportunity to pass from the planning to the operational phase leading to the Games themselves.

Table A
Sports Division organization chart
January-October 1975



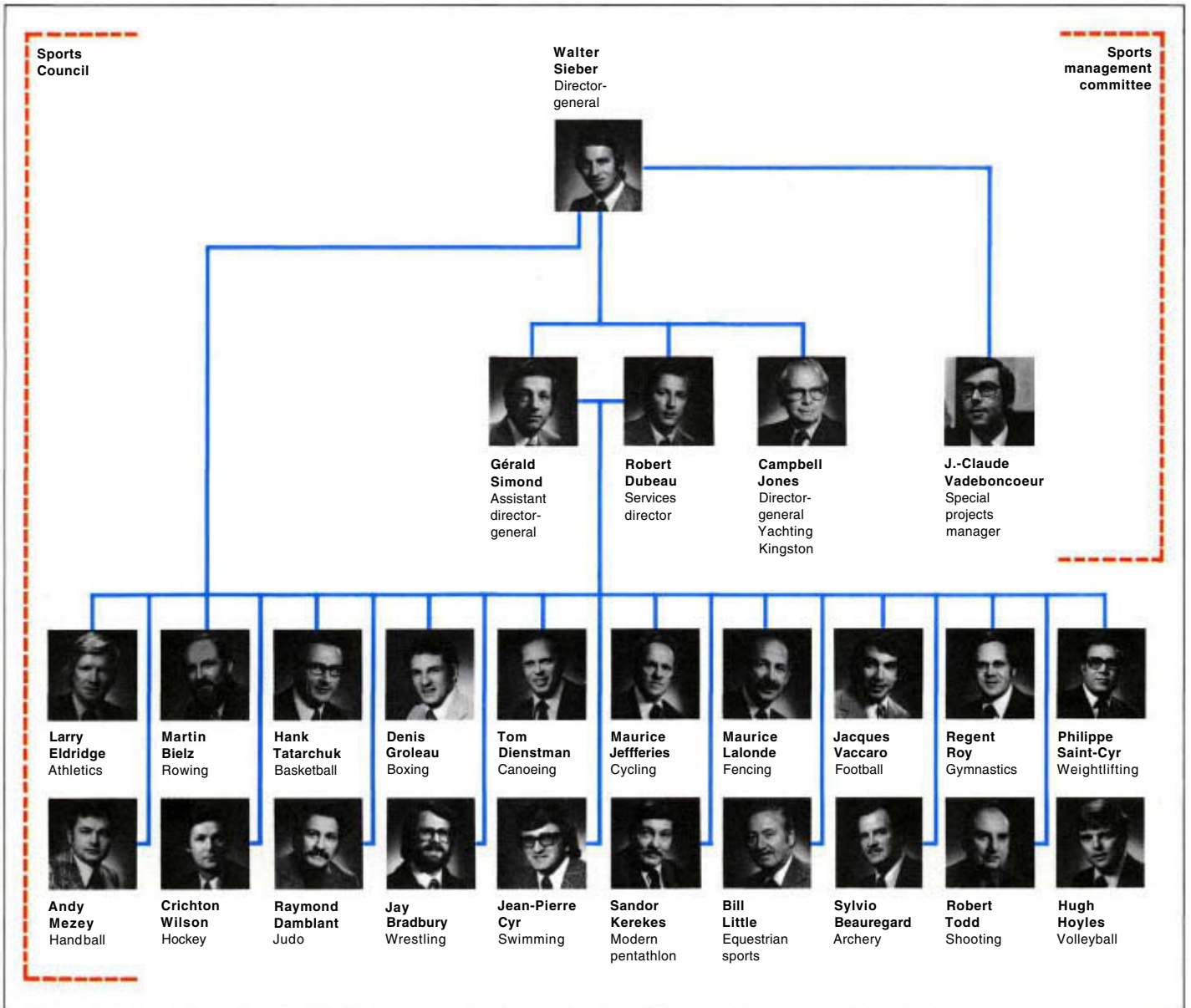
Maturity

With less than a year to the Games, difficulties increased and decisions became more pressing. And, at this time, the whole of COJO suffered a serious loss when Pierre Charbonneau, vice-president of the Sports Division, died on September 19, 1975. But, early in October, COJO announced the appointment of Walter Sieber, another staunch supporter from the early days, as director-general of what was now the Sports Directorate.

The new chief immediately made some basic changes in organizational structure, in view of the short time left before the Games. The most important of these was to promote the director of Facilities and Equipment to the position of deputy director-general in charge of three separate sections:

1. The sports facilities and equipment section, which besides establishing needs and specifications, coordinated warehousing, inventory and transportation with the directorates concerned.
2. The technical services section, responsible for providing and operating the sports equipment at the competition and training sites; and

Table B
Sports Directorate organization chart
October 1975 — August 1976



3. The administrative services section, responsible for the management and internal operation of the Sports Directorate.

Other changes saw the sports directors' positions abolished and the sports coordinators become competition directors with the same authority. The twenty-one sports became as many sections reporting directly to designated members of the Sports management committee.

The management committee henceforth comprised only the director-general of Sports, the deputy director-general, the director of services, and the director-general of Yachting. Its main task was to give general directives to each section and maintain liaison between COJO's executive committee and the twenty-one sports sections.

Finally, it set up a sports board of which the director-general was chairman and on which the competition directors sat with the members of the management committee. The board formed general policy regarding the organizing of the competitions, and

channelled reports between the Sports Directorate and the other COJO directorates and departments.

The new structure of the Sports Directorate was now established and remained unchanged until the end of the Games (see Table B).



Business as usual during the GAIF annual meeting in Montréal when the fencing operating plans were accepted. From left to right: Maurice Lalonde, competition director; Gilles Chatel, member of the COA executive committee; Walter Sieber, director-general, Sports; Pierre Ferri, FIE president; Robert Dubeau, services director, Sports; and Carl Schwende, Canadian member of the *directoire technique*.

Proper operating plans are the cornerstone of competition organization, especially when 21 sports are involved!

Pierre Charbonneau (centre) is pictured here in the Games equipment warehouse with the man who was to succeed him as director-general, Sports, Walter

Sieber (left). Accompanying them are Pierre Turgeon, immediately behind Mr. Charbonneau, Stanley Suttie (foreground), and Gaston Frenette.

Operating Plans and Programs

The staging of a competition at any time, but more especially in an Olympic Games, should be impeccable, without a hitch, easy to follow, and enjoyable for everybody. Those objectives may appear to be obvious, but how they were to be attained still had not been determined in the spring of 1973 when the Sports Division began enumerating actual requirements for presenting each sport. These had to be defined exactly before they could be developed in an orderly fashion.

At the beginning, that exactness was intensified by deliberately looking for all possible problems, a step necessary to ensure the required result at the required time.

These efforts to uncover unforeseen problems prompted Sports to develop operating plans and programs for each sport. Some covered preparations for the events and others the running of them.

The questions were many, complex and varied: how many training fields would be needed for football? How much gymnastic apparatus? How to plan the recruiting of Canadian officials? What training should be given temporary employees? What information should be supplied the various COJO directorates, such as those concerned with officials, lodging and uniforms, the transportation of the competitors, the development of sports facilities?

To answer these and to solve a host of other problems, early plans were based on a series of hypotheses, such as the probable number of countries that would be represented at the Games, of competitors who would be entered in the events of each sport, of officials who could be recruited through the national federations in Canada, etc. These were based upon data relative to the Games or to earlier international competitions, whichever was available.

Four types of problem were examined for the operating plans and programs:

1. Structure of the organization for each competition.

The structure of the organization comprises a number of factors, the most important being the management of the

competition, its secretariat, technical services, training services, control centre for the competitors, control centre for the officials, doping control, and medal ceremonies. The structure also involves numerous liaison mechanisms between the various COJO services and directorates.

2. Description of assignments.

The plans and programs determined the exact number of persons to be hired, as well as their respective jobs, and supplied valuable parameters for establishing budgets. This involved drawing up the list of staff to be hired, with starting dates, departure dates, and wages. This list was to be prepared six months before the beginning of the Games and would be definitive.

3. Competition and training schedule.

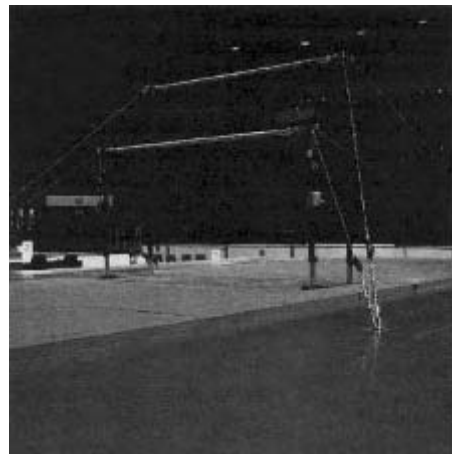
For the organizing and staging of each competition to be best understood, the various steps were displayed with the use of diagrams and charts showing where all personnel — athletes, officials, and staff — should be at each stage in a competition or training session.

4. Equipment and matériel.

Charts and illustrations were also used to describe the necessary equipment and matériel, including sport apparatus, competitors' numbers, technical facilities, start lists, and results sheets.

In the preparation of a program, the competition director used everything to create a split-second rundown of staging an event: last-minute checks, layout of all the elements, performance of tasks assigned to employees, entry of the officials and competitors, the progression of events, confirmation of results, etc.

At the end of 1975 the operational planning was finished; COJO was ready for the real test.



The Sports Bodies

The operating plans were not, of course, the responsibility solely of the Sports Directorate. They were developed in close cooperation with the ISFs, the national federations in Canada, and the IOC.

The International Sports Federations (ISFs)

The operating plans were submitted to the twenty-one ISFs and were accepted. The close liaison that the Sports Directorate endeavored to maintain with the federations, however, began long before that.

Contacts with the ISFs were established in 1970, as soon as Montréal was awarded the Games, and the federation presidents and secretaries-general were invited to Montréal early in 1973. During this first visit, the main considerations were the competition and training sites, and the most suitable premises for their congresses.

It should be mentioned that, at this point, COJO was quite critical of ISF demands. Most turned out to be reasonable, however, when the two parties concerned got down to discussing them, with one exception: the ultimate use made of the training sites never justified the number provided.

During 1974, the frequency of the meetings increased, especially overseas on the occasion of world and regional championships and during ISF congresses.

On each of these occasions, COJO presented progress reports which were much appreciated.

In 1975, during the series of international competitions in Montréal, the federations responded to COJO invitations and sent their technical delegates. Apart from the World Cycling Championships in 1974, it was the first opportunity for COJO sport coordinators to work with an ISF technical delegate at an international competition.

Another occasion for worthwhile exchanges took place the same year when, at COJO's request, the General Assembly of International Federations (GAIF) held its annual meeting in Montréal attended by the director-general of Sports. He arranged for the president and secretary-general of each ISF to talk with the corresponding competition director and assist him in finalizing his plan of operations.

Since certain sports facilities had not yet been completed in 1975, the ISF officials concerned were invited to inspect the sites early in 1976 to avoid,



Operating plans for swimming are submitted to the international federation. At the centre is Mr. Harold W. Henning, FINA president, who is accompanied (from left to right) by Richard

Pound, COA secretary-general; Jean-Pierre Cyr, competition director; Paul Hauck, FINA honorary secretary; and Pierre Charbonneau, vice-president, Sports.

as much as possible, any last minute mistakes.

In July, 1976, about a week before the opening of the Games, the presidents, secretaries-general, and technical delegates arrived in Montréal and were all lodged in the same hotel. This proved extremely beneficial because the federations could be called together quickly if needed, as was the case when the withdrawal of the African and other delegations necessitated rapid changes in the schedule.

The National Sports Federations

COJO also solicited the participation of the Canadian federations which, after all, would be the principal beneficiaries of the Olympic spirit after the Games.

At the beginning of 1974, a liaison committee was set up for each sport comprised of two representatives of the national federation, a delegate from the Québec federation, a Canadian delegate from the ISF, as well as the coordinator of the sport representing COJO. One result of this was to bring the national federations and COJO closer together.

In addition to maintaining an ongoing rapport, COJO and the national federations worked closely in three particular areas:

1. Selection of Canadian officials.
Each Canadian sports federation prepared a list of its officials across Canada and passed it on to the coordinator concerned. A training program was started with the financial support of Sport Canada, a government agency. The sports management committee and coordinators (now competition directors) supervised the selection of the Canadian officials on the basis of competence and regional representation. It was decided that 25 percent of the officials were to be from the Montréal region, 25 percent from other parts of Québec, and 50 percent from the rest of Canada.
2. Consultation.
Planning and reviews of equipment, schedules and competition and training sites were also carried out cooperatively.
3. Checking operating plans and programs.
During CIM 75, at which the Canadian federations were hosts, the sports coordinators were able to test their operating plans and add specific details.

The twenty-one liaison committees were the normal vehicles for coordina-

tion between COJO and the Canadian federations and they met at least three times a year. The ensuing cooperation assisted COJO greatly in the organizing of the Games.

The International Olympic Committee (IOC)

Henry Banks, technical director of the IOC, came to Montréal in May, 1973, to establish the basis of relations between the IOC and the Sports Division.

These relations were at two levels:

1. Following a precise schedule, COJO submitted a series of documents to the IOC technical director, including explanatory brochures, entry forms, declaration of amateurism, the daily program, number of officials, arrangements for lodging them, and definite deadlines for entries by name.
2. In the event of disputes between the ISFs and the Sports Division, the IOC was to intervene through the mediation of Mr. Banks, to find a solution acceptable to the two parties. This took place only on rare occasions.

During this period of intense effort, relations between the IOC and Sports were fruitful and marked by mutual understanding, as indicated by the numerous projects left by the IOC to COJO's initiative.



Visiting the Olympic Equestrian Centre, Bromont, is HRH the Duke of Edinburgh, FEI president, flanked by Pierre Charbonneau (left) and George Jacobson, president of the Canadian federation.



Having accomplished its mission and obtained the 1976 Olympics for Montréal, the delegation to Amsterdam waits to board the plane for the return trip home in the spring of 1970. From the left: René Bélisle, assistant director, Parks Department, City of Montréal; Pierre Charbonneau,

and Gerald M. Snyder, two of the pioneers in the search for the Games; Andrew Pick, Canada's ambassador to The Hague; Montréal's Mayor Jean Drapeau; Jean Dupire, one of the mayor's closest collaborators; and Joseph Willard, deputy-minister, Canadian Health and Welfare Ministry.

The Olympic Games Program

In its application for the Games, Montréal proposed a program of competition embracing all twenty-one sports listed in Olympic Rule 31: archery, athletics, basketball, boxing, canoeing, cycling, equestrian sports, fencing, football, gymnastics, handball, hockey, judo, modern pentathlon, rowing, shooting, swimming (including diving and water polo), volleyball, weightlifting, wrestling, and yachting.

The program also provided for lacrosse and water skiing demonstrations, but the IOC decided not to list any demonstration sport on the Montréal program.

Anxious to reduce the number of events, and thus the number of participants, the IOC's program commission proposed the following changes to the executive board at Lausanne, on February 23, 1973 (compare with Munich Games):

- Athletics:
 - that the 50-km walk be eliminated.
- Rowing:
 - that women be admitted for the first time to take part in six events; this was the only one of the twenty-one sports where the number of competitors was increased.



- Canoeing:
 - that the white-water slalom be eliminated but four 500-m races for men added: kayak singles, kayak pairs, Canadian canoe singles, and Canadian canoe pairs.
- Cycling:
 - that the tandem event be eliminated and participation in the sprint limited to one competitor per country instead of two.
- Fencing:
 - that each country be limited to two competitors instead of three in the individual events.
- Football:
 - that participating teams be allowed to enter only 17 players instead of 19.
- Hockey:
 - that the number of teams be reduced from 16 to 12.
- Swimming:
 - that three events be eliminated: the 200-m individual medley (women), 200-m individual medley (men) and the 4x100-m freestyle relay (men); also that the maximum number of competitors per country for swimming and diving be reduced to 30 (from 35) for women, and to 33 (from 38) for men.
- Shooting:
 - that the 300-m event be eliminated.
- Archery:
 - that the maximum number of competitors per country be reduced from 3 to 2 for both women and men.

These changes were accepted by the IOC executive board at a regular meeting in Lausanne on June 23, 1973, and made official at the IOC Congress in Varna, Bulgaria, on October 5, 1973.

After final consultation with the ISFs at Lausanne, between December 3 and 5, the IOC technical director sent COJO the final program. In September, 1974, COJO was in a position to send the competition program to the IOC, ISFs and NOCs (see Table C).

The 196 events on the program actually resulted in 198 medal ceremonies because Olympic tradition permits the best teams, as well as individuals, to be crowned in modern pentathlon and the Three-Day Event in equestrian sports.

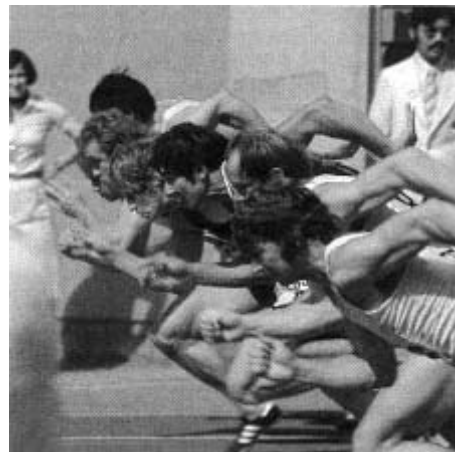


Table C
**Detailed competition
 program — 196 events**

Athletics

Women

Individual events

Track events:

- 100 m
- 200 m
- 400 m
- 800 m
- 1,500 m
- 100-m hurdles

Jumping events:

- High jump
- Long jump

Throwing events:

- Shot put
- Discus
- Javelin

Combined event:

- Pentathlon

Team events:

- Relay 4 x 100 m
- Relay 4 x 400 m

Men

Individual events

Track events:

- 100 m
- 200 m
- 400 m
- 800 m
- 1,500 m
- 5,000 m
- 10,000 m
- 110-m hurdles
- 400-m hurdles
- 3,000 m
- steeplechase

Jumping events:

- High jump
- Long jump
- Triple jump
- Pole vault

Throwing events:

- Shot put
- Discus
- Javelin
- Hammer throw

Combined event:

- Decathlon

Road events:

- 20-km walk
- Marathon — 42.195 km

Team events:

- Relay 4 x 100 m
- Relay 4 x 400 m

Rowing

Women

- Four-oars with coxswain
- Double sculls

- Pair-oars without coxswain
- Single sculls

- Quadruple with coxswain

- Eight-oars with coxswain

Men

- Four-oars with coxswain
- Double sculls

- Pair-oars without coxswain
- Single sculls

- Pair-oars with coxswain
- Four-oars without coxswain

- Quadruple without coxswain
- Eight-oars with coxswain





Table C (continued)
Detailed competition program — 196 events

Basketball

Women
 Six teams took part in the tournament.

Men
 Twelve teams took part in the tournament.

Boxing

Weight classes: Light-flyweight, to 48 kg Flyweight, to 51 kg Bantamweight, to 54 kg	Featherweight, to 57 kg Lightweight, to 60 kg Light-welterweight, to 63.5 kg	Welterweight, to 67 kg Light-middleweight, to 71 kg Middleweight, to 75 kg	Light-heavyweight, to 81 kg Heavyweight, over 81 kg
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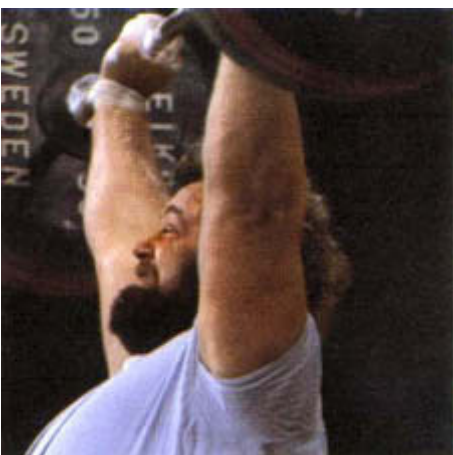
Canoeing

Women			
500-metre races:			
K-1: kayak singles	K-2: kayak pairs		
Men			
500-metre races:			
K-1: kayak singles	C-1: Canadian singles	K-2: kayak pairs	C-2: Canadian pairs
1,000-metre races:			
K-1: kayak singles	C-1: Canadian singles	K-2: kayak pairs	C-2: Canadian pairs K-4: kayak fours



Cycling

Track Individual events: 1,000-m time trial Sprint	4,000-m, pursuit	Road Individual event: Road race (circuit) Team event: 100-km time trial
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Fencing

Women Individual event: Foil	Team event: Foil
Men Individual events: Foil Sabre Épée	Team events: Foil Sabre Épée

Table C (continued)
**Detailed competition
 program — 196 events**

Football

Sixteen teams took part in the tournament.

Gymnastics

Women

Team competition
 Individual all-around final

Finals at the apparatus:
 Horse vault Balance beam
 Uneven bars Floor exercises

Men

Team competition
 Individual all-around final

Finals at the apparatus:
 Floor exercises Horse vault
 Side horse Parallel bars
 Rings Horizontal bar

Weightlifting

Weight classes:
 Flyweight, to 52 kg
 Bantamweight, to 56 kg
 Featherweight, to 60 kg

Lightweight, to 67.5 kg
 Middleweight, to 75 kg

Light-heavyweight, to 82.5 kg
 Middle-heavyweight, to 90 kg

Heavyweight, to 110 kg
 Super-heavyweight, over 110 kg

Handball

Women

Six teams took part in the tournament.

Men

Twelve teams took part in the tournament.

Hockey

Twelve teams took part in the tournament.

Judo

Weight classes:
 Lightweight, up to 63 kg
 Light-middleweight, to 70 kg

Middleweight, 70 - 80 kg
 Light-heavyweight, 80-93 kg

Heavyweight, over 93 kg

Open category, no weight limit

Wrestling

Freestyle

Weight classes:
 Up to 48 kg
 Up to 52 kg
 Up to 57 kg
 Up to 62 kg
 Up to 68 kg

Up to 74 kg
 Up to 82 kg
 Up to 90 kg
 Up to 100 kg
 Over 100 kg

Greco-Roman style

Weight classes:
 Up to 48 kg
 Up to 52 kg
 Up to 57 kg
 Up to 62 kg
 Up to 68 kg

Up to 74 kg
 Up to 82 kg
 Up to 90 kg
 Up to 100 kg
 Over 100 kg

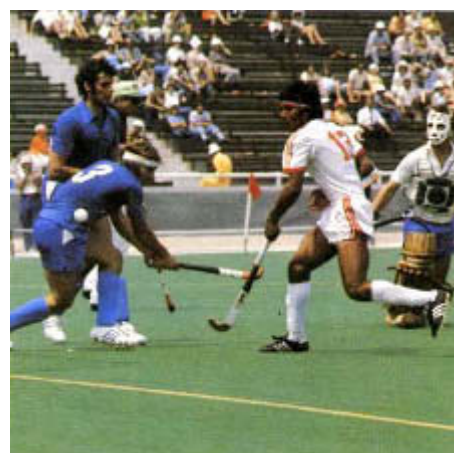




Table C (continued)
Detailed competition program — 196 events

Swimming

Women

Individual events:

100-m freestyle	100-m backstroke	100-m breaststroke	100-m butterfly
200-m freestyle	200-m backstroke	200-m breaststroke	200-m butterfly
400-m freestyle			400-m medley
800-m freestyle			

Team events:

4x100-m freestyle relay	4x100-m medley relay
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Men

Individual events:

100-m freestyle	100-m backstroke	100-m breaststroke	100-m butterfly
200-m freestyle	200-m backstroke	200-m breaststroke	200-m butterfly
400-m freestyle			400-m medley
1,500-m freestyle			

Team events:

4x100-m medley relay	4 x 200-m freestyle relay
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Diving

Women

3-m springboard
 Platform

Men

3-m springboard
 Platform

Water-polo

Twelve men's teams took part in the tournament.

Modern pentathlon

Individual competition comprised 5 events:

Riding: 800-m course	Fencing: épée Shooting: 25-m pistol shooting	Swimming: 300-m freestyle	Cross-country: 4,000 m
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Combined results constitute basis for team classification.

Equestrian sports

Grand Prix Jumping, individual event	Grand Prix Jumping, team event Three-Day Event, with individual and team classification	Grand Prix de dressage, individual event	Grand Prix de dressage, team event
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Table C (continued)
Detailed competition program — 196 events

Shooting

Free pistol, 60 shots, 50 m	standing, 40 shots;	Rapid-fire pistol, 60 shots (2x30), 25 m	Olympic trap, 200 targets
Small-bore rifle, prone position, 60 shots, 50 m	kneeling, 40 shots, 50 m		Skeet, 200 targets
Small-bore rifle, 3 positions: prone, 40 shots;			Running game, 60 shots; 50 m

Archery

Women

A total of 288 arrows were shot in two rounds of 36 from the following distances: 70, 60, 50 and 30 m.

Men

A total of 288 arrows were shot in two rounds of 36 from the following distances: 90, 70, 50 and 30 m.



Volleyball

Women

The women's tournament was open to 8 teams.

Men

The men's tournament was open to 10 teams.



Yachting

International classes:

Soling, 3-man crew	Flying Dutchman, 2-man crew	470, 2-man crew	Tornado, 2-man crew
Tempest, 2-man crew		Finn, single-man crew	



The Daily Program

While putting the finishing touches to the list of events, COJO's Sports Division began developing the daily program of competition.

The Games would be staged over a period of 16 days. As no competition would take place the day of the opening ceremony, and only Grand Prix team jumping on the closing day, 195 events had to be spread over the remaining 14 days.

The organizers first determined the number of days required for each sport: 8 days for athletics, 8 days for rowing, 10 days for basketball, 13 for boxing, 4 for canoeing, 7 for cycling, 10 for fencing, 10 for football, 6 for gymnastics, 9 for weightlifting, 7 for handball, 11 for hockey, 6 for judo, 10 for wrestling, 10 for swimming, 5 for modern pentathlon, 9 for equestrian sports, 7 for shooting, 4 for archery, 12 for volleyball, and 7 for yachting.

Then they had to set the date for the start of each competition, depending on whether it would be played indoors or outdoors.

Indoor sports

One of the first objectives was to make maximum use of the Forum, the mecca of ice hockey and preeminent sports arena of the city. It could accommodate up to 18,000 spectators, had easy access to the metro (subway) system, and was readily adaptable to the staging of several indoor sports.

The first event there would be on July 18, the first day of competition, when gymnastics started. The staging of this popular sport early would leave the Forum free for finals in other sports — basketball, handball, volleyball, and boxing — the preliminary rounds of which would also start July 18 but in smaller centres.

Swimming, diving, and water polo would begin July 18, thus avoiding a conflict with athletics, which would start later and hold the spotlight in the second half of the program, although there would be a four-day overlap.

Weightlifting, because of the length of the competition, would begin July 18.

Wrestling would start July 20, to permit the freestyle finals to be presented in a larger arena than that used for the preliminaries.

Fencing was scheduled to open July 20 so that the finals would not conflict with any others.

Judo would begin July 26, after cycling had concluded in the Olympic Velodrome.

Outdoor sports

The football tournament, spread over 14 days, would begin July 18 and each team would be allowed a rest day between matches.

The hockey tournament would also start July 18 so that the final would not conflict with the football final.

Cycling was scheduled to begin July 18, the same as shooting, while archery would not begin until July 27.

Modern pentathlon, which includes both indoor and outdoor events over a five-day period, was set to start July 18, so that the ISFs for equestrian sports, fencing, shooting, swimming, and athletics could provide the necessary assistance.

Rowing would commence at the Olympic Basin on July 18, bringing the finals to the following weekend, July 24 and 25. Canoeing would begin July 28, permitting the competitors two full days' use of the basin for training and relocating the canoeing organization, with the finals staged the following Saturday.

Yachting events would start July 19, leaving reserve days in case of unfavorable weather.

The program of equestrian sports would open July 22 and continue until the final day, concluding just before the closing ceremony.

Athletics competition would start July 23, in accordance with the tradition of having the final day of competition on the eve of the closing ceremony.

By combining the length of competition with the starting dates, a summary of the daily program could then be tabulated (see Table D).

Competition Schedule

In scheduling the events, the first objective was to have a balanced timetable that would be fair to the competitors. Television and the interests of spectators took second place.

In January, 1974, COJO submitted a daily program and timetable to each of the twenty-one ISFs. After numerous consultations, the programs were finally accepted August 20. The IOC executive board ratified the detailed timetable of the Games of the XXI Olympiad at its congress in Vienna in the fall of 1974, nearly two years before the Games were to begin.

Changes in the Games Program

Three slight changes were made in the timetable stemming from experience gained during CIM 75. The starting times for the marathon and the 20-km walk were set back to avoid the hours when heat, humidity, and solar radiation could be unbearable for the athletes. As a result of these changes, the football final, also scheduled for the Olympic Stadium, was delayed one hour.

The program was eventually to face many more drastic changes, but they would come following the withdrawal of most of the African and some other countries.

With the departure of several hundred competitors, many events had to be cancelled and changes made in the athletics, basketball, boxing, football, handball, hockey, and volleyball schedules.

Women's rowing semi-finals also had to be cancelled because the number of entries was less than expected.

Table D

	Sat. July 17	Sun. July 18	Mon. July 19	Tues. July 20	Wed. July 21	Thu. July 22	Fri. July 23	Sat. July 24	Sun. July 25	Mon. July 26	Tues. July 27	Wed. July 28	Thu. July 29	Fri. July 30	Sat. July 31	Sun. Aug. 1
Opening ceremony	●															
Athletics							●	●	●	●		●	●	●	●	
Rowing		●	●	●	●	●	●	●	●							
Basketball		●	●	●	●	●	●	●	●	●	●					
Boxing		●	●	●	●	●	●	●	●	●	●	●	●			●
Canoeing												●	●	●	●	
Cycling		●		●	●	●	●	●		●						
Fencing				●	●	●	●	●	●	●	●	●	●			
Football		●	●	●	●	●	●		●		●		●			●
Gymnastics		●	●	●	●	●	●									
Weightlifting		●	●	●	●	●		●	●	●	●					
Handball		●		●		●		●		●	●	●				
Hockey		●	●	●	●	●	●	●	●			●	●	●		
Judo										●	●	●	●	●	●	
Wrestling			●	●	●	●	●				●	●	●	●	●	
Swimming		●	●	●	●	●	●	●	●	●	●					
Modern pentathlon		●	●	●	●	●										
Equestrian sports						●	●	●	●		●	●	●	●		●
Shooting		●	●	●	●	●	●	●								
Archery											●	●	●	●		
Volleyball		●	●	●	●	●	●	●	●	●	●		●	●		
Yachting			●	●	●	●			●	●	●					
Closing ceremony																●

Competition and Training Sites

When submitting its application for the Games, Montréal listed numerous facilities available in and around the city: 3 stadiums seating more than 25,000, 6 indoor stadiums seating from 2,000 to 18,000, 12 athletics fields, 30 football fields, 3 equestrian centres, 50 swimming pools, and a large number of gymnasiums in schools, colleges, etc.

The city also proposed to provide other facilities: an Olympic stadium, a swimming centre, a velodrome, a rowing and canoeing basin, an archery field, and a shooting range.

A yachting centre on Lake Ontario would complete the list of facilities.

Choice of Competition Sites

With nearly three-quarters of the sites required for the staging of the Games readily available, COJO wanted to make maximum use of these existing facilities.

To this end, it invited the ISF presidents to inspect the facilities early in 1973 and approve their use for the Games. It was understood at the time that any modifications required could not be made until shortly before the Games so that the public would not be deprived needlessly of their use.

In May, 1974, during the GAIF meeting in Lucerne, the Sports Division and 18 of the ISFs reached agreement covering competition and training sites, but those for equestrian sports, archery, and shooting remained to be determined.

The detailed list of sites was as follows:

- Athletics
Olympic Stadium, close to the Olympic Village, under construction

and scheduled for completion in May, 1976.

Marathon: a 42.195-km course, along streets in Montréal, St. Léonard, Montréal North, Mount Royal, and Outremont, starting and finishing in the Olympic Stadium.

Walk: 20-km course in the Botanical Garden, starting and finishing in the Olympic Stadium.

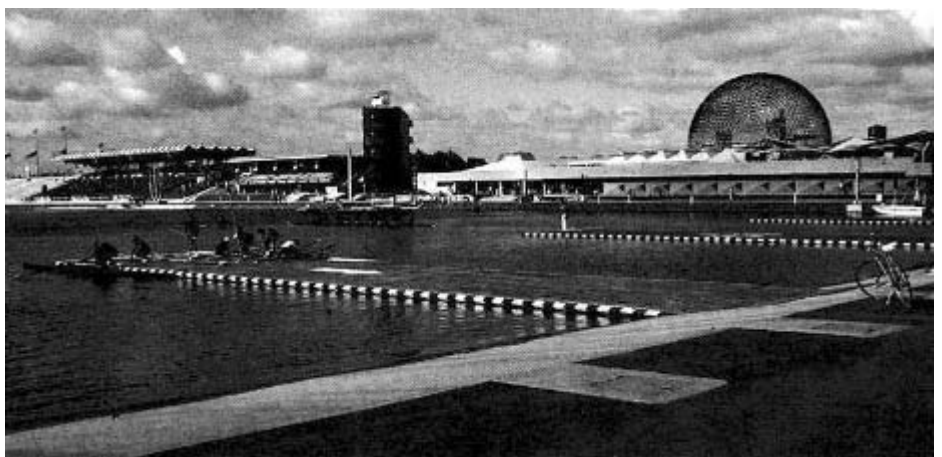
- Rowing
Olympic Basin, Notre Dame Island, 9.6 km from the Olympic Village, under construction and to be ready in July, 1975.

- Basketball
Forum (last 4 matches of the women's competition, semi-finals and final in the men's competition) 10.65 km from the Olympic Village, constructed in 1924, renovated in 1968.

Étienne Desmarteau Centre, 2.9 km from the Olympic Village, under construction and to be completed in April, 1976.



Olympic Park, site of the majority of sports events during the Games of the XXI Olympiad.



The road to the gold medal for the marathon led through the streets of Montréal.

Built mainly out of landfill for the 1967 World Exhibition, the Olympic Basin on Notre Dame Island was the site of canoeing and rowing events.

- Boxing Forum (finals). Maurice Richard Arena, close to the Olympic Village, constructed in 1960 and to be renovated for May, 1976.
- Canoeing Olympic Basin.
- Cycling Olympic Velodrome, near the Olympic Village, under construction and to be finished in December, 1975. Individual road race, Mount Royal circuit, 14 laps of 12.5-km long course, for a total of 175 km. Team 100-km time trial, Fairview circuit, 50-km stretch of the Trans-Canada Highway, 29 km from the Olympic Village, to be executed twice for a total of 100 km.
- Fencing Winter Stadium, University of Montréal, 9.45 km from the Olympic Village, constructed in 1965 and used for the World Fencing Championships in 1967.

- Football Olympic Stadium. Cities later selected for preliminary matches were Toronto, Ottawa, and Sherbrooke.
- Gymnastics Forum.
- Weightlifting St. Michel Arena, 5.2 km from the Olympic Village, constructed in 1966. First choice Place Bonaventure rejected for technical reasons.
- Handball Forum. The decision to use the Forum to determine third and fourth place as well as for the men's final was only reached in 1975. Claude Robillard Centre, 8.7 km from the Olympic Village, under construction and to be completed in March, 1976. Two other sites had to be selected for preliminaries from among these three: Sherbrooke Sports Palace; *Le Pavillon d'éducation physique et des sports* (PEPS) of Laval University,

- Québec; and the Coliseum in Trois-Rivières. Final decision in favor of the first two was made in July, 1974.
- Hockey Molson Stadium, McGill University, 6.95 km from the Olympic Village, constructed in 1914 and to be renovated for May, 1975.
- Judo Olympic Velodrome.
- Wrestling The Pierre Charbonneau Centre (formerly the Maisonneuve Sports Centre) near the Olympic Village, constructed in 1960 and to be renovated for June, 1976. Maurice Richard Arena (freestyle finals). The *Fédération internationale de lutte amateur* (FILA) initially did not accept the Pierre Charbonneau Centre because of the shortage of seats. But



Starting on July 18, the Maurice Richard Arena was the scene of Olympic boxing matches.

Cycling road racers competed on the flanks of Mount Royal, a mountain dominating the City of Montréal.

An overview of the handball court in the PEPS, Laval University, Québec City.

Built in 1914, and refurbished in 1975, Molson Stadium, McGill University was reserved for hockey competition.

The football field in Varsity Stadium, Toronto.

after a visit from the FILA president, it was agreed that the Greco-Roman matches and freestyle preliminaries would be staged here and the freestyle finals in the Maurice Richard Arena.

□ Swimming

Olympic Pool, close to the Olympic Village, under construction and to be completed in May, 1976.

Claude Robillard Centre (water polo).

□ Modern pentathlon

Riding: Bromont (see Equestrian sports).

Fencing: Winter Stadium, University of Montréal.

Shooting: L'Acadie (see Shooting).

Swimming: Olympic Pool.

Running: Maisonneuve Park (close to the Olympic Village) and the Olympic Stadium.

□ Equestrian sports

After numerous meetings, selection of the competition site was made in March, 1975; all competitions including the modern pentathlon event would be staged at the Bromont Equestrian Centre, 72 km from the Olympic Village, except for Grand Prix team jumping, which would take place in the Olympic Stadium.

□ Archery

Approval of Joliette as the archery competition site was finally given on the recommendation of the Sports Division in July, 1974. That city, 63.3 km from the Olympic Village, had a traditional interest in archery and could offer not only facilities but better assurance of success than Montréal in terms of attendance.

□ Shooting

L'Acadie, 46.25 km from the Olympic Village, was chosen as the site of shooting competition, including the modern pentathlon event, in June, 1974. The site already had facilities for skeet and Olympic trap shooting, and it remained only for COJO to develop these and install new facilities for target competition.

□ Volleyball

Forum (semi-finals and finals). Paul Sauvé Centre, 2.75 km from the Olympic Village, constructed in 1968 and to be renovated in two stages for June, 1975 and June 1976.

□ Yachting

Olympic Yachting Centre, Kingston, 290 km from the Olympic Village, to be redeveloped for September, 1975 as regards buildings and December, 1975 as regards harbor installations.



Seventy-one kilometres east of Montréal, the City of Bromont became the Olympic Equestrian Centre.

Upholding a lengthy tradition, Joliette was an ideal site for archery competition.

A general view of the Paul Sauvé Centre where women's and men's preliminary volleyball matches took place.



Looking down on the competition floor of the Forum during the gymnastics competition.



The docking facilities in Kingston helped make it one of the major yachting centres in the world.

Table E
Training site usage

Sport	Site	Hours available	Hours used	Proportion of usage %
AT	Pierre Charbonneau Centre: training field	496	288.5	58
	Claude Robillard Centre: athletics field	364	88.5	25
	Étienne Desmarteau Centre: athletics field	448	174.5	39
	Park Kent	527	95.5	18
Total		1,835	647	35
AV	Olympic Basin and Regatta Lake	450	200	44
Total		450	200	44
BB	Étienne Desmarteau Centre	416	110.5	27
	McGill University: Sir Arthur Currie Memorial Gymnasium	351	52	15
	Rosemount High School	368	94	26
Total		1,135	256.5	23
BO	École secondaire Calixa-Lavallée	388	264.5	68
	École secondaire Émile-Nelligan	299	99	33
Total		687	363.5	53
CY	Olympic Velodrome	208	153	73
Total		208	153	73
ES	PEPS, University of Montréal: gymnasium and athletics track	435	213	49
Total		435	213	49
FB	Claude Robillard Centre: field II, not approved by FIFA but nevertheless used by 2 teams	*	*	*
	Parc Champêtre	300	60.5	20
	Parc d'Auteuil	294	26.5	9
	Parc Louis-Riel	558	135	24
	Parc Jarry	468	44	9
Total		1,620	266	16
GY	École secondaire Georges-Vanier	250	103.5	41
	École secondaire Louis-Riel	364	181	50
	William Hingston Comprehensive School	286	75.5	26
Total		900	360	40
HA	Arena Villeray	348	189.5	54
Total		348	189.5	54

Development of Competition Sites

Once agreement had been reached on the competition sites, it was necessary to make them functional and conform to ISF regulations.

A detailed analysis of each of the twenty-one sets of ISF regulations, the reports of COJO observer missions at the Munich Games and other international competitions, as well as the constant cooperation of the ISFs enabled COJO to determine precisely the type of development required for each site.

In addition to the areas open to the public and those required for competition, three special zones had to be taken into account when developing a site:

- athletes' section: changing rooms, showers, massage room, warm-up areas, and reserved seating in the stands;
- administration section: offices for the ISF president, secretary-general and secretaries, technical delegates, competition director and his staff, as well as storage for equipment; and
- section encompassing the VIP lounge, offices for the Games' administrators, and lounges and work areas for press and television.

On reaching the final stage of development, each site was given a scientific inspection by technical services to assure that its dimensions corresponded exactly to ISF standards. A control group formed of engineering students assisted in this task.

Choice of Training Sites

In May, 1975, the ISFs approved an official list of 76 training areas distributed among 41 sites, which fell into three general categories:

- areas to be used for training before and during the Games;
- areas to be used for training before the Games and to warm-up during the Games; and
- competition areas that would only be used for training before the Games.

To satisfy all needs, COJO obtained the cooperation of universities, colleges, schools and the City of Montréal Department of Sports and Recreation. Most of the sites would be subject to development work and were to be ready for the arrival of the athletes in Montréal (see Table E).

*Data not available

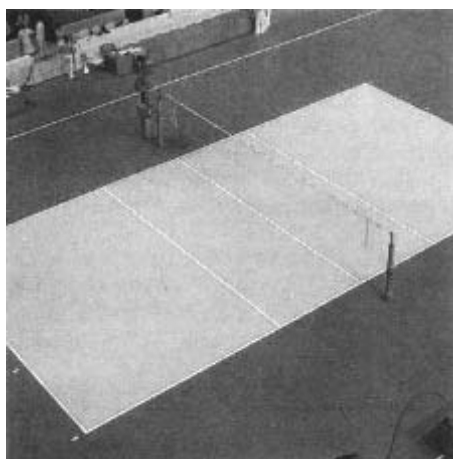
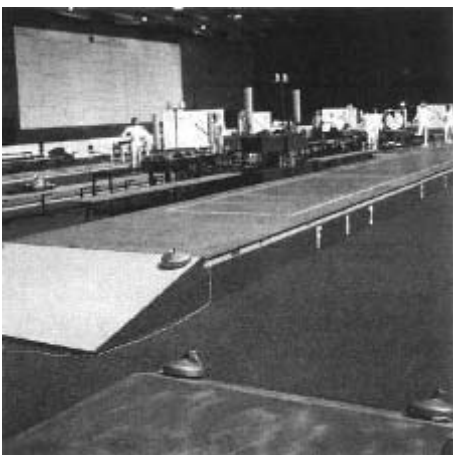
Sports Equipment and Apparatus

Once the sites had been selected, the necessary sports equipment and apparatus had to be provided and the type of playing surfaces selected.

From conversations with the ISF presidents and after studying the reports of the Munich Games, it was possible to summarize requirements for fixed equipment, sports apparatus and playing surfaces — everything from wrestling mats to volleyball posts. In total, 108,946 items of every sort were made available to the competition directors.

Several innovations were introduced at the Montréal Games.

In fencing, the traditional *piste* covered with copper netting gave way to one with a perforated aluminium surface attached to a wooden base; this provided superior footing while still serving as a good conductor of electricity. The *piste* was made in sections and easily dismantled.



Technical improvements in fencing included a perforated aluminium *piste* fastened to a sectional wooden base.

A novel idea in America: polychloride vinyl playing surfaces were used both for handball and volleyball.

Table E (continued)
Training site usage

Sport	Site	Hours available	Hours used	Proportion of usage %
HB	Claude Robillard Centre: gymnasium	406	103	25
	Collège du Vieux-Montréal: gymnasium	392	30.5	8
	Collège Maisonneuve	406	64.5	16
	Collège Ahuntsic	392	30	8
	Collège André-Grasset	392	53.5	13
Total		1,988	281.5	14
HO	Claude Robillard Centre: field I	391	68	17
	PEPS, University of Montréal: football field	378	23	6
	Molson Stadium, McGill University	204	55	27
Total		973	146	15
JU	École secondaire Louis-Joseph-Papineau	406	171	42
Total		406	171	42
LU	Centre Père-Marquette et École secondaire Père-Marquette	455	234.5	51
Total		455	234.5	51
NA	Olympic Pool	255	127.5	50
	Claude Robillard Centre: pool	435	200.5	46
	PEPS, University of Montréal: pool	435	95	22
	Taillon Pool	132	12.5	9
	Baldwin Pool	126	8	6
	Sir Wilfrid-Laurier Pool	138	2.5	2
	Pointe Claire Recreation Centre: pool	338	40	12
	Collège du Vieux-Montréal: pool	391	170	43
Total		2,250	656	29
SE	Olympic Equestrian Centre, Bromont	**	**	**
	Les écuries Robespierre: modern pentathlon	144	29	20
Total		144	29	20
TA	Olympic Archery Field, Joliette	153	110.5	72
	Pierre Bédard Park	464	146.5	32
Total		617	257	42

** Information not available due to irregular training periods, the number of different sites, and the extent of the facility.

Table E (continued)
Training site usage

Sport	Site	Hours available	Hours used	Proportion of usage %
TI	Olympic Shooting Range, L'Acadie	126	102.5	81
Total		126	102.5	81
VB	Paul Sauvé Centre	295	185.5	63
	École secondaire Édouard-Montpetit	450	128.5	29
	École polyvalente d'Anjou	392	140	36
	École secondaire Lucien-Pagé	392	85	22
Total		1,529	539	35
Total		16,107	5,065	
Average rate of usage (%)				31.4



At the height of the dismantling process in Olympic Stadium: preparing for the closing ceremony after the completion of the *Grand Prix des Nations* team jumping competition.

In gymnastics, the uneven bars had a new system of adjustment which made them easier to handle. Instead of two or three persons being needed to adjust the bars, one person could do it quite handily.

The playing surface chosen for handball and volleyball was used for the first time in North America, and consisted of a thick layer of polychloride vinyl stuck to an underlayer of vinylic foam. It is less costly than the wooden surface usually used, more easily maintained, and offers an elasticity suitable to the two sports. This floor covering was already in use in some 3,000 European gymnasiums.

Another first for the Games was the use of artificial turf for the hockey tournament. With natural grass, several more fields would have been necessary, and the public would have been denied use of them for some time prior to the Olympics, in order to keep the surface in the condition required by the International Hockey Federation (FIH). COJO's use of the artificial turf benefited McGill University, the University of Montréal, and the Claude Robillard Centre, (the stadiums of which were used as competition and training sites) since it proved to be of advantage not only during Olympic competition but also in subsequent use of the facilities.

The Olympic Pool was constructed with novel gutters along the sides designed to eliminate almost all wave back-slap to assist swimmers in their quest for new records.

In the end, all competition and training sites, sports equipment and apparatus conformed to the requirements of the ISFs, and fully met the expectations of competitors, coaches, officials, and the public.

Staff

In April, 1975, the sports coordinators made their first estimate of staff needed during the Games. But in November, following CIM 75, the estimates were revised to a more realistic total. And, at the end of the year, policies covering wages and job classification were established.

At the beginning of 1976, the Sports Directorate began to recruit 3,243 temporary employees with the assistance of the Canadian and Québec amateur sports federations and other bodies.



The short term of employment did not make recruiting staff easy, and, in a good many cases, those who were approved for the jobs backed out at the last minute without notice.

The temporary employees had 120 particular assignments during the Games, with many of which they were already familiar, since most were engaged for sports they themselves played. Into this category fell the ball boys, the messengers working at competition sites, the boys and girls who

Table F
Sports personnel

Sports	Management		Permanent staff		Temporary and short term staff		Total
	M	W	M	W	M	W	
AT	10			7	240	143	400
AV	4			2	154	48	208
BB	2	1		2	50	25	80
BO	5			3	65	14	87
CA	4	1		2	88	46	141
CY	2			1	57	8	68
ES	4			1	68	37	110
FB	9			5	260	17	291
GY	8	4		5	156	147	320
HA	2			1	32	2	37
HB	5			4	74	30	113
HO	2	1		2	49	54	108
JU	2	1		1	38	14	56
LU	2			2	34	31	69
NA	9			4	141	66	220
PM	1	1		2	75	45	124
SE	6	2		3	151	47	209
TI	1			2	151	27	181
TA	3			2	52	47	104
VB	2	1		2	71	45	121
YA	11			7	140	40	198
Administration	12	3	2	13	99	65	194
Total	106	15	2	73	2,245	998	3,439

levelled the jumping pits, set up the hurdles and starting blocks in the lanes of the track, or replaced the archery targets on the straw mats. Those with a knowledge of more languages than English and French were appointed to accompany various national teams.

The competitions in the twenty-one sports required a staff of 3,439, including management and permanent employees (see Table F).

At the competition sites, yet another type of employee was needed: announcers who kept the public as well as the athletes informed of the events taking place.

After the customary investigation, Sports decided that fifty-five announcers would be needed, and that all should be fluent in the official IOC languages, which are also Canada's: French and English.

From November, 1975 to February, 1976, a selection committee reviewed 225 candidates and retained 55. That committee comprised the director-general of Sports, his assistant, the director of services, the special

adviser to the president of COJO, the chief announcer, and, as the occasion warranted, the competition director of the sport concerned.

Two months before the Games, COJO began training announcers with the help of films of earlier Games. They also gained practical experience announcing at competition during the general rehearsal in June, 1976.

All the texts read by the announcers came from the competition directors; the more important ones were corrected in COJO's Linguistics Services Department.

In addition to the fifty-five announcers assigned to the sports competitions, the Sports Directorate engaged another six for the 198 medal ceremonies.



COJO staff were called upon to perform a multitude of tasks during the Games.

Table G
Technical officials

Sports	Members of juries of appeal		Non-Canadian international officials		Canadian international officials		Canadian support officials		Totals
	M	W	M	W	M	W	M	W	
AT	15		13		146	49	97	8	328
AV	11		37	1	4		14		67
BB	10	1	38		3		34	2	88
BO	33		60		3		15		111
CA	10		22		13		12	2	59
CY	8		6		17	3			34
ES	14		47	3	7	1	88	110	270
FB	23		35		6				64
GY	4	3	29	21	4	4	8	12	85
HA	13		33		1		10		57
HB	16		31	1	2		21	7	78
HO	16		37	1	5		10	2	71
JU	19	2	18		4		17		60
LU	16		62		4		21		103
NA	19		104	3	37	5			168
PM	16		2						18
SE	20		15	2	1		76	110	224
TI	9		26		5		194	34	268
TA	11	2	8				10		31
VB	10		35		7		22	10	84
YA	14	1	7		1		40	15	78
Total	307*	9	665	32	270	62	689	312	2,346

* Presidents, secretaries-general, and technical delegates are included in this total, but may not always be members of the juries of appeal.

Table H
Accommodation of officials

		Lodging location	Lodging expenses paid by:	Travelling expenses paid by:
1	ISF presidents and secretaries-general	Bonaventure Hotel	ISFs and COJO	ISFs
2	ISF technical delegates	Bonaventure Hotel	COJO	COJO
3	Members of juries of appeal and of different ISF commissions; non-canadian international officials	Windsor Hotel Sheraton Mount-Royal Hotel Holiday Inn Grand Motor Inn	COJO (50%) and NOCs, ISFs, or NFs as the case may be	NOCs, ISFs or NFs
4	Canadian international officials*	Windsor Hotel Sheraton Mount-Royal Hotel Holiday Inn Grand Motor Inn	COJO	COJO

*COJO also allowed a per diem of \$20.

Technical Officials

When a hush falls over the stadium as runners move toward the blocks, or a jumper begins his run-up, the responsibility for seeing that the event lives up to expectations belongs to the technical officials.

From the requests of the ISFs and the experience of those engaged at the Munich Games in 1972, COJO knew exactly how many technical officials would be needed in Montréal. In some cases, the ISFs were obliged to limit their number because Sports insisted throughout that each official's function be clearly defined and that each must work a minimum number of hours each day.

The contingents for each sport were fixed in the spring of 1974 and approved by the ISFs at the GAIF meeting in May that year. That agreement was ratified by the IOC executive board in October, 1975.

The Montréal Olympic Games would have 2,346 technical officials of whom 1,001 would be Canadian (see Table G). Added to that number would be the 43 ISF technical delegates.

International Officials

The category of international technical official applied to 1,353 persons and covered several functions connected with the application of Olympic competition rules. Whether a referee or judge, member of a jury of appeal or of a commission concerned with a technical aspect of a competition, the international official, in most cases, would be the primary verification of performance.

Besides the members of the twenty-one juries of appeal, 332 international technical officials were Canadian and 697 came from other countries.

The total number of these officials having been determined for each sport, COJO asked the ISFs to supply names not later than January 1, 1976, six months before the Games. This would enable COJO to proceed with hotel reservations, tailoring uniforms, preparing accreditation cards, and other tasks

Table J

Uniforms supplied to officials

Class	Men	Women	Total
Members of juries of appeal	307	9	316
International officials	851*	82	933
Support officials	687	306	993
Total	1,845	397	2,242

*Of the 1,029 international officials (foreign and Canadian), of whom 935 were men and 94 were women, only 933 were supplied with a uniform.

connected with the staging of the Games. As often happens, some were late responding and the last replies were only received in May, 1976.

The officials were lodged in five hotels, three in midtown Montréal. The presidents, secretaries-general, and technical delegates of the ISFs were all housed in the same hotel.

On their arrival in Montréal, the officials were greeted at the accreditation centre in the main hotel (see Table H). As all of the forms had been filled out by the ISFs, all that remained was to verify the information and validate the accreditation documents.

In addition to the technical delegates, two groups of international officials received distinctive uniforms: members of the juries of appeal and the ISF referees and judges (see Table J). COJO did not supply uniforms to the members of the various ISF commissions, although they were international officials.

Problems did occur concerning reservations, rates, reimbursement of expenses, transportation, uniforms, etc., but in this part of the Games organization they are hard to escape. For various reasons, officials were sometimes chosen at the last minute by their federations, and forms were not always filled out exactly or returned on time, all of which increased the possibility of error already inherent in such an organization.

Despite these occurrences, those in charge of services for the officials stopped at nothing to make their guests' stay on Canadian and Olympic soil pleasant. All members of the juries of appeal and all the international officials were guests at the opening and closing ceremonies. And all officials with a technical position during the Games received a commemorative medal and Olympic diploma in recognition of that participation.

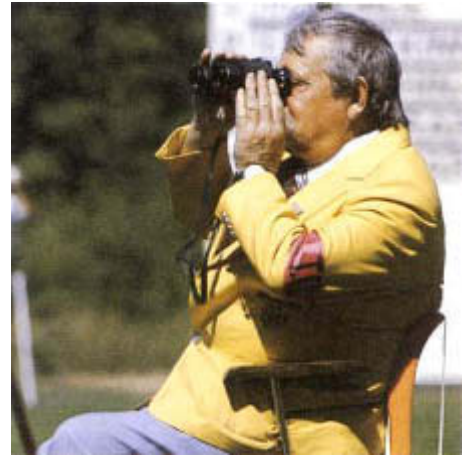
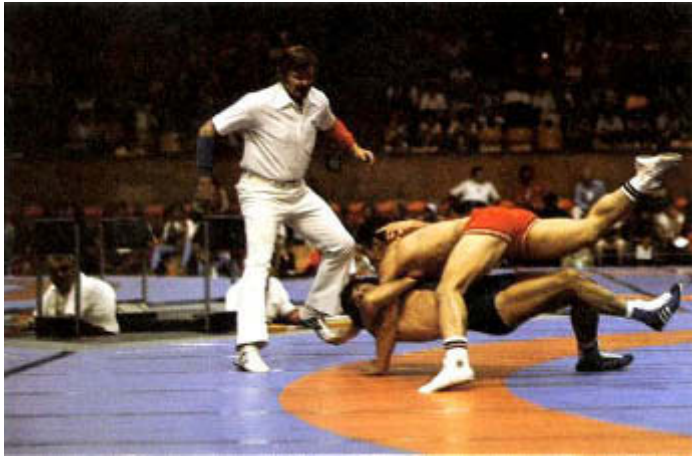
Support Officials

Technical support officials numbered 993. This complement was defined jointly by the Canadian federations and COJO. The latter paid transportation and lodging expenses and supplied each with a uniform as well as a daily allowance of \$20. A training program was also created with the financial assistance of Sport Canada, the government agency.

The support officials were lodged in student residences in Montréal, except for those connected with shooting, archery, equestrian sports, and yachting, who were housed near those competition sites.

The tasks assigned to the support officials were essential to every competition: some were timekeepers, scorekeepers, or line judges; others performed such tasks as signalling the clearing of obstacles by riders or supervising the recording of *touches* in fencing.

Most support officials still in Montréal on August 1, attended the closing ceremony and, in recognition of their participation, they too received a commemorative medal and Olympic diploma.



Olympic Games officialdom in action.



Information

Even in the most remote corners of the world, people involved with Olympic competition relied on COJO for information to guide them in their preparations.

COJO responded to their requirements by publishing information documents. They were addressed primarily to the ISFs and NOCs but they proved equally very useful to competitors, officials, and, in general, to anyone interested, whether directly or indirectly, in the sports aspect of preparing and staging the Games.

The twenty-one explanatory brochures, each with a printing of 5,000 at the IOC's request, were the main achievement in this area. Each concerned a particular sport and contained the program of the Games; the names of the officers and members of the IOC, the names of the directors and department heads of the organizing committee together with the principal personnel of the Sports Directorate; a list of the NOCs; the names of the officers of the ISF and the Canadian federation concerned; the rules relating to competition generally, including conditions of participation, the various events, and awards; a competition schedule; plans of the competition and training sites and a summary of the equipment thereon; the date and place of the ISF congress; and general information about the many Olympic sites including details of the climate.

Under IOC rules, the explanatory brochures were to be in both French and English and ready for distribution at least a year before the Games.

The format, quality of paper, and the production schedule were determined by August, 1974, with distribution expected to commence July 10, 1975.

The content, however, had to be approved by the IOC and the respective ISFs. COJO held frequent consultations with them, and, in the summer of 1975, officially presented the brochures to the IOC executive board and to each ISF. Distribution finally took place in the first week of October, 1975.

The Sports Division also cooperated in the preparation of other publications with the Communications Directorate and that of Graphics and Design. They included:

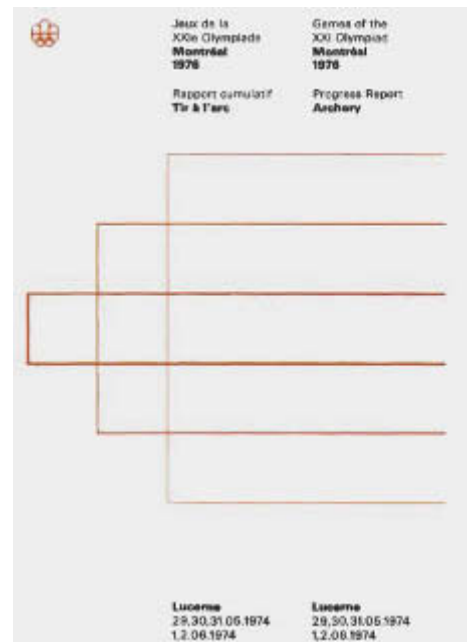
Progress reports. Between 1974 and 1976, Sports presented sixty-four progress reports to the IOC, ISFs and Canadian federations noting progress in the organizing of the competitions, development work, and the acquisition of equipment.

Program of the Games. In May, 1975, Sports and Communications published the complete daily program of events in the twenty-one sports at the

1976 Games. This proved useful in the preparation of auxiliary services and was also highly sought-after by the general public.

Equipment Catalogue. This described the equipment and apparatus used in each of the twenty-one sports. It was circulated among the ISFs and NOCs as well as all sports equipment suppliers.

Competition and Training Sites. Summary of Facilities. This brochure, published in two editions, contained a summary of the facilities for each sport, and described the physical improvements as well as the sports and electronic equipment.



Other publications put out by Sports included a timetable of events, a list of the equestrian sports obstacles, the swimming schedule, and directives on filing entries.

Sports Information Rooms

During the Games, information rooms for each sport were opened in the International Centre of the Olympic Village.

There, daily from 07:00 to 23:30, competitors could find out their own training timetables, information on the equipment in the training areas, and on transportation to the competition and training sites, starting lists for each event, official results, official bulletins every 20 minutes, 72-hour weather forecasts, as well as a lot of other information on Olympic sports.

Each room was equipped with closed-circuit television, to enable visitors to watch events then taking place, and with videotape equipment, with which competitors could watch replays

of their own or their team's performance. Some rooms served one sport during the earlier part of the Games and then another when the first was finished. The rooms were kept open and had videotapes available for three days after each sport ended.

The videotape replays caused the information rooms to be treated as technical rooms where competitors and coaches were able to analyze the performance of individuals and teams.



Outside competition and training periods, athletes could usually be found in the sports information rooms in the International Centre of the Olympic Village.



Registration of Athletes and Team Officials

A key element in the final phase of Games organization was the registration of competitors and team officials. This took place in two stages: by number, where each NOC indicated how many competitors it intended to enter in each event; and by name, when the actual competitors were listed closer to Games time.

Registration by Number

IOC Rule 35 required that a nation had to register by number (quantity of competitors only) at least eight weeks before the opening of the Games. The deadline for Montréal was midnight, eastern standard time, May 17, 1976.

The whole process began in November, 1974, with the planning and preparation of entry forms. The forms, of a standard size to be used in a computer, were in quintuplicate: the first copy was to be kept in the entries office, the others to go respectively to the competition director (copy A), Technology (B), Olympic Village (C), and the NOC (D).

On March 12, 1976, COJO sent twenty-one forms, one for each sport, to each of the 134 NOCs then recognized by the IOC.

On May 17, 1976, the deadline, 118 NOCs had returned the forms duly completed. Two NOCs (those of Gambia and Lebanon) sent in their forms after May 17 and they were accepted by the IOC. The 120 NOCs entered 9,471 competitors and 3,254 team officials for a total of 12,725.

Registration by Name

In each sport, the entry by name had to be completed ten days before the beginning of competition in that sport.

In May, 1975, COJO asked the IOC to approve revised deadlines for entries in each sport to avoid too many entries being received at the same time. The IOC agreed and the following timetable for entries by name took effect:

July 6: Basketball, football, gymnastics, weightlifting, modern pentathlon and volleyball;

July 7: Rowing, boxing, cycling, handball, hockey, swimming, and shooting;

July 8: Yachting;

July 9: Fencing and wrestling;

July 10: Canoeing, judo, and archery;

July 11: Equestrian sports;

July 12: Athletics.

On receiving the entries by number in May 1976, COJO at once sent the NOCs 62 different forms for entry by name in each event of each sport. This mailing was marked by many delays and lost letters. In some cases, four or five mailings had to be made to the same NOC.

Despite this, however, some 30 NOCs had to send in their individual entries by telex or telegram, and, in these cases, more than 90 percent were incomplete.

During this second stage, 114 NOCs entered the names of 7,334 competitors and 2,885 team officials by name, for a total of 10,219, which was 2,506 less than the entries by number. The total of entries by name was 72.3 percent of that by number.

A number of competitors and team officials were unable to take part in the Montréal Games, due to the withdrawal of their NOCs or because of sickness and injury. Also, several athletes were entered in more than one event. As a result, entries by name totalled 3,875 less, or about 30 percent less than had been entered by number (see Table K).

Only 114 NOCs sent in entries by name; the six missing from the 120 which had sent entries by number were: Gabon, Madagascar, El Salvador, Sri Lanka, Tanzania, and Zaire.

Of the 114 NOCs, a total of 21 withdrew without allowing their 638 athletes to take part in a single competi-

tion, namely: Algeria, Central African Republic, People's Republic of the Congo, Chad, Ethiopia, Gambia, Ghana, Guyana, Kenya, Libya, Malawi, Mali, Nigeria, Niger, Sudan, Swaziland, Republic of China, Togo, Uganda, Upper Volta, and Zambia.

Five other NOCs withdrew after their athletes already had competed in some events: Cameroon, Arab Republic of Egypt, Iraq, Morocco, and Tunisia.

Thus 93 NOCs participated in competition at the Games of the XXI Olympiad, of which 88 were remaining at the end.

Conclusion

From one Olympiad to another, organizing committees travel much the same road: they are given the same responsibilities and they face the same problems and uncertainties. One after another they develop solutions, overcome obstacles, attain their ultimate goal, and thus acquire experience of inestimable value, but at what cost?

How many errors and mistakes could have been avoided, how much effort saved had the organizers been armed with adequate documentation, and systematically prepared on the organization of the Games of the modern era?

Like its predecessors, COJO had to fill this enormous gap for itself by expending energy which could have been applied elsewhere. But the method adopted bore fruit and the Sports Directorate, with its operating plans and programs, succeeded in substantially reducing the margin of uncertainty.

Why not, however, apply the spirit

of that method to the organization of future Games? To assemble, correlate, and distribute data, to propose estimated and tested solutions, would answer many of the uncertainties that assail organizing committees at each stage. This should come from a permanent centre that could only be found within the IOC. In that centre might be found, perhaps, persons with Olympic experience to pass on, as well as literature indispensable in overcoming difficulties.

Had this centre existed before the XXI Olympiad, it could have passed on the knowledge acquired at previous

Games and international competitions, similar to the solutions conceived in the heat of action by the Sports Directorate in Montréal, as well as the recommendations arising from them. A nucleus of technical administrators would also have had the means of rectifying and clarifying the problems which hampered the smooth organization of the Montréal Games, especially those occasioned by the delays in accepting the program and schedule, the selection and training of officials, entries, equipment and matériel, the explanatory brochures, the staging of some sports, and the holding of the ISF congresses.

This eventual permanent department of the IOC could be in a position to work out a vast overall plan, an invaluable contribution to the future of the Olympic Games.

Although lacking this trump card, which can only be hoped for by future organizing committees, the COJO Sports Directorate nevertheless honored its mandate to present the sports competitions of the Games of the XXI Olympiad in worthy fashion — a success attested to unanimously by the officers of the international sports federations. It is supported, statistically by 6,189 competitors, 2,661 team members, 2,346 technical officials, a staff of 3,439, 61 announcers, 196 competitions in twenty-one sports, 108,946 pieces of equipment, and 3,195,170 paid admissions.





















In retrospect, it may also be assumed that the initial goals were largely attained, regarding the strengthening of Canadian sports, the training of officials and coaches, the promotion of participation in sports among Canadians, and the ongoing use of the facilities.

Despite the difficulties, and thanks to the widespread support of the international Olympic community, the COJO Sports Directorate hopes that it has contributed to the reinforcement of the Olympic ideal by drawing close to the definition expressed by its president: "Faithful to our philosophy, we have the firm intention of presenting to the world in 1976, Olympic Games worthy of mankind, with a fair balance between mind and matter, profitable to the present generation and beneficial to generations to come."



Participants in the Games were listed two ways, both in alphabetical order: one master list of everyone, and another by sport (21 volumes).

Table K





















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	H	2	2	2	8	7	X				13	8	7	3	2	2	28	27	19	17	16	15	15	8	3	8	7	6	14	7	6
	F																			12	12	12	12	10	3	2	1	1	6	2	2
	H													20	20	10				15	15	10	15	7	3						
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	F																						1								
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	F																						1	1							
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	H													4	4	4				16	15	15	12	12	12	1	1	1			
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	F													4	4	4				38	37	37	23	19	1	2	1	1	6	2	2
Total		4	4	4	24	17	X	3	3	3	17	10	9	85	83	70	28	27	19	198	192	182	149	90	60	16	13	10	22	11	10
	A	4	4	4	13	8	X	5	5	5	11	10	10	25	25	25	12	11	11	74	78	78	67	46	46	9	10	10	10	9	9
Total		8	8	8	37	25	X	8	8	8	28	20	19	110	108	95	40	38	30	272	270	260	216	136	106	25	23	20	32	20	19

X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)






















		BEL			BER			BIZ			BOL			BRA			BUL			CAF			CAN			CAY			CGO		
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□
	H	20	19	19	12	7	7	2	2	2	1	1	1	7	6	5	28	14	4	10	9		43	39	36				7	7	X
	F	12	8	8	8	5	5							5	3	3	32	16	13	6	2	2	32	20	20				1	1	
	H	8	8	7										7	7	7	30	25	18				35	24	22						
	F	3															17	15	15				28	29	24						
	H													12	12		12						12	12	12						
	F																12	12	12				12	12	12						
	H	2	1	1	2	2	2	3	3					4	4	4	11	11	11				11	9	9						
	F																														
	H	8	8	8													13	13	10				13	12	12						
	F	4	4	3													4	3	3				4	2	2						
	H	15	8	7							1	1	1				11	6	6				15	15	11						
	F																														
	H	2	1	1										2	1	1	5	5	5				13	10	9						
	F	2	3	3																			5	4	4						
	H													17	17	17							17	17	14						
	F																														
	H																7	7	7				3	3	3						
	F	3	2	2													7	7	7				7	7	7						
	H	2	1	1										2	1	1	11	11	9				7	4	4						
	F																														
	H																						14	14	14						
	F																						14	14	14						
	H	16	16	16																			16	16	16						
	F																														
	H	4	2	2										3	3	3	5	5	5				6	5	5						
	F																														
	H	3	2	2													20	20	20				17	16	15						
	F																														
	H	7	2	2										7	6	6	7	5	5				44	35	35						
	F	9	8	8										5	5	5	2						30	23	23						
	H																4	4	3				4	4	3						
	F																														
	H	5	5	4							2	1	1										8	6	5						
	F	1																					7	7	5						
	H	5	3	3				3	2	2	1		1	8	8	8	14	14	6				13	10	10						
	F	2	2														2		1				2	2	1						
	H	2	2	2																			2	2	2						
	F																						2	2	2						
	H													12	12	12							12	12	12						
	F																														
	H	8	5	5	8	8	8							10	9	9	1						16	16	16	3	3	3			
	F																									1	1	1			
Total	H	107	83	80	22	17	17	8	7	4	5	3	4	91	86	73	179	140	109	10	9		321	281	265	3	3	3	7	7	X
	F	37	27	26	8	5	5							10	8	8	76	53	51				156	136	126	1	1	1	1	1	X
Total	144	110	106	30	22	22	8	7	4	5	3	4	101	94	81	255	193	160	10	9		477	417	391	4	4	4	8	8	X	
A	63	52	52	8	9	9	3	2	2	2	1	1	38	36	36	68	59	59	2			131	118	118	6	3	3	8	8	X	
Total	207	162	158	38	31	31	11	9	6	7	4	5	139	130	117	323	252	219	10	11		608	535	509	10	7	7	16	16	X	
X	Withdrawal	△ Registration by number																													
H	Men	○ Registration by name																													
F	Women	□ Effective participation																													
A	Officials																														

Table K (continued)

		CHA			CHI			CIV			CMR			COL			CRC			CUB			DEN			DOM			ECU			
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	
	H	2	2	X	1	1	1	9	7	7	3	3	X	7	7	5				35	31	19	10	4	3	2	2	2				
	F				1			1	1	1										19	13	9	6			1	1	1				
	H																			20	19	4	14	3	2							
	F																				7	5	5									
	H																			12	12	12	1									
	F																			12												
	H										4	4	X	6	6	5				11	11	11	7	3	3	8	6	6				
	F																															
	H																						6									
	F																				1	1	1									
	H				15	2	2				6	6	*4	14	12	11	1	1	1	8	6	6	15	11	11							
	F																															
	H				1	1	1													13	11	9	1									
	F																			5	5	4	1	1	1							
	H																				17	13										
	F																															
	H																			3	3	3	1	1	1							
	F																			3	1											
	H										4	2	2							11	11	9	3	1	1	7	3	2		1		
	F																															
	H																						14	14	14							
	F																															
	H										4	4	X													2				2	2	
	F																															
	H																			14	12	9	5							1	1	
	F																															
	H										4	3	3							12	11	11	5				4	2	2			
	F										2	2	2	2	1	1	4	1	1	4	1	1	5	2	2			2				
	H																						4	2	2							
	F																															
	H				9																			1	2	2						
	F				1																			3	2	1						
	H				4	4	3							8	3	3	1	1	1	10	7	4	8	7	7							
	F																															
	H																2	2	2					2	1							
	F																							1								
	H																			12	12	12										
	F																			12	12	12										
	H										3	3	3										14	13	13							
	F																															
	H	2	2	X	30	8	7	9	7	7	17	17	*4	46	36	32	6	4	4	166	166	124	110	62	59	19	11	10	7	6	5	
	F				2			1	1	1				2	2	2	2	1	1	55	32	26	24	11	10	1	1	1	2			
Total		2	2	X	32	8	7	10	8	8	17	17	*4	48	38	34	8	5	5	221	198	150	134	73	69	20	12	11	9	6	5	
	A	2	2	X	12	7	7	7	6	6	8	8	X	22	32	22	2	5	5	66	65	65	55	38	38	10	9	9	8	4	4	
Total		4	4	X	44	15	14	17	14	14	25	25	*4	70	60	56	10	10	10	287	263	215	189	111	107	30	21	20	17	10	9	






















X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)

		EGY			ESP			ETH			FIJ			FIN			FRA			GAB			GAM			GBR			GDR			
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□				
	H				28	17	14	25	18	X	1	1	1	58	26	25	43	43	40	1			5	X	60	34	34	33	25	23		
	F				3	1	1	4	2	X	1	1	1	20	7	6	16	8	8	1					36	23	23	37	37	37		
	H													8	8	7	18	18	14						32	24	20	37	37	30		
	F															11	5	3							11	8	7	31	31	24		
	H	12	12	*12	12									12											12							
	F															12																
	H	8	6	*3	6	5	5	9	6	X				11	5	5	6	6	6	3					11	7	7	10	8	8		
	H				10	8	7							9	7	6	11	11	8						13	9	10	13	13	9		
	F															3	3	3							4	4	3	4	4	2		
	H				4	4	4	8	6	X				15	1	1	15	14	14							15	13	11	15	15	11	
	H													4	4		13	13	13						13	13	13	2	2	1		
	F															4	5	5	5						5	5	5					
	H				17	17	16										17	17	15										17	17	17	
	H				3	3	3										7	7	7						3	3	3	7	7	7		
	F				3	3	3										3	3	3						3	3	3	7	7	7		
	H	8	2	*2	3	1	1							9	6	5	8	8	8							11	8	8	10	10	7	
	H																															
	F																												14	14	14	
	H				16	16	16																		16							
	H				3	2	2							6	1	1	6	5	5						6	5	5	5	3	3		
	H	8	6											8	7	7	6	6	5						10	7	7	14	12	12		
	H				26	10	10							2	1	1	20	12	11						24	24	24	20	12	12		
	F				24	7	6							2			20	8	7						20	19	19	23	19	19		
	H													*4	*4	3	4	4	3						4	4	3					
	H				5	4	4										14	11	7						7	7	5					
	F																2	2	2						7	7	6					
	H				12	9	9							14	8	4	14	10	10						14	13	13	11	11	11		
	F																												1	1		
	H													2	2	2	1	1	1							2	2	2				
	F													2			1	1	1							2	2	2				
	H	12	12	*12																												
	F																												12	12	12	
	H				14	14	14							12	12	12	16	16	16							16	16	16	8	8	8	
	F																															
	H	48	38	*29	159	110	105	42	30	X	1	1	1	174	92	79	219	202	183	4					5	X	269	189	181	202	180	159
	F				30	11	10	4	2	X	1	1	1	24	7	10	73	35	30	1					X	88	71	68	129	125	115	
Total		48	38	*29	189	121	115	46	32	X	2	2	2	198	99	89	292	237	213	5					5	X	357	260	249	331	305	274
	A	18	17	X	63	54	54	13	17	X	1	1	1	58	44	44	94	82	82	3					2	X	102	91	91	91	86	86
Total		66	55	*29	252	175	169	59	49	X	3	3	3	256	143	133	386	319	295	8					7	X	459	351	340	422	391	360





















X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)

		GER			GHA			GRE			GUA			GUY			HAI			HKG			HOL			HON			HUN			
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	
	H	73	42	39	25	12	X	10	10	10	4			12	7	X	10	8	6				10	3	3	3	3	3	17	17	10	
	F	38	19	19	18	6	X	3	2	2							3	3	3				6	2	2				8	8	6	
	H	37	36	30																			14	9	7							
	F	20	15	3																			29	20	8				18	9	8	
	H	12																					12									
	F																															
	H	11	9	6	11	7	X	5	3	3					9	5	X	3	3	3				1						11	11	8
	F																															
	H	13	11	10																6	6	6	3	2	2				13	13	12	
	F	4	4	3																			3						4	4	2	
	H	15	15	12				5		1					3	X				4	4	4	15	15	12				2	2	1	
	F																															
	H	13	13	11																4	4	4							13	13	12	
	F	5	5	5																									5	5	5	
	H				17	17	X				17	17	17																			
	F																															
	H	7	7	7																									7	7	7	
	F	7	7	7																			7	7	7				7	7	7	
	H	11	7	6				5	4	4	2	1	1	1															11	10	9	
	F																															
	H	14	14	14																									14	14	14	
	F																												14	14	14	
	H	16	16	16																			16	16	16							
	F																															
	H	6	4	4										2	2	X				1	1	1	5						6	6	6	
	F																															
	H	18	17	15				7	4	4																			20	20	18	
	F																															
	H	37	27	25				3	3	2				1						2	2	2	17	17	17				22	22	20	
	F	24	12	12																2	2	2	14	9	8				4	4	1	
	H	4	4	3																			1						4	4	3	
	F																															
	H	12	12	10							2	2	1										9	9	6							
	F	2	2	1							2	2											3	1	1							
	H	14	13	12				5	4	4	6	6	6				8	8		7	6	6	3	2	2				11	7	7	
	F																												1			
	H	2	2	2																			2	0	0				1	1		
	F	2	1	1																			2	0	0				1	1		
	H																												12	12	12	
	F																															
	H	16	16	16				8	7	7	4	4	4										16	12	12				1	1	1	
	F																															
Total	H	331	265	238	53	36	X	48	35	35	35	30	29	25	17	X	21	19	9	24	23	23	124	85	77	3	3	3	153	148	128	
	F	102	65	51	18	6	X	3	2	2	2	2					3	3	3	2	2	2	64	39	26				74	64	55	
Total		433	330	289	71	42	X	51	37	37	37	32	29	25	17	X	24	22	12	26	25	25	188	124	103	3	3	3	227	212	183	
A		120	108	108	22	13	X	21	23	23	25	29	29	10	14	X	13	13	13	8	8	8	73	54	54	1	1	1	69	67	67	
Total		553	438	397	93	55	X	72	60	60	62	61	58	35	31	X	37	35	25	34	33	33	261	178	157	4	4	4	296	279	250	






















X Withdrawal △ Registration by number
 H Men ○ Registration by name
 F Women □ Effective participation
 A Officials

Table K (continued)

		INA			IND			IRL			IRN			IRQ			ISL			ISR			ISV			ITA			JAM								
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□									
	H				6	4	4	17	6	6	6	4	4			X	6	6	6	1			3	2	1	39	37	25	11	5	5						
	F	1	1	1				4	1								2	2	2	1	1	1	2	1		19	14	10	11	9	9						
	H							16	12	10																37	17	15									
	F																																				
	H																		12							12	12	12									
	F																									12											
	H	3	2	2	4	2	2	8	5	5	6	6	6	2	1	X							5	4	1	11	7	6	3	3	3						
	F																																				
	H							5	5	4																13	11	1									
	F																									4	2										
	H							8	2	2	8	7	7													15	15	14	6	3	3						
	F																																				
	H							3			12	9	9							1	1	1				13	13	13									
	F										4	4	4													5	5	5									
	H										17	17	15							17	17	15															
	F																																				
	H																			1	1	1				3	3	3									
	F																									7	7	7									
	H	1	1	1	2	1	1				8	7	7	2	2	X	2			1	1	1	1			6	1	1									
	F																																				
	H				16	16	16																														
	F																																				
	H							3									2	2	2	1	1	1				6	4	4									
	F																																				
	H				4						20	17	17	2	2	X				1	1	1	8	4	4	20	8	8									
	F																																				
	H	2	1	1	2			5	2	2	11	11	11				2	1	1	4	2	2	2	2	1	44	29	23									
	F							5	2	2							2	2	2						2	2	1	21	15	6	1						
	H																									4	4	3									
	F																																				
	H							5	4	4																14	12	9									
	F							1	1																												
	H				5	3	3	2	1	1	4	4	4	1	1	*1				1	1	1	8	3	3	14	14	14	2								
	F																																				
	H	2	1	1				2	1	1																2	2	2									
	F	2	1	1																						2	2	2									
	H																									12	12	12									
	F																																				
	H							14	9	9										2	2	2	6	6	6	16	16	16									
	F																																				
	H	8	5	5	39	26	26	88	47	44	92	82	80	9	8	*1	12	9	10	42	26	24	32	21	17	281	217	191	22	11	11						
	F	3	2	2				10	4	2	4	4	4				4	4	4	2	2	2	4	3	1	70	45	30	12	9	9						
Total		11	7	7	39	26	26	98	51	46	96	86	84	9	8	*1	16	13	14	43	28	26	36	24	18	351	262	221	34	20	20						
	A	9	8	8	13	12	12	45	26	26	24	23	23	7	1	X	10	11	11	22	6	6	16	16	16	108	83	83									
Total		20	15	15	52	38	38	143	77	72	120	109	107	16	9	*1	26	24	25	65	34	32	52	40	34	459	345	304	34	30	30						





















X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)

		JPN			KEN			KOR			KUW			LBA			LIB			LIE			LUX			MAD			MAL		
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□
	H	17	13	13	45	32	X				6	6	6				5	2		1			4	3	3	1			6	3	3
	F	4	2	2	7	4	X										4			3	3	2							3		
	H	11	11	9																											
	F																														
	H	12	12	12																											
	F	12	12	12				12																							
	H	6	6	6	9	8	X	7	7	6				4	4	X															
	F																														
	H	3	3	3																											
	F																														
	H	5	5	5	5									4	3	X				1			4	2	2				4	1	1
	F																														
	H	5	5	5	5						5	5	4										2	2	2						
	F																														
	H																														
	F																														
	H	7	7	7																											
	F	7	7	7																											
	H	9	9	9				11	11																				1		
	F																														
	H	14	12	12																											
	F	12	12	12																											
	H				16	16	X																						16	16	16
	F																														
	H	6	6	6				4	4	4	5	4	4				1	1	3	3	3	3				1					
	F																														
	H	20	20	20				11		11				2	1	X	1	1													
	F																														
	H	15	8	8							2	2	1																2	1	1
	F	17	10	10																									2		
	H	4	4	3																											
	F																														
	H	7	7	7																											
	F																														
	H	13	13	11	4	4	X	10	10	5										2			2	1	1				12	2	2
	F																														
	H	2	2	2																			2								
	F	2	2	2																			1								
	H	12	12	12				12	12	12																					
	F	12	12	12				12	12	12																					
	H	5	5	5																											
	F																														
	H	173	160	154	79	60	X	55	44	38	18	17	14	10	8	X	7	4	7	3	4	14	8	8	2				41	23	23
	F	70	61	61	7	4	X	24	12	12						X	4		3	3	2	1							5		
Total		243	221	215	86	64	X	79	56	50	18	17	14	10	8	X	11	4	10	6	6	15	8	8	2				46	23	23
	A	86	86	86	24	13	X	27	26	26	6	5	5	5	5	X	4	4	5	5	5	8	6	6	3				20	14	14
Total		329	307	301	110	77	X	106	82	76	24	22	19	15	13	X	15	8	15	11	11	23	14	14	5				66	37	37






















X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)

		MAR			MAW			MEX			MGL			MLI			MON			NCA			NEP			NGR			NGY		
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□
	H	4	4	X	4			9	7	6				3	1	X				5	5	5	4	1	1	18	18	X	3	3	2
	F							2																							
	H							1	1	1																					
	F																														
	H							12	12	12																					
	F							12																							
	H	8	6	*5	2	2	X	6	3	3	7	7	6	2						4	3					8	8	X	2	2	2
	F																														
	H							8	8	4																					
	F																														
	H				2	2	X	7	7	6	4									4	4										
	F																														
	H							7									1														
	F							2																							
	H							17	17	16																17	17	X			
	F																														
	H							3	3	2																					
	F							2	2	1	3						1			4	2	2									
	H																														
	F																														
	H																														
	F																														
	H	5	4					3	1	1	6	6	6	2	1	X				2	1	1									
	F																														
	H	4	4	*4				6	3	2	16	16	13																		
	F																														
	H							23	23	23							1	1	1	2	2	1	1	1	X						
	F							3	3	3																					
	H							4																							
	F																														
	H							10	10	8																					
	F																														
	H							8	8	6	4	4	4				4	4	4										1	1	1
	F																														
	H							2			2	2	2																		
	F							2			2	2	2																		
	H																														
	F																														
	H							5	5	5							5	5	5												
	F																														
	H	21	18	*9	8	4	X	130	107	94	42	35	31	7	2	X	12	10	10	15	17	14	4	1	1	44	44	X	6	6	5
	F	1					X	24	6	5	2	2	2			X										3	2	X			
Total		22	18	*9	8	4	X	154	113	99	44	37	33	7	2	X	12	10	10	15	17	14	4	1	1	47	46	X	6	6	5
	A	0	10	X	2	2	X	64	52	52	13	17	17	6	3	X	11	5	5	15	15	15	2	3	3	19	18	X	1	3	3
Total		22	28	*9	10	6	X	218	165	151	57	54	50	13	5	X	23	15	15	30	32	29	6	4	4	66	64	X	7	9	8





















X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women
A Officials □ Effective participation

Table K (continued)

		NIG			NOR			NZL			PAK			PAN			PAR			PER			PHI			POL			POR					
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□						
	H				19	11	7	10	7	7				1	1	1	3	1	1				1	1				44	44	31	15	6	6	
	F				6	3	2	5	3	3													1	1				22	22	16	1			
	H				12	11	11	18	18	18				3	1	1	2	2	2										17	12	10			
	F				6	3	3																						17	14	12			
	H																												12					
	F																												12					
	H	3	3	X				3	2	2	6	2	2	5						2						3	3	3	11	11	11			
	H				8	7	6	4	4	4																			13	13	10			
	F				3																								4	4	3			
	H				10	10	8	8	6	4										2									15	15	11			
	H				6	6	5	2									1	1	1										13	13	13			
	F																												5	5	5			
	H																												17	17	17			
	H																												7	7	7			
	F																												7	7	7			
	H				4	2	2	3	3	3	4	2	2	2	2	2							2	2	2				11	11	9			
	H																												14	14	14			
	F																																	
	H							16	16	14	16	16	16																					
	H													1	1	1													5	5	5	2	2	2
	H				4	2	2	3	2	2	10	4	2	1	1	1													17	17	14	5	3	3
	H				9	6	6	4	4	4	2			2	2	2	1	1	1	1			2	2	2	4	2	2	8	5	5			
	F				6	1	1	6	6	6				2	1	1				1						1	3	1	1					
	H																												4	4	3			
	H							5	2	1																			6		2			
	F							1																										
	H				11	4	4	8	4	4				2			1	1	1							3	2	2	13	13	12	8	1	1
	F																																	
	H				2	2	1	1																					2	2	2			
	F																												2	2	2			
	H																												12	12	12			
	F																																	
	H				9	9	9	14	12	12																3	3	3	4	2	2	5	2	2
	F																																	
Total	H	3	3	X	94	71	62	99	80	75	48	29	24	14	7	7	8	6	6	5						14	13	12	241	214	185	45	19	19
	F				21	7	6	12	9	9				2	1	1				14	13	13				1	1	1	65	48	39	1		
Total		3	3	X	115	78	68	111	89	84	48	29	24	16	8	8	8	6	6	19	13	13	15	14	13	306	262	224	46	19	19			
A		3	2	X	49	39	39	29	31	31	14	6	6	11	12	12	3	4	4	8	5	5	6	9	9	93	75	75	20	11	11			
Total		6	5	X	164	117	107	140	120	115	62	35	30	27	20	20	11	10	10	27	18	18	21	23	22	399	337	299	66	30	30			

X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women
A Officials □ Effective participation






















Table K (continued)

		PRK			PUR			ROC			ROM			SAL			SEN			SIN			SMR			SRI			SUD					
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□			
	H	6	6	4	11	10	9	7	7	X	16	12	5	1			11	11	10										6			21	11	X
	F				3	1	1	7	7	X	23	11	9				3	3	2	1	1	1	2	2	2									
	H										12	7	5																					
	F										28	19	16																					
	H				12	12	12																											
	F																																	
	H	11	6	3	11	11	10	2	2	X	11	11	11	4			1	1	1													11	7	X
	F																																	
	H										13	13	10																					
	F										4	4	3																					
	H							4	4	X													2	1	1									
	F																																	
	H				5	4	3				13	13	13	2																				
	F				2	1	1				5	5	5																					
	H	17	17	15																														
	F																																	
	H										7	7	7																					
	F										7	7	7																					
	H	9	7	3	5	2	2				5	1	1	2						2	1	1												
	F																																	
	H										14	14	14																					
	F										14	14	14																					
	H																																	
	F																																	
	H	6	5	5	6	5	5	4	4	X							6	5	5	4	1	1												
	F																																	
	H	10	5	3	8	7	5				20	20	19	1			7	5	5															
	F																																	
	H				8	8	8	5	4	X	11	11	11	1																				
	F				6	4	4	3	3	X										2														
	H							1	1		4																							
	F																																	
	H	14	9	6	10	10	8	4	4		12	7	7	4						1	1	1	7	7	7							7		
	F																																	
	H	2	1	0	1	1		2	2	X																								
	F	2	2	2	1	1																												
	H																																	
	F																																	
	H				12	12	12	2	2	X																								
	F																																	
	H	75	56	39	90	83	75	31	30	X	138	116	103	15			25	22	21	7	3	3	9	8	8	6			39	18	X			
	F	2	2	2	13	7	6	12	12	X	81	60	54				3	3	2	3	1	1	2	2	2				3					
Total		77	58	41	103	90	81	43	42	X	219	176	157	15			28	25	23	10	4	4	11	10	10	6			42	18	X			
	A	27	25	25	42	40	40	29	27	X	64	68	68	11			12	20	20	7	5	5	7	4	4	3			10	3	X			
Total		104	83	66	145	130	121	72	69	X	283	244	225	26			40	45	43	17	9	9	18	14	14	9			52	21	X			

X Withdrawal
 H Men
 F Women
 A Officials






















△ Registration by number
 ○ Registration by name
 □ Effective participation

Table K (continued)

		SUI			SUR			SWE			SWZ			TAN			TCH			THA			TOG			TRI			TUN				
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□		
	H	12	10	6	2	2	2	46	18	17	1	1	X	5			10	7	7	5	5	5	5	4	X	10	10	9	4	4	X		
	F	4	1	1				9	3	2				1			7	7	7				3	3	X								
	H	13	5	4				5	3	3							30	26	10														
	F							1	1								9	9	9														
	H							12									12	12	12														
	F																12	12	12														
	H							3	3	3	3	3	X	4						7	5	5	6	6	X				3	3	*1		
	H	4						12	12	10							11	9	9														
	F	3						1	1	1							2	2	2														
	H	15	15	6				9	8	6							12	12	11	8	7	6	6	4	X	2	2	2					
	H	7	6	6				9	7	7							2	2	2	5	5	5											
	F	1						1	1	1							1	1	1														
	H																																
	H	7	7	7													7	7	7														
	F	3															7	7	7														
	H	3	1	1				7	5	5							8	7	7	1	1	1											
	H																14	14	14										14	14	*14		
	F																												14				
	H																																
	H	3	2	2	1		1	4	3	3							1	1	1	2	1	1											
	H	2						14	9	8							7	5	5														
	H	3	2	2				16	11	10							1	1	1	1	1	1						1	1	*1			
	F	3						16	13	11							1	1	1	2	2	2						1	1	*1			
	H	2	2	1				4	4	3							4	4	3														
	H	8	3	1				7	2	1																							
	F	2	2	2				2																									
	H	8	6	5				13	11	11							10	10	10	12	12	12					1	1	1				
	F																																
	H	2						2	2	2										2	2	2											
	F	1						2	2	2										1	1	1											
	H																12	12	12														
	F																																
	H	16	10	10				16	16	16										5	2	2											
	F																																
	H	105	69	51	3	2	3	179	114	105	4	4	X	9			141	129	111	48	41	40	17	14	X	13	13	12	22	22	*16		
	F	17	3	3				32	21	17							39	39	39	3	3	3	3	3	X			15	1	*1			
Total		122	72	54	3	2	3	211	135	122	4	4	X	10			180	168	150	51	44	43	20	17	X	13	13	12	37	23	*17		
	A	67	44	44	4	1	1	67	64	64	3	2	X	5			60	60	60	22	24	24	11	11	X	11	8	8	16	10	X		
Total		189	116	98	7	3	4	278	199	186	7	6	X	15			240	228	210	73	68	67	31	28	X	24	21	20	53	33	*17		

X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women □ Effective participation
A Officials

Table K (continued)

		TUR			UGA			URS			URU			USA			VEN			VOL			YUG			ZAI			ZAM		
		△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□	△	○	□
	H	10	3	2	14	12	X	75	39	39	1			75	63	63	25			4	4	X	15	9	9	2			5	1	X
	F				7	5	X	48	31	31	2	1	1	48	32	32	2	1	1				4	4	3				1	1	X
	H							37	37	30	1	1	1	37	37	30							9	9	7						
	F							31	31	24				31	31	24															
	H							12	12	12				12	12	12							12	12	12						
	F							12	12	12				12	12	12															
	H	6	3	3	9	8	X	11	11	11	2	1	1	11	11	11	11	10	10	4	4	X	8	8	7				9	7	X
	H							13	13	13				13	13	13							3	3	3						
	F							4	4	2				4	4	3															
	H	6	6	1				15	14	12	5	5	5	15	15	13	15	7	6	5	5	X	2	2	2	7			4		
	H							13	13	13				13	13	13															
	F							5	5	5				5	5	5															
	H							17	17	15	17																		17	17	X
	H							7	7	7				7	7	7															
	F							7	7	7				7	7	7															
	H	6	2	2				11	11	9				11	9	9															
	H							14	14	14				14	14	14							14	14	14						
	F							14	14	14				14																	
	H																														
	H	6	3	3				6	6	6				6	6	6	4	2	2				5	4	4						
	H	20	11	11				20	20	20				20	20	20							11	6	6						
	H	1	1	1				44	37	37				33	33	32	10	6	5				15	15	15						
	F	1	1	1				30	16	16	1	1	1	30	30	29	10	8	7				1		1						
	H							4	4	3				4	4	3															
	H							12	8	7				10	10	7															
	F							2	7					4	4	4															
	H	13	3	3				14	13	12	3			13	13	13							6	6	4						
	F													2	1	1							1	1	1						
	H							2	1	1				2	2	2							1	1	1						
	F							2	2	2				2	2	2															
	H							12	12	12																					
	F							12	12	12																					
	H							16	14	14				16	16	16							1	1	1						
	F																														
	H	68	32	26	23	20	X	355	303	287	29	7	7	311	297	284	65	25	23	13	13	X	102	90	85	16			35	25	X
	F	1	1	1	7	5	X	167	134	125	2	2	2	159	128	119	12	9	8				6	5	5				1	1	X
Total		69	33	27	30	25	X	522	337	412	31	9	9	471	425	403	77	34	31	13	13	X	108	95	90	16			36	26	X
	A	20	16	16	12	11	X	136	162	162	16	9	9	130	129	129	30	21	21	10	7	X	40	38	38	6			15	8	X
Total		89	49	43	42	36	X	658	599	574	47	18	18	601	554	532	107	55	52	23	20	X	148	133	128	22			51	34	X

X Withdrawal △ Registration by number
H Men ○ Registration by name
F Women
A Officials □ Effective participation

7

It was 19:30 on the closing day of what observers said was one of the most perfectly run athletics competitions in Olympic history, and "out front" everything was beautiful. Every seat was full. The attention of 71,051 spectators was directed toward the men's high jump final at the west end of the Olympic Stadium, where a Canadian, Greg Joy, was battling toward an eventual silver medal. The relays were finished, as was the 1,500 metres, and out on Sherbrooke Street, Waldemar Cierpinski was striding purposefully toward the always dramatic finish of the most demanding individual test of the Games.

Behind the scenes, however, the competition director was biting his lip in mounting concern. On his television monitor, it was hard to tell exactly where Cierpinski, the amazing newcomer to international marathoning from the German Democratic Republic, was positioned vis-a-vis the stadium and the finish line; but he was closing in. All the pre-race estimates had said the marathon winner should not enter the stadium before 19:40 at the earliest. Now, it appeared he was well ahead of schedule and could, definitely upset the medal ceremony for the women's 4x400-m relay!

Finally, the competition director reached for the direct phone to field level and ordered the medal ceremony to start immediately. A few seconds later, the medal group headed across the track for the infield just as Cierpinski crossed Pie IX Boulevard at the far west corner of the stadium. He was less than 800 metres from the unforgettable moment every marathoner dreams of: being first into the stadium in an Olympic marathon.

The announcer raced through the fastest medal presentation of the entire Games while Cierpinski pounded on, unaware he might be the first marathoner in history to enter the stadium to the playing of his own national anthem (the GDR had won the relay as well). The relay girls marching back to the stands were right in the middle of the track when Cierpinski made his turn

onto the running surface just 40 metres away. They had missed each other by less than five seconds!

To the vast crowd, it had to be a touching moment: four relay gold medalists waving happily to a teammate who was just one lap of the stadium away from claiming yet another gold. They would never have understood why the competition director was slowly collapsing into a chair, sighing, high above their heads.

Cierpinski's entry at 19:38 led to the fastest marathon in Olympic history (2:09:55) by more than two minutes. Actually, the first four finishers all bettered the old mark of 2:12:02 set by Frank Shorter of the United States in Munich in 1972.

Organization and Personnel

With the advances in technical equipment over the past dozen years, the organization of a world-class track and field meet has become incredibly complex. And this complexity is compounded in the Olympics by the requirement of the International Amateur Athletic Federation (IAAF) that all officials be provided by the national federation of the country in which the host city is located.

For many countries, this would not present a problem. But for Canada, a country with very little experience in staging a major track and field competition, it gave rise to a complicated situation.

It takes over 300 skilled and experienced officials to run an Olympic-scale meet. Start with 69 for the track events alone, 40 more for the jumping events, 37 for events involving throwing, 16 for the marathon and 2 for walking — each event requiring a specialized knowledge. Then, add 1 roving official and 2 in reserve and the number of international-calibre officials reaches 167, of which 49 were women. All these are assisted by another 51 support officials, and the total of 218 swells by another 95 for the running of the marathon and the 20-km walk, plus 15 members of the jury, for a total of 328.

On top of this, a whole corps of disciplined and knowledgeable people is needed to handle the warm-up areas where the slightest mistake could result in an athlete missing his starting time. And more skilled personnel are required at the scene of the event to conduct a scrupulous examination of each athlete's equipment and clothing.



The cornerstone of this intricate human structure is the competition director, who was brought in initially as coordinator early in September, 1973. An assistant director was hired in September, 1974, followed the next April by an administrative assistant, and a technical assistant in June.

For maximum efficiency, COJO's athletics section was divided into three departments:

- the executive, made up of the aforementioned four people;
- administration, with 13 employees; and
- technical, which numbered as many as 383 people: 148 dealing with installations and equipment, 80 with training sites, 115 with the marathon, and 40 with the 20-km walk.

Number of Participants

Each national Olympic committee (NOC) may enter, unconditionally, one athlete for each individual event. But where more than one competitor is entered in such an event, they must meet minimum standards of performance. These standards had to be met thirteen months before the Games under the same conditions as those required for ratification of a world record.

No such standards of performance are required, however, in the case of the marathon, the 20-km walk, and team events.

The initial registration by each NOC (which can be misleading) indicated that as many as 3,000 might be competing in athletic events during the Montréal Games. But the actual number could really only be determined a few days before the opening ceremony, with the submission of athletes' names, since many were entered in more than one event.

At Montréal, the final count, which naturally was affected by the withdrawal of certain countries (mainly African), was 1,039 competitors, slightly more than one third of the initial numerical registration (see Table A).

Table A
Registration and participation

Events	Entries by number	Entries by name	Participation
Women			
Races			
100 m	78		39
200 m	76		36
400 m	68		38
800 m	71		34
1,500 m	57		36
100-m hurdles	48		23
Jumps			
High jump	52		35
Long jump	61		30
Throwing events			
Shot put	30		13
Discus	35		15
Javelin	40		15
Pentathlon	48		20
Relays			
4 x 100 m	114		40
4 x 400 m	115		44
Total for all events	893		418
Actual participation*	620	399	326
Men			
Races			
100 m	125		63
200 m	112		45
400 m	109		44
800 m	92		42
1,500 m	99		42
5,000 m	97		36
10,000 m	97		57
110-m hurdles	60		24
400-m hurdles	62		22
3,000-m steeplechase	57		24
20-km walk	49		37
Marathon	114		67
Jumps			
High jump	64		37
Long jump	75		33
Triple jump	63		25
Pole vault	49		28
Throwing events			
Shot put	44		23
Discus	55		30
Javelin	61		23
Hammer	34		20
Decathlon	52		28
Relays			
4 x 100 m	200		80
4 x 400 m	211		64
Total for all events	1,981		894
Actual participation*	1,451	1,008	713

*Many athletes competed in several events.

Competition Sites

The Olympic Stadium, focal point of the Montréal facilities, contained 72,406 seats. The track, jumping pits, and throwing areas were identical to those in Munich and were laid out in a similar manner. A major problem, however, was having to make final preparations in a stadium that might have looked ready on the outside but which, technically, was not 100 percent finished inside, in areas hidden from the general public.

The athletics organizers did not have access to facilities inside the stadium until June 17, a mere five weeks before the start of competition, and a full-scale dress rehearsal could not take place before June 26-27.

The last-minute installation of the artificial running track and the natural grass infield became matters of major concern late in June, as did difficulties with the sound system and line-of-sight problems affecting more than 3,000 seats.

Fortunately, solutions were quickly found and everything vital to success was installed and ready to go by the first day of competition.

The design of the stadium offered excellent protection against the wind and this eliminated one of the greatest causes of disappointment, since a following wind of more than two metres per second invalidates all records in sprint or long jump events, while gusty side winds often make a mockery of the best efforts of distance runners, high jumpers, and pole vaulters.

Technically, according to current IAAF rules, all Olympic and world records in athletics must be set outdoors. One of the major reasons for this is that most indoor facilities lack uniform measurements due to the physical structure of the building involved.

Although protection from the wind was excellent in Montréal, protection of the competition zones from the rain was another thing altogether. There are two events during the Olympics where performance is particularly affected by rain: the high jump and the pole vault. Unfortunately, in Montréal both were struck by rain, just as the final medal placings were being resolved. In both cases, strong gold-medal favorites were defeated, with the weather definitely a factor.

The problem of sightlines from a number of seats led COJO to make much more use than anticipated of the giant television screens located high at each end of the stadium. A proposal to show simultaneous live coverage of track events, however, was vetoed by the IAAF when it was realized that it would give athletes an opportunity to see their opponents while the event was still in progress. Consequently, the screens were used mostly for instant replays immediately following the event, an innovation that was particularly appreciated by the athletes.

Whereas the television screens were an instant success, the scoreboards often left something to be desired in terms of the time required to post start lists, positions during an event, and the final results. This was because the Scoreboard was not "on line" with the computer system controlling results information, and time was lost reprogramming from one system to another.

The experience of the Montréal athletics organizers, however, in retrospect, contains much valuable information that bears serious consideration by planners of future competitions.

Training Sites

Another subject that should be seriously considered in future is the number of training facilities required in relation to the number of competitors. For example, information available one year prior to the Montréal Games seemed to indicate the need for practice facilities far in excess of original estimates.

As a result, Montréal initially planned four training tracks. The first, adjacent to the Olympic Stadium, was constructed with the same artificial surface as the competition track. The second was located at the Étienne-Desmarreau Centre, 2.9 km from the stadium, and was the first synthetic track in Montréal when it was installed five years prior to the Games. It had been used several times for track meets in the park. Another synthetic track was installed at the Claude Robillard Centre, 8.7 km from the Olympic Village, and the fourth was located in Kent Park, also some 8 km from the Village on the other side of Montréal's mountain, Mount Royal. On the eve of the Games, however, it was realized that three training tracks would be quite sufficient, and Kent Park, which had been used for the International Competitions Montréal 1975 (CIM 75) the previous year, was reallocated for

dress rehearsals of the opening and closing ceremonies, although it did see limited use as a training facility.

The majority of athletes simply preferred to train on the warm-up track adjacent to the stadium and the Village.

Within the final warm-up area, considerable care was taken to make sure the athletes were always fully informed of the preparation time for their event. The purpose was to avoid, as far as humanly possible, past situations where athletes missed their event because of misunderstandings (usually over language problems) regarding final preparation procedures.

In previous Games it had been customary to make the preparatory announcements of each event in the official languages of the Games (French, English, and the language of the country in which the host city was located), but this system overlooked athletes who spoke none of these languages.

To alleviate this situation, Montréal installed a system of lights on a large information board. When the green light came on opposite his event, an athlete knew it was time to proceed toward the control centre for a final check of equipment, his number, the length of running spikes, etc. When the green light started flashing, it was a signal for the athlete to hurry, since the final countdown to the starting time was underway. The next and final sequence — a steady red light — meant it was too late to appear at the athletes' control centre, and that the preparatory scrutiny for that event was closed.

The system worked perfectly, to the point where the reporting time prior to departure for the track itself was cut from 15 minutes to 10 as the athletes became more familiar with control centre procedure. And it took an average of one minute for each athlete to properly check equipment and cover any brand names with tape.

Another helpful procedure was the display of each group of athletes for heats, quarter-finals, and semi-finals. Following the seeding meeting for each event, these were posted on a magnetic board in the same room where the draw took place, and proved particularly useful for athletes taking part in more than one event each day.

Starting Procedure

Once the athletes came into the stadium they were under the orders of the event officials. And this is a time of such tension that even the smallest problem can be magnified into a critical situation.

The stadium's overhanging roof, for instance, echoed the starting gun that took some getting used to. This situation caused at least one athlete (Maxwell Bennington of Australia in heat 2 of the 110-m hurdles) to hesitate following the start, in the belief the recall gun had been fired. He claimed this slight hesitation caused him to hit the first hurdle and fall, a personal tragedy in what was his only event in the Games.

The actual position of the official starters also affected runners in events where they started from staggered lanes. Traditionally, Canadian officials have placed themselves in the infield, approximately equidistant from all the runners, and they wished to do so in the Games despite the fact that loudspeakers at each starting block made other locations possible.

During the dress rehearsal in the stadium, just twenty-seven days before the first event, the IAAF technical delegates demanded the starters change to

a rear position in lane 8, about one metre behind the runner in lane 1 where they could see all the competitors.

Events quickly proved, however, that, when the starts were staggered, the athlete in lane 1 (closest to the gun) reacted more quickly than the athlete in lane 8, despite the amplification equipment behind each starting block. The advantage was as much as two-tenths of a second, and indicated that, regardless of the loudspeakers, the athletes were reacting to the louder sound of the gun itself.

As soon as this data was brought to the attention of the IAAF, permission was immediately granted to locate the starter's stand in the infield as originally planned. This quick action was made possible by the highly advanced technical equipment used to electronically measure false starts through foot pressure on the blocks.

This same false start equipment, however, proved a mixed blessing when used as it was intended. The device, which can detect the slightest lifting of an athlete's foot before the start, certainly discouraged athletes from attempting to jump the gun. It also provided valuable backup information for visual recalls by the head starter and assistant starters. But conversely, due to its extreme sensitivity, events proved that the machine still required human judgment to assess its decisions.

Out of 184 races at the Games, the recall gun was fired 26 times. In 14 cases, the recall was visual and confirmed by the machine; in 6 it was visual only, due to body movement not detected electronically through a change in foot pressure; and, of the remaining 6 prompted by the machine alone, 5 were due to malfunction and 1 was an actual false start that was not seen and the athlete was charged.

Thus the machine showed that, had the starters relied on human judgment alone, only 1 improper start might have slipped by in 184 races. But with the machine alone, 5 perfectly proper starts were recalled because of technical malfunction. This experience would indicate that, while it is undoubtedly a great deterrent against jumping the gun, the machine's verdict on recalls needs to be confirmed visually.

There were just 2 disqualifications in all 184 races.

Protests

Since advanced technology had ensured that every event would be recorded in its entirety, Montréal officials were determined to enforce IAAF rules to the letter when it came to protests.

Behind the seating reserved for the jury of appeal was a room equipped with closed-circuit television. Each track event was recorded on videotape and, in the event of a protest, members of the jury and the protesting party could review segments or the entire event on one of ten monitors.

Jury members could also move freely about the stadium although they were not permitted to intervene in the decision of an official during the course of an event.

A total of 12 oral protests were addressed to the chief referee on the track. In 3 cases, he overruled the event official, and, in 8, the original decision was upheld and the ruling explained to the parties involved. In the remaining instance, the protest was withdrawn.

Thirteen written protests were filed with the jury. Several of these, however, dealt with the same event and, in the final analysis, only six events were involved in jury deliberations.

In every case except one — the 5,000 metres — the jury upheld the initial decisions of the Canadian officials.

Innovations

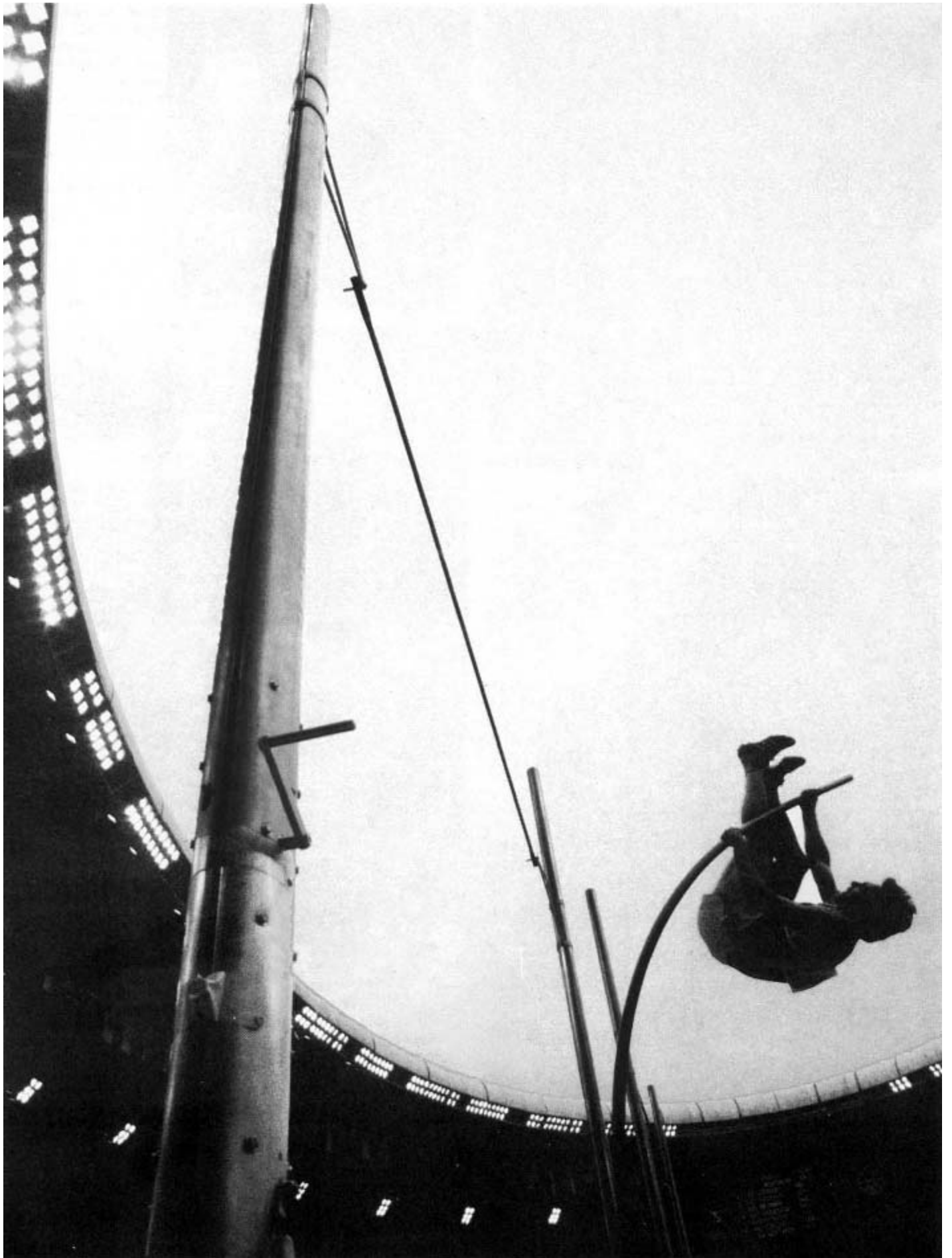
Athletics competition during the 1976 Games saw several innovations, both in equipment and in the organizing of events.

In the decathlon, for example, athletes were seeded in two groups in each event according to their ability in that discipline. This procedure, which required much research and which was tried for the first time in Montréal, made competition more equal for the athletes, and resulted in the decathlon finishing hours earlier than in previous Games, the stadium being still filled with cheering spectators.



The moment of truth.





The availability of carbon fibre crossbars for the high jump and pole vault was another innovation that speeded up competition; not one bar was broken during the entire event. One slight problem did arise in the high jump when those approaching from the right-hand side faced the yellow seating area of the VIP section. Since some of these seats were often empty, the jumpers had the problem of the yellow and black bar placed against a yellow background. Once this was pointed out, orange and black crossbars were used instead.

Doping Control

Doping control is a subject that continues to grow more complex with each passing Olympiad. Every four years there are more athletes to be tested, and new substances to detect.

In all, during the track and field competition, 215 athletes were called for urine tests only to detect illegal drugs in general, 34 more for urine plus anabolic steroids, and 8 for steroids only for a total of 257. Initial expectations had been for only 80.

For future competitions it is recommended that:

1. The number of athletes selected for daily doping control should not exceed thirty.
2. Eight to ten spotters should be used since approximately ten minutes per athlete is involved, and during some of the busy periods ten selected athletes can easily be leaving the stadium at the same time.
3. Not more than two athletes need be selected from a relay team to avoid wasting time.
4. Unless doping control staff possesses linguistic expertise, interpretation service in English, French, Spanish, Russian, and German should be readily available.

Event Preparation and Organization

By far the most difficult event from an organizational point of view is the marathon. At first it sounds simple enough, but on closer examination the need for manpower and planning is immense.



To begin with, there's the difficulty of measuring 42.195 kilometres (particularly when the stadium itself is not finished until shortly before the start of the Games) including the marathon ramp down into the homestretch. A completely accurate course measurement could not be confirmed in Montréal until June 29 when the ramp was completed.

There are several ways of measuring a course through the streets of a city, and the Montréal course was checked and double-checked using several systems. The best proved to be the use of a bicycle with a Jones counter that measured twenty counts per single wheel revolution. This proved better than the Distomat measurement done by professional surveyors because the latter could not completely account for undulations in the pavement nor follow the runners' probable path around corners.

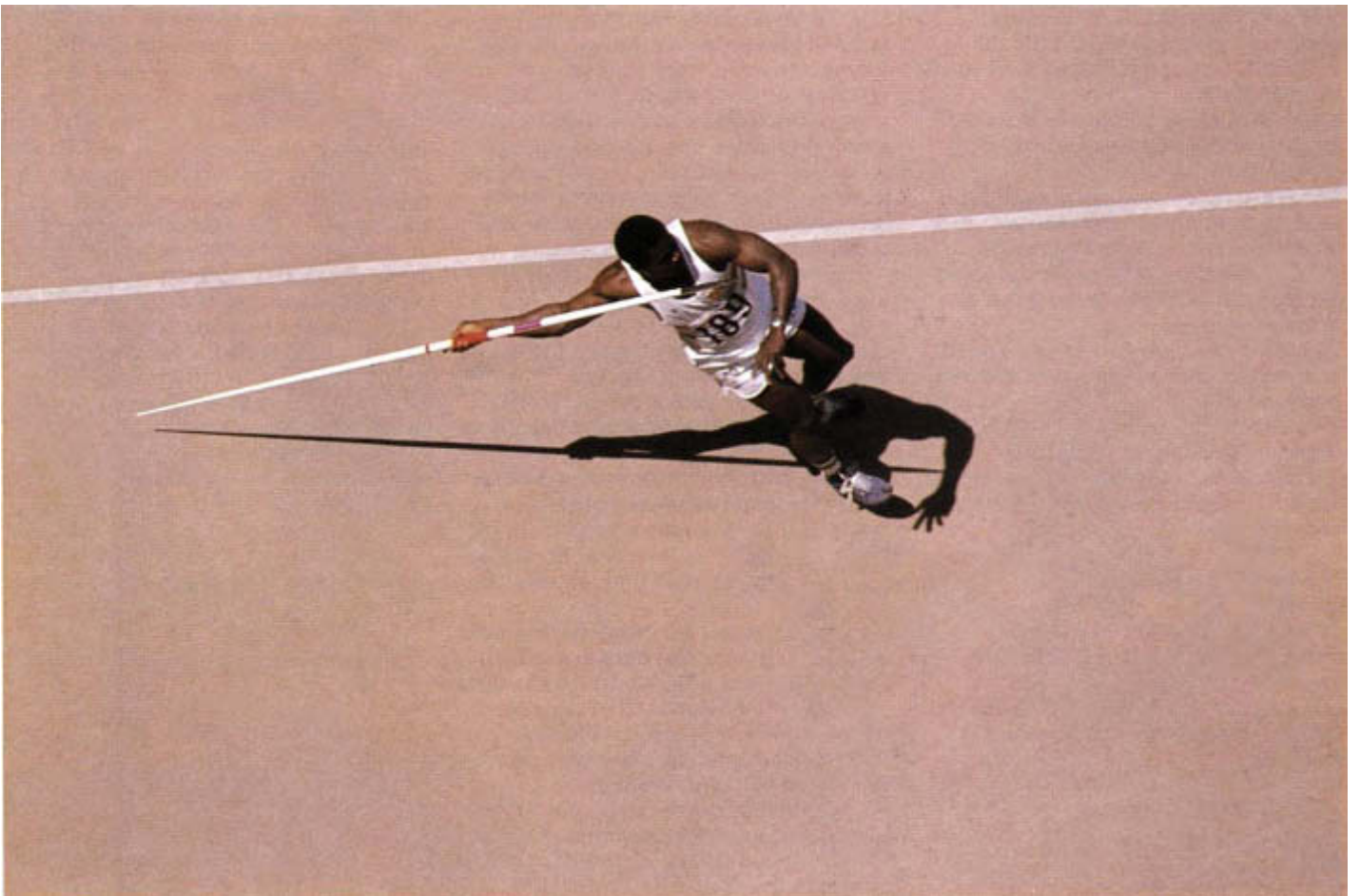
After several experiments, the best results were obtained between 23:00 and 05:00, when temperature changes affecting the pavement and possibly distorting the final result were minimized. Measuring at night was greatly facilitated by a police escort.

Once the course had been set and measured, signs 90 centimetres high were installed at five-kilometre intervals identifying control points (red signs), refreshment points (green), and sponging stations (yellow).

A great deal of care was taken with the athletes' needs for individual refreshment mixes. Everyone was required to turn in their concoctions to a special mixing room in the Olympic Village by 12:00. The fluids were then placed in styrofoam containers and delivered to the various refreshment stands by 14:00, a full three hours prior to the start of the race. They were then kept cold until ten minutes before the runners were scheduled to arrive.

The marathon course was completely closed to traffic for three hours prior to the race, in order to minimize air pollution and to set up security systems, which included personnel stationed fifty metres apart over the entire course.

Extended to the fullest.



The javelin about to take the air.

Accurate timing of the athletes at early control points posed problems, despite careful planning. This was due largely to the runners being bunched together — thirty-two, for example, passed the first control point in one group — and the fact that their numbers began to smear in the rain. Also, accompanying vehicles obscured the runners until ten metres before the control point, and, finally, the noise of helicopters overhead interfered with attempts to tape-record passing numbers.

In future, it is felt that the use of videotape or Polaroid-type cameras at the timing zones would help alleviate these problems.

In spite of minor difficulties, most of which concerned only the officials, the Montréal marathon was not only the fastest in Olympic history but also, according to IAAF delegates, one of the best organized.

Conclusion

The excellence of the meet was due to the most outstanding collection of runners, jumpers, and throwers ever collected in one place, at one time.

On the track, while past Olympics might have belonged to such legendary figures as Jesse Owens, Paavo Nurmi, and Emil Zatopek, the world press and athletics aficionados will spend years trying to pick the greatest star in Montréal.

They will remember Cuba's Alberto Juantorena, first man ever to win double gold medals in the 400 metres (his 44.26 was the fastest ever run at sea level) and 800 metres (with a world record of 1:43.50, shattering the old mark of Italy's Marcello Fiasconero set in 1973). Counting relays, Juantorena was on the track on every one of the eight days of official competition.

Then there was Finland's Lasse Viren, who became the first man in Olympic history to win gold medals in

both the 5,000 metres and the 10,000 metres in successive Games — having first achieved this in Munich in 1972. And who, after this incredible feat, went on to finish an astounding fifth in the marathon in 2:13:10, a time that would have produced a silver medal in Munich.

These will also be remembered as the Games of Edwin Moses, the American newcomer to 400-m hurdles, who demolished his competitors with a new world mark of 47.64, and also of Sweden's Anders Garderud who bettered his own world record with 8:08.02 in the 3,000-m steeplechase.

Field event fans will never forget Hungary's Miklos Nemeth who hurled the javelin to a new world record of 94.58 metres on his first attempt, half a metre beyond the old record of Munich champion Klaus Wolfermann of Germany. Nemeth was so overcome that he let the one throw stand without making a second attempt all afternoon. He also achieved a unique Olympic father-and-son double, joining his father Imre, who won a gold medal in the hammer throw at the 1948 London Games.

Then there was Bruce Jenner's amazing total of 8,618 in the decathlon, 94 points beyond his own world record of 1975.

On the women's side, these will long be remembered as the Games of Poland's Irena Szewinska and the Soviet Union's Tatiana Kazankina.

Szewinska outclassed the field in the 400 metres with a new world record of 49.29, a simply astonishing feat for a woman who won her first Olympic medal in the long jump at the 1964 Olympics in Tokyo some 12 years before.

And Kazankina knocked an incredible two and a half seconds off the world standard for the 800 metres with her incredible time of 1:54.94, and then came back with a powerful kick, off a strategically slow early pace, to win the 1,500 metres in 4:07.37, yet another fantastic Olympic double gold-medal winner.

Montréal's Olympic athletic events belonged to all these athletes and more, many more too numerous to mention. They also belonged to the 843,881 wildly cheering spectators who made athletics the best attended events of the entire Games. And they belonged also to the organizers, who can look back with a deep feeling of satisfaction upon the success to which they all contributed, and of which they can all be proud.



Neck and neck.

First prize.



As with many Olympic sports, competitive rowing can trace its modern development to very practical beginnings in daily life.

At the end of the seventeenth century in England, for example, there were over 40,000 licensed boatmen working the river Thames between Chelsea and Windsor, carrying goods and people to and from the port of London.

On holidays, these men would compete against each other in contests of speed and skill, vying for the attention of merchants who could thus determine the best boatmen and consequently engage their services.

During the nineteenth century, these competitions gradually led to the formation of organized sporting activity, and the cumbersome river skiffs evolved into the featherweight, finely-tapered racing shells that we know today: absolute racing machines, complete with outriggered oarlocks and sliding seats, that slice through the water at astonishing speeds.

This evolution in equipment has also seen majestic river battles —where coxswains and crews match wits against wind and current in a natural setting —gradually give way to competition over a set distance of 2,000 metres in artificial basins designed to allow everyone to compete on an equal footing.

The Competition Site

For the Montréal Games, the suggestion had been made in 1973 that an artificial course be built on Notre Dame Island, one of two man-made islands created in the St. Lawrence River for the 1967 World Exhibition (Expo 67).

The great advantage of Notre Dame Island was that it would provide the only major rowing facility in the world located virtually in the centre of a major metropolitan area. The main spectator stands are, in fact, only five minutes' walk from a subway station, and only fifteen minutes from downtown by automobile!

The *Fédération internationale des sociétés d'aviron* (FISA) hesitated for some time before approving the site, however, since the contours of the artificial island restricted the width of the basin to 110 metres and the depth to 2.3 metres. The latter seemed the more serious problem, since rowing shells send shock waves forward and downward as the bow plunges ahead with each sweep of the oars. With the smaller singles, doubles, and four-manned shells, the shock waves come up behind the craft, but, with the great eights, a depth of just 2.3 metres brings the rebounding shock back into the boat approximately amidships. The federation consequently prefers a depth of three metres on all international courses.

After due consideration, however, FISA finally gave full approval to Notre Dame Island in the belief that proximity to downtown Montréal far outweighed the disadvantages. Besides, it was noted that, although conditions for the eights would not be perfect, they would be the same for all boats and thus absolutely fair.

In planning, several things were kept in mind to ensure equitable conditions:

1. The grandstand and adjacent temporary seating were small and set well back from the course to lessen any shelter from the wind in the closest lanes.
2. Seven lanes, each 13.5 metres wide, were installed, in spite of the fact that only six would be needed for competition. The extra lane allowed the one closest to the prevailing wind, whichever side of the course that might be, to be left empty and thus minimize any natural protection created by the shore.
3. Finally, the shoreline itself was built of small stones piled together loosely in order to absorb the wave action created on the course.

Organization

The competition director-to-be followed each stage of construction of the rowing basin prior to his full-time appointment in March, 1975. Shortly thereafter, he was joined by an assistant director, a technical manager, and a secretariat manager. Temporary personnel were added later, and, at the height of competition, the staff totalled 208, half of whom were engaged in technical duties.



Preparation

The facility was completed in time for the World Junior Championships in August, 1975, which proved of incalculable benefit to COJO for the following reasons:

1. The organizers were able to control every aspect of final Olympic planning without the confusion of last-minute construction. Moreover, they

had the confidence that comes with knowing that at least one major competition had already been held successfully on the course.

2. All technical installations had been fully tested under competition conditions, with plenty of time to make eleventh-hour adjustments for the Olympics.

3. The rowing section was able to advance the selection and training of the key people who would run the regatta during the Games.

4. The 28 shells for the 1975 junior championships would be available to competitors in case of any last-minute damage to their own equipment.

Training Sites

The provision of satisfactory training facilities and an acceptable training schedule is a headache in any major rowing competition. But during the Olympics, it is compounded by the fact that two sports — rowing and canoeing — share the same competition site.

At Montréal, several countries with large teams decided to set up their own training camps in locations outside the city. This eliminated initial fears concerning the possible overcrowding of training facilities. For the remaining teams, an alternate training camp was



The pain of concentration. Alone at last!



established on Regatta Lake, at the south end of Notre Dame Island, and provided with a launching dock, a truck, a boat trailer, and minibus service.

By July 1, 18 days before the start of competition, everything was in complete readiness.

Innovations

The introduction of women's events into the Olympics for the first time induced Montréal organizers to modify the timing system.

Under FISA regulations, electronic timing stations, complete with cameras and videotape recorders, are located every 500 metres along the men's 2,000-m course. But, since the women's course was fixed at 1,000 metres, this would have given competitors only one intermediate time. Organizers, therefore, installed two additional towers at the 250- and 750-metre marks.

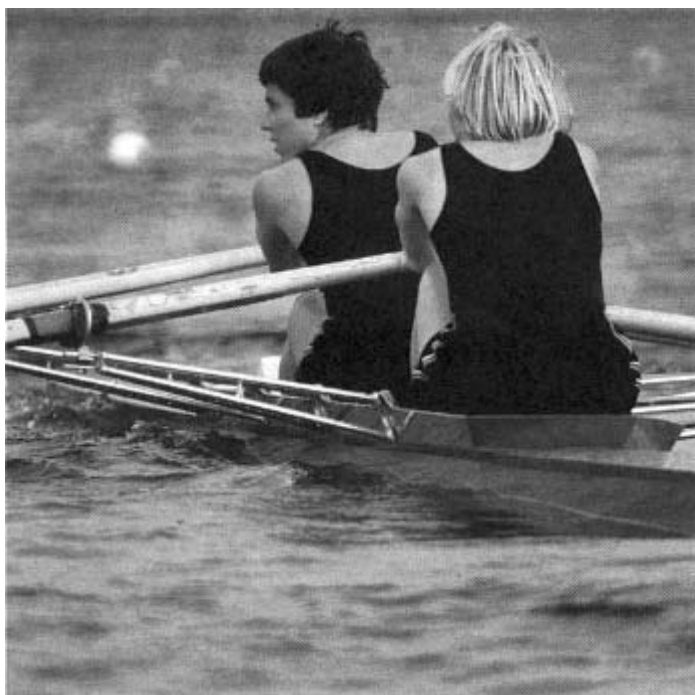
This was found to be an excellent addition, and permitted more precise analysis of each boat's performance throughout the event. The extra stations also proved useful for training

and competition in canoeing, which used the 1,000-m course.

A further technical innovation was the positioning of a camera at the starting line, which, on a split screen, showed both the starting official and the competing shells simultaneously. This was very helpful in determining false starts during competition.



Working as one is the key to success.



The finish line: so near and yet so far!

Officials

Preparation of the rowing facilities was followed closely by the president of FISA, who also attended several meetings of the liaison committee, a group formed in 1974 with the cooperation of members of the Canadian association. And, on July 19-20, 1976, the international sports federation organized a seminar for umpires which included both theory and practice.

Altogether, FISA provided the rowing section with a total of 53 officials to assist in the running of events.

This was made up of: president (1), secretary (1), technical delegate (1), umpires' committee (4), technical committee (7), jury (8), and umpires and judges (31). There were also 14 Canadian support officials.

In addition, both the Canadian association and the Québec federation provided organizers with valuable assistance.

Participation

The addition of events for women at the Montréal Games made rowing one of the largest sports in the Olympics in terms of total athlete participation. All told, 470 men and 249 women were entered from 40 countries.

The women's program consisted of six events and the men's eight. In the former, a total of 34 races were run and in the latter 64. In each case, crews earned berths in either the *petites finales* (positions 7-12) or in the *grandes finales* (1 to 6), according to their performance in previous rounds: preliminaries, repechages, and semi-finals.

In the women's competition, the semi-final round scheduled for July 22 became unnecessary and was cancelled. This was because the final entry of 249 competitors fell considerably short of earlier estimates submitted by the various national Olympic committees (NOCs) which were used to prepare the competition schedule.

Competition

Throughout the eight days of competition, the weather was ideal with slight breezes and generally sunny days. These conditions attracted the public in great numbers. Although there were only 3,000 seats in the permanent stands, there were 7,000 adjacent temporary seats, and the eight days of competition attracted 57,122 spectators.

As expected, the German Democratic Republic dominated, winning medals in every event, both men's and women's, for a total of nine gold, three

silver, and two bronze. While, at first glance, this suggests a domination of the sport that could possibly discourage the rest of the rowing world, it does not tell the entire story: the 42 medals awarded were shared by no less than 11 countries!

Conclusion

The encouragement for the future lies in the fact that four of the gold medal-winning countries have small populations, and two (Norway and Finland) have never made any particularly heavy financial investment in the development of the sport. Their success should be an inspiration to all athletes who undertake the rigors of rowing, one of the most demanding in the Games.

Finally, the physical setting and the atmosphere in which the rowing events were run elicited from the president of FISA the following comments:

"The rowing competition at the Montréal Games was the best organized ever... the basin was faultless... and the excellent training facilities contributed decisively to the ultimate success of the rowing events."



The agony of an all-out effort.

9

It was particularly fitting that women's basketball should be admitted to the Olympics on the occasion of the Games in Montréal. For it was a Canadian, James Naismith, a physical education graduate of Montréal's McGill University, who invented the game in 1891 while teaching in the United States.

Since then, the sport has grown to include 80 million amateur players throughout the world, the elite of whom were represented in Montréal by 216 athletes from 14 countries. The Olympic tournament, notable for the precision and competence with which it was staged, saw fifty-one games played without a single protest or positive doping analysis, and its success was further endorsed by enthusiastic crowds totalling 180,711.

Preparation

In August, 1972, during its 39th world congress held as part of the Munich Olympic Games, the International Amateur Basketball Federation (FIBA) drew up the program which would bring the best national amateur basketball teams to Montréal in four years' time. (Canada's men's and women's teams were automatically included in the program.)

Having granted approval for a women's competition parallel to the traditional men's tournament, the International Olympic Committee (IOC) nevertheless increased the number of participating teams to 18. The FIBA consequently decided to reduce the number of men's teams from 16 to 12, so that six women's teams could be invited to Montréal.

In August, 1973, the FIBA secretary-general spent three days in Montréal during which he accepted the schedule and facilities for practice and competition proposed by COJO and its Sports Division. And, on March 23, 1975, FIBA approved the COJO technical bulletin for the 1976 Olympic tournament. In addition to general information on the Olympic movement, FIBA, and COJO, it contained the competition schedule, plus descriptions of the training and competition sites.

All designated entries were received within the stipulated deadline, which was midnight, July 6, 1976, eleven days before the opening of the Games.

Qualification

The teams selected for the men's tournament were, in addition to Canada, the three medalists from the Munich Games (USSR, USA, and Cuba); one team from each of the five parts of the world: Asia (Japan), Americas (Puerto Rico), Oceania (Australia), Europe (Italy), and Africa (Egypt); and, finally, the three teams which emerged victorious from a pre-Olympic tournament held in Canada: Yugoslavia, Czechoslovakia, and Mexico.

For the women's teams, besides Canada, FIBA decided to invite the first three teams from the 1975 world championships in Cali, Colombia, and the two best from a pre-Olympic tournament held in Canada coincident with the men's qualifying tournament. The USSR, Japan, and Czechoslovakia qualified in the first, and the United States and Bulgaria in the second.

Staff and Officials

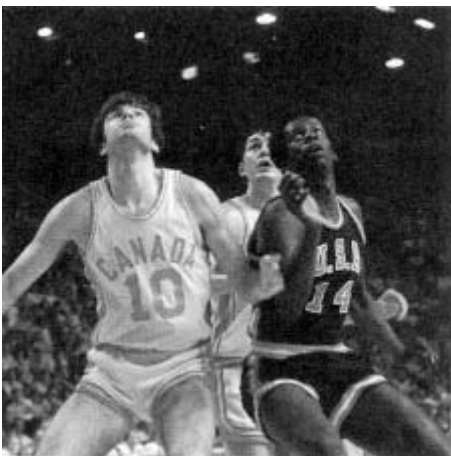
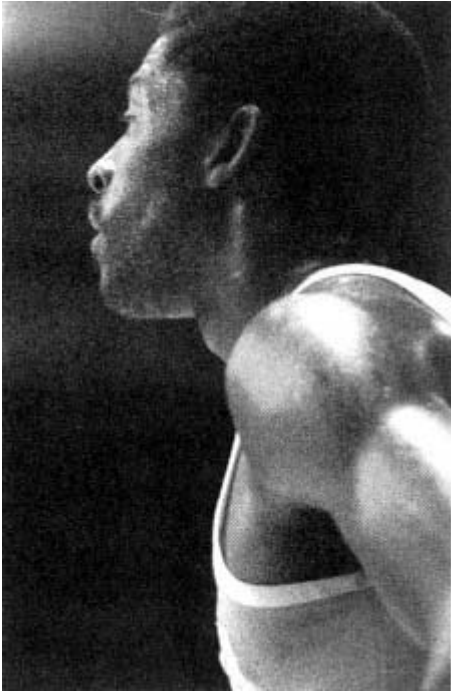
To ensure the best possible organization of the Montréal tournament, the COJO Sports Division hired a coordinator in January, 1975 and he became competition director a few months later. Two assistants were added in January, 1976, and two other permanent employees began work in May. The seventy-nine temporary employees were added gradually, starting a month and a half before competition began.

For the running of the competition, COJO and FIBA agreed to 41 judges and referees and an 11-member jury. In cooperation with the national federation, COJO also selected 36 support officials, including scorers, timekeepers, and statisticians.

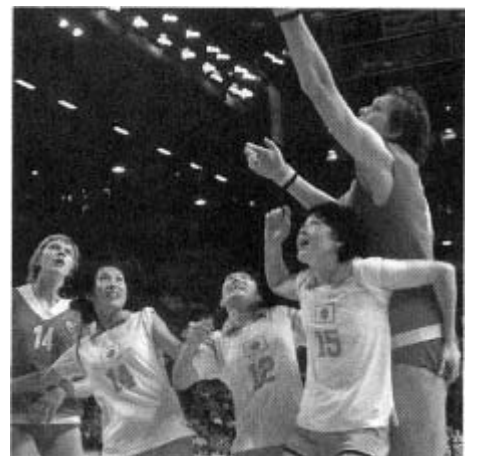


Ready for action.

Higher and higher!



Where's the ball?



In the heat of battle...

Training for all personnel except FIBA delegates consisted primarily of a dress rehearsal and a pre-Olympic tournament.

The dress rehearsal, held in the Étienne Desmarteau Centre, provided an opportunity for a close look at the organization and for implementing any necessary changes. Four national teams and the men's and women's junior teams from Ontario and Québec participated in this friendly two-day competition, which took place in mid-June, 1976.

The pre-Olympic basketball tournament, held early in July in Hamilton, Ontario, enabled COJO to see its temporary personnel and support officials at work. Most were members of the Canadian Amateur Basketball Association, and were taking part in their first international event. Much useful experience was gained from it.

Competition and Training Sites

The preliminary rounds of both men's and women's competition took place in the Étienne Desmarteau Centre. On the ground floor of the building were two ice-skating rinks and athletes' services; on the second floor, one single and one double gymnasium. This building also housed COJO's basketball section and FIBA offices.

The maple competition floor was installed over the main rink, while the second rink, equipped with similar flooring, served as a warm-up area. Total spectator capacity was 5,040.

The other competition site, the Forum, enabled 18,575 spectators to attend each event in the women's final round and the men's semi-finals and final. The games were played on a wood surface identical to that in the Étienne Desmarteau Centre.

The portable, collapsible goals were mounted on hydraulic poles, with the net fastened to a glass backboard rimmed by a protective cushion.

For practice, the teams shared the double gymnasium in the Étienne Desmarteau Centre and four other courts, two at McGill University and two at Rosemount High School.

It was thought that, because of the layout of the Étienne Desmarteau Centre, some of the spectators would find the alphanumeric scoreboard hard to read; on the other hand, the four-sided, permanent scoreboard at the Forum was hard to see from the court. It was, therefore, necessary to add a second scoreboard at the Étienne Desmarteau Centre for the preliminaries, and then transport the alphanumeric board to the Forum for the finals. The two boards were entirely satisfactory for both participants and spectators.

The teams entered in the Olympic tournament remarked on the excellent condition of the training and competition sites, as well as the fairness in the assignment of practice times.

The Competition

Conditions were thus considered excellent when the tournament proper began on July 18.

The sole disruption was the withdrawal of Egypt, which was participating in the boycott principally by the African nations; while official results included the one match Egypt had played, the remaining four were forfeited, the results showing an automatic 0-2 loss in each.

After each match, two players per team, selected at random by FIBA, had to submit to doping control. The Health Department made 212 tests, with no positive results.

Recommendations

The selection and training of support officials should ideally get underway at least eighteen months before the Games.

Although no complaints were received from participants, it would be preferable — and make competition even more exciting — to use the maximum playing surface permitted under FIBA regulations, namely 28 x 15 m rather than the 26 x 15 m used in the 1976 Games.

Better advantage could also be taken of the pre-Olympic tournament by scheduling it at least ten weeks prior to the Games. This would greatly assist national Olympic committees, who must abide by a registration-by-number deadline set at eight weeks before the opening ceremony. This would help make known the roster of the participating teams at an earlier date.

Conclusion

According to the players, officials, the public, and the national Olympic committees, the 1976 tournament exceeded all expectations. And there can be no doubt that it increased Canadian interest in basketball, particularly among school and college players.

10

Fistic combat as a sport was mentioned by Homer in the Iliad about 850 B.C., and, two centuries later, it was included in the Games of the XXIII Olympiad in 688 B.C. under the name "pugilism."

Boxing, as it came to be known, was practised through the centuries, but only became subject to regulation within the last 250 years, finally emerging into respectability with the Marquess of Queensberry Rules in 1867.

It first appeared in the modern Olympic Games in St. Louis in 1904, and has since continued with the exception of the 1912 Games when the sport was not contested.

It was highly regarded by Baron Pierre de Coubertin, who saw it as "...a sport for men in a hurry, giving the maximum of exercise in the minimum of time."

"The boxer," he wrote in 1919, "needs sangfroid and calm, quickness of eye and decision, remarkable speed and above all a continuous fount of courage playing steadily throughout the combat with no weakening of any kind."

Boxing was one of the most popular sports on the program of the Montréal Games. By the time of the official weigh-in on July 16, the eve of the opening ceremony, the total was 348 men from 69 countries, which *still* ranked it among the top three or four sports in numbers of countries participating. But the withdrawal of certain countries (mainly African) reduced participation to 267 boxers from 54 countries (see Table A). And since some had already competed in preliminary rounds, these withdrawals affected the closely-drawn schedules of bouts for each weight category. In 72 cases, boxers won their first bout by default, while in 6 others, bouts were cancelled because neither fighter appeared.

The organizers adapted quickly to circumstances, however, and tightened the schedule without unduly disrupting the program or upsetting the fans. The Maurice Richard Arena, site of the preliminaries, showed a spectator attendance of 76.5 percent, while the finals

in the Forum drew an attendance of 99 percent of capacity to watch such stars as Teofilo Stevenson from Cuba and the Spinks brothers from the United States.

Despite the 5 gold medals won by United States boxers and the 3 won by Cubans, more than a quarter of the countries competing shared the 44 medals awarded, and the honors went to almost every part of the world. The 3 other gold medals went to boxers from the Democratic Peoples' Republic of Korea, the German Democratic Republic, and Poland.

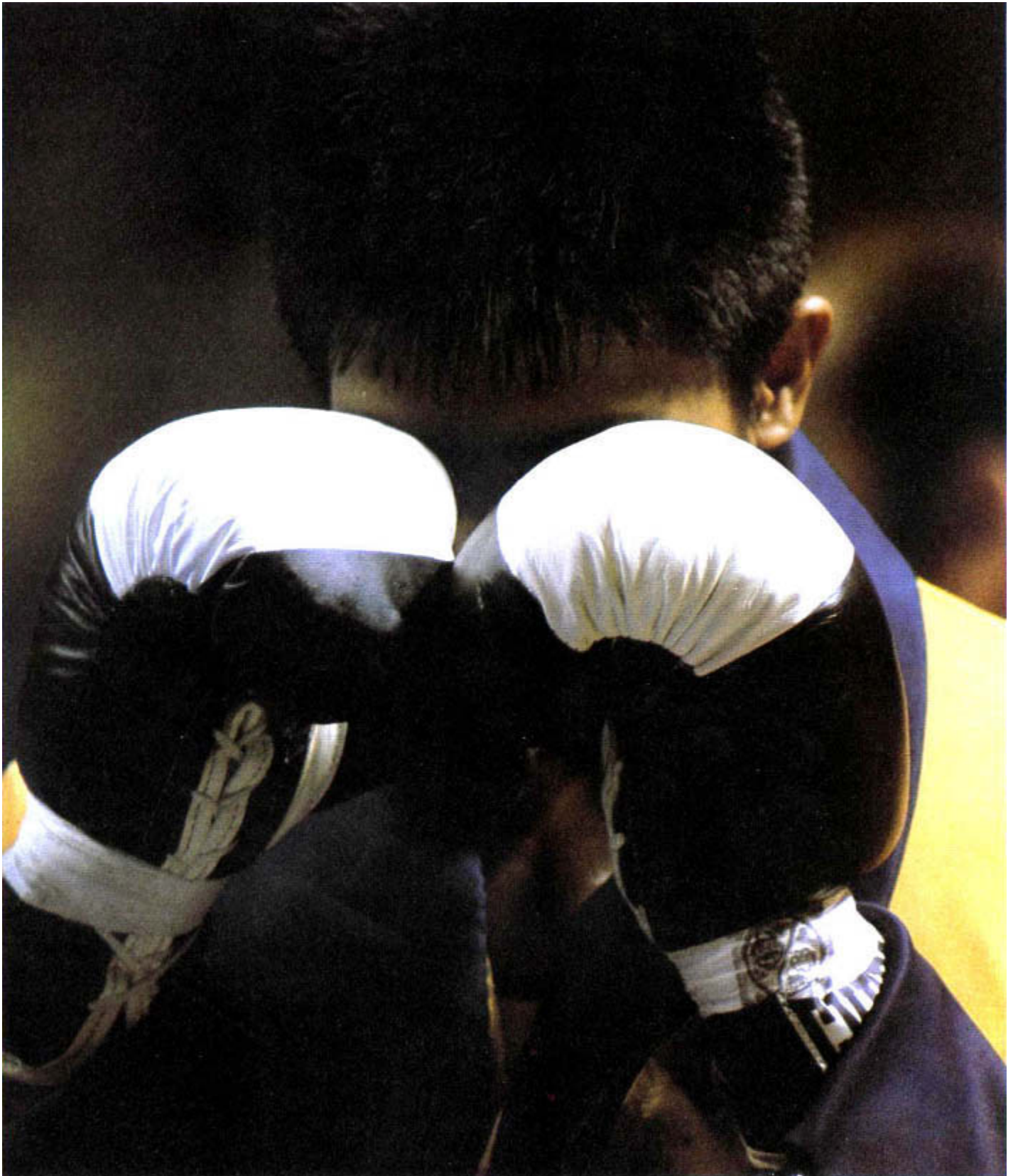
Boxing, it should be pointed out, is the sport with the extra bronze medals. This happens because there have to be two semi-final bouts in each weight class to determine the finalists. The loser of each receives a bronze medal, leaving the winners to compete in the final for the gold and silver respectively. The medals were shared by boxers from 16 of the 54 countries competing — nearly 20 percent of competitors.

Organization

COJO engaged its boxing coordinator in August, 1974, and he was soon busy with the International Competitions Montréal 1975 (CIM 75), from which he gained valuable experience to help prepare his plan of operation and the Olympic competition program.

Between November, 1975 and April, 1976, as competition director, he acquired a permanent staff of four to handle administrative functions relating to the technical organization, the competition secretariat, and training.

Most of the boxing staff came in as temporary employees during May and June, 1976. In all, a staff of 87 worked on the organizing and staging of the



Ready for the attack.

David and Goliath.



Give and take.

Taking each other's
measure.

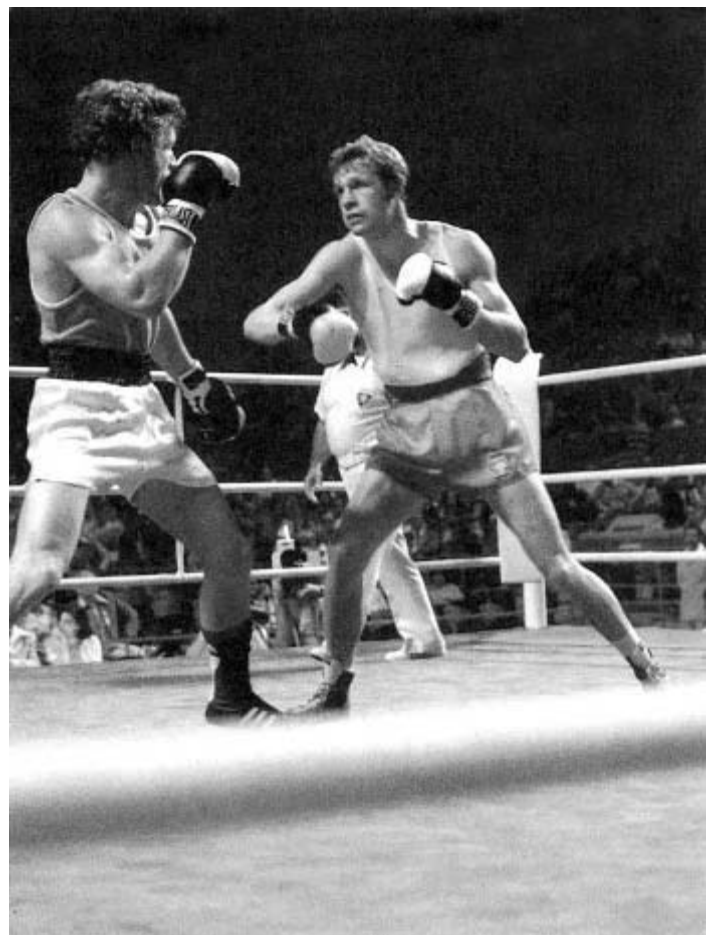


Table A
Entries and participation

	Entries by number	Entries by name	At official weigh-in	Participation
Countries	81	71	69	54
Competitors	492	372	348	267

Competitors by weight class		
Class	At official weigh-in	In bouts
48 kg	31	27
51 kg	35	27
54 kg	39	27
57 kg	35	26
60 kg	34	23
63.5 kg	42	31
67 kg	38	31
71 kg	28	23
75 kg	24	19
81 kg	24	18
81 kg +	18	15
Total	348	267

Olympic tournament, not counting representatives of the International Amateur Boxing Association (AIBA) and technical officials.

The training of the staff into a smoothly functioning organization took place in three stages. The first was the general integration undertaken by the COJO Personnel Department; the second was the allocation of duties and installation of equipment a week before the dress rehearsal; while the third was the dress rehearsal itself, when human and material resources were tested and modified if needed.

Officials

At the beginning of July, the technical officials arrived to see that the competitions were staged in accordance with AIBA rules. Included were 33 members of the jury of appeal, 63 international judges and referees, and 15 Canadian support officials, 6 of whom were timekeepers.

Competition Sites

The boxing organizers were ready for the world's best amateur boxers at the Maurice Richard Arena. Used primarily for hockey but for a variety of other activities as well, this amphitheatre is one of the five main sports facilities in Olympic Park. All of the bouts, except the finals, were staged here.

The finals were presented in the Forum, which has about three times the seating capacity of the Maurice Richard Arena, and is served by a direct metro (subway) line.

At both of these sites, competitors were provided with six warm-up areas, along with changing rooms, showers, first-aid rooms, and a doping control station. AIBA and COJO offices were located near the competition area.

As required by AIBA, there were tables around the ring for the various technical officials. The competition director's post enabled him to see the whole competition area and to communicate directly with those in charge of timekeeping, posting scores, and sound equipment, as well as with members of the jury.

Photographers were positioned at the neutral corners of the ring, so as to benefit fully from the lighting, which had an intensity of 2,000 lux.

Training Sites

COJO provided two training sites with a total of 16 rings.

One was the *École secondaire Calixa-Lavallée*, 9.5 km from the Olympic Village. It contained eleven training areas, three with rings on a raised platform and eight others at floor level. The facilities available included an exercise room, a sauna, and a running track.

The other was in the *École secondaire Émile Nelligan*, slightly more than 6 km from the Olympic Village, where there were five training areas, one equipped with a raised ring.

Between July 1 and 31, these sites were visited by 2,828 athletes, which worked out to 536 team sessions. This represented 53 percent of the training periods available.

Weigh-in and Medical Examinations

The official weigh-in and medical examinations required by AIBA were conducted in the international zone of the Olympic Village on Friday, July 16, between 08:00 and 12:00.

The examinations were made by doctors in the AIBA medical commission working with 11 military doctors of the COJO Health Department.

Three of the entrants were found to be unfit, and a fourth, under 17 years of age, was deemed too young to compete.

The weigh-ins on competition days were run off smoothly, for the most part, and much more quickly than had been anticipated.

Conclusion

Much of the success of the boxing tournament can be attributed to the personnel available around the competition area who were directly concerned with the staging of the bouts. Proper overall management enabled 140,946 spectators to enjoy the noble art on the twenty-five boxing programs in the best conditions possible.

11

The Inuit, who inhabited the Canadian Arctic many centuries ago and who fabricated their kayaks from hides stretched over frameworks of bone for use in hunting and fishing, could scarcely have conceived that their sturdy, quickly manoeuvrable craft would one day be vehicles in worldwide competition. Similarly, the Amerindians who fashioned their canoes from birchbark for their water transport, never dreamed their craft would be forerunners of the "Canadian" canoes also used in international sports.

Even John MacGregor, the London Scot who introduced canoeing to 19th century Europe with his kayak-type "Rob Roy," in which he criss-crossed the waterways of the Continent in 1865, would have been more than a little impressed by the canoes adopted for the Olympics and by the organization required in canoe racing.

Without MacGregor's efforts, which included a best-selling book and lectures extolling the pleasures of canoeing, the sport might never have reached continental Europe and become popular enough to warrant the establishment of the International Canoe Federation (ICF) and its inclusion in Olympic sports.

The first Olympic canoeing regatta was held at the Berlin Games in 1936, where the events included Canadian singles, Canadian pairs, kayak singles and kayak pairs. In the Montréal Games, there were nine events for men: kayak singles at 500 and 1,000 m, kayak pairs at 500 and 1,000 m, kayak fours at 1,000 m, Canadian singles at 500 and 1,000 m, and Canadian pairs at 500 and 1,000 m. There were also two women's events: kayak singles and pairs at 500 m each.

Organization

Certainly neither the Inuit nor MacGregor could have foreseen the complexity of an Olympic canoeing and kayak competition! But some idea may be obtained by following the course manager on his rounds at the start of each day's events.

First he would check the starting facilities 500 and 1,000 metres up course from the finish line, as well as the motorboats and their supply of fuel. Then he would inspect the finish-line buoys and make sure that each was exactly two metres from the line. He would check the hanging lane indicators, examine the cables separating the lanes, and make a sweep of the dock area used by athletes and officials.

Were the stake boats in place at 500 metres? How about the starting equipment and the day's schedule? Were the motorboat drivers ready? What about the boatholders, the timers' wires, the distance indicators and loudspeaker systems?

The course manager also had to check on the water safety staff and their preparedness, pick up spare paddles, make sure the entire water surface was free of debris, check the walkie-talkie systems, and, finally, when all systems were operational, he had to report to the technical manager.

At the same time, some 140 other employees would be occupied with various chores, such as checking out everything from the computerized timing system to the condition of the stands.

But before that competition day had dawned with all of its requirements for staff and sophisticated equipment, exhaustive planning had taken place with not the smallest detail overlooked.

The canoeing coordinator — later to become competition director — took up his duties December 9, 1974. He was joined successively by six permanent employees including an administration manager and a technical manager. To this nucleus were added a technical staff of 97, a secretariat of 23, 5 special assistants, and 9 individuals responsible for internal services. With the technical officials, those 141



It has been a hard day's work!

persons took possession of the competition site and supervised the proper running of the canoeing events.

Competition Site

Canoeing shared the Olympic Basin on Notre Dame Island with rowing.

Facilities, naturally, had to be changed for canoeing which can use narrower lanes. The canoeing course was laid out with 9 lanes, each 9 metres wide, marked by buoys every 25 metres, with 7 metres leeway on the east side and 22 metres on the west for return clearance.

Canoeing, however, used the same premises as rowing, which ended forty-eight hours before the canoeing events were to begin. Thus the rowing organization had to vacate its offices, athletes' quarters, boathouses, and training facilities as soon as competition ended

to permit the canoeing organization to move in. The transfer was effected by following a plan that had been prepared in advance, and the whole operation was completed on time and without major upset.

Training Sites

There were three training sites: the basin itself, Regatta Lake, and the Notre Dame canal.

First, nearly one-third (two rowing lanes) of the basin was set aside for paddlers before the Games to give them a chance to become familiar with the competition site.

Regatta Lake, which shares Notre Dame Island and is separated from the basin by a narrow strip of land, had been developed by the City of Montréal especially for the 1967 World Exhibition (Expo 67). Both rowers and paddlers were able to use it for training at times arranged by their respective international sports federations (ISFs).

To satisfy the needs of some 250 paddlers from 28 countries who trained twice daily, the organizers also arranged for the use of the Notre Dame canal, another Expo 67 waterway close to the basin.

One of the Expo 67 pavilions served as training quarters, and boats were kept in a tent near the lake.

During the ten days preceding the competitions, up to 150 boats could be seen streaking through the water on the various sites at any one time.

Equipment

The competition and training sites required considerable equipment. Mention should be made, for example, of the 4 canoes and 6 kayaks in all competition categories that had to be held in reserve for teams whose craft might be damaged. And there were also 19 boathouses and a large tent to shelter the canoes.

A specially staffed and equipped repair shop made some 85 repairs. And eleven motorboats handled the requirements of officials, the transportation of equipment, and the maintenance of the basin. The lanes were marked by 484 buoys in three different colors to indicate the distance from the starting line.

The extremely precise electronic scales used for the first time in international competition took care of the thorny problem of weighing the craft. The least weight fluctuations caused by humidity or the slight drying effect of having a boat out of the water could be



COJO employees land a hand.

Closing the gap.





All for one!

Place is all-important.



A fast start...

cruising speed...
the finish.



detected and possibly lead to disqualification. The fiberglass kayaks used by the German Democratic Republic for singles and pairs events, however, were not subject to those fluctuations, but the ICF jury saved several competitors from disqualification for using underweight boats by allowing a slight tolerance where it was clear no violation of the rules had been intended.

Course umpires and finish-line judges were able to make their decisions quickly and accurately by the videotape installations at the timing points along the course and by the photo-finish equipment at the finish line.

Weather

Precise weather forecasts and information were given three times daily during the training and competition period. Athletes and officials were kept informed of the air and water temperature, barometric pressure, degree of humidity and composition of the air, wind speed and direction, and general conditions in the region, as well as the risk of precipitation. They were also provided with a summary of weather forecasts.

Entries and Participation

The total entry by number came to 266 men and 67 women. Registration by name, however, resulted in reductions to 236 men and 54 women, due to the same individuals entering more than one event. Actual participation, however, for one reason or another, was ultimately reduced to 208 men, exclusive of replacements, and 38 women, for a total of 246.

Technical Officials

Of the 59 technical officials in charge of the competition, 10 represented the ICF as managers or members of the jury of appeal, 21 were umpires or finish-line judges, 6 were starters, 6 in boat control, 1 had charge of information, 1 the film, and 14 Canadian support officials dealt with athlete control, course measurement, and time-keeping.



Medical Services

Medical services were available in three locations so as to adequately service all facilities.

They were staffed by 4 doctors, 3 nurses, and 3 physiotherapists, together with 3 Canadian Forces doctors. An ambulance was on hand for emergencies.

A doping control station was set up in the athletes' medical centre; the drawing of the names of competitors for each test took place after the start of the event, in accordance with the wishes of the ISF concerned. In the finals, at least one competitor from each of the first four teams had to submit to the control. During the four days of competition, 77 tests were made.

Conclusion

The Montréal Games saw something new in kayak competition — the introduction of fiberglass boats by the German Democratic Republic. This material does not absorb water and thus there was no change in weight between the initial weigh-in and the

one immediately following an event. In the light of the success of these craft (7 medals in 7 events), it can be expected that other countries will adopt the same material.

The east European teams dominated the competition, winning 31 of the 33 medals. Soviet paddlers won 6 gold, the German Democratic Republic 3, and Romania and Yugoslavia one each. Other east European medalists were Hungary and Poland. The only western teams to win medals were Canada and Spain, each with a silver.

12

On May 22, 1974, less than three months before the world cycling championships were to begin, the City of Montréal advised COJO that, due to a strike in the cement industry, the Olympic Velodrome would not be ready on time.

Fortunately, a backup solution was found, and the people who then formed COJO's staff and were associated with the event gained some valuable experience.

The velodrome was not fully completed until 1976, but the wait was not in vain. Above and beyond its esthetic aspects, the striking new structure met Olympic requirements, and, after the Games, proved to be one of the most popular facilities. The velodrome also had a "first" to its credit: indoor Olympic track events.

On the program since the very beginning of the modern Games in 1896, cycling had experienced unequalled popularity during the first half of the twentieth century, but then seemed condemned to oblivion by the skyrocketing popularity of the automobile. But the success of the 1974 world championships, however, and the 87.5 percent paid attendance during the 1976 Olympics, has brought cycling to the forefront of Canadian sport. No doubt this popularity reflects the spectacular element of the competition as much as its meticulous preparation.

Organization

The cycling director was hired in August, 1975, bringing with him valuable experience acquired as technical director for the world championships.

In September, 1975, the nucleus of the full-time staff was completed by an assistant and a secretary, and, when the Games opened, the team had some 68 members, counting short-term personnel. Most of this staff was divided into four sections: secretariat, track races, road races, and transportation for training. Each had a team leader and an assistant. There was also a spe-

cial group of ten people that could move from one section to another to provide greater flexibility.

The team leaders and their assistants moved into the velodrome around June 15 and put the finishing touches to operational plans, so that the rest of the staff could get down to work on July 5.

The actual competition was under the supervision and control of 34 technical officials, nine of whom represented the *Union cycliste internationale* (UCI) and the *Fédération internationale amateur de cyclisme* (FIAC) as directors, members of the jury of appeal, members of the medical commission, or technical delegates. In addition, there were four international *commissaires* and twenty Canadian assistant *commissaires*.

Track Events

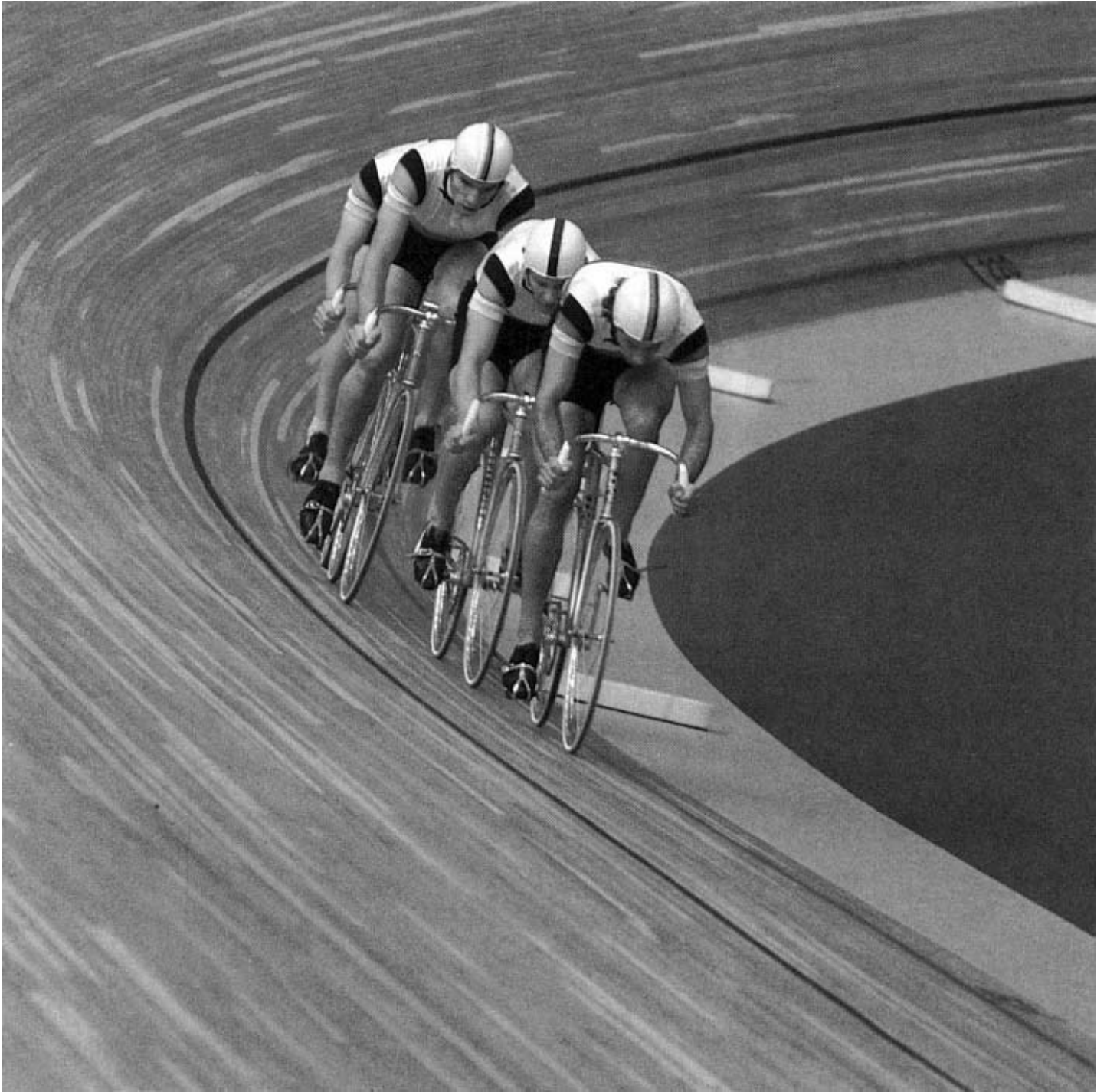
Because of Montréal's rigorous winters, an outdoor track would be usable barely six months a year after the Games. COJO was consequently given permission to build a covered velodrome. In addition, both the UCI and the FIAC agreed to recognize a 285.714-m track, although the minimum length for an outdoor track is 333.33 metres for Olympic and world championship cycling.

There were sixteen large and fifteen small dressing rooms available for competitors inside the building. The large ones contained lockers, benches, massage tables, separate equipment rooms, and compressed air to inflate tires. The smaller rooms had benches, lockers, massage tables, and hooks for bicycle storage.

From July 4 to 12, athletes were allowed to train as they wished on the velodrome track. During this period, there were never more than ten cyclists on the track at any one time.

After July 12, a schedule was drawn up for groups of from six to seven countries, with a maximum of thirty cyclists permitted on the track at any one time. Those who wanted to practise a special routine, such as the start of the 1-km time trial or team pursuit, were able to do so after consultation with the track manager.

The Olympic events took place as planned, without noticeable disruption, to the great pleasure of the 36,415 spectators attending the six sessions in the velodrome.



100-km Team Time Trial

The 100-km team time trial was held on a section of the Trans-Canada Highway which spans Canada from the Atlantic to the Pacific oceans.

The area chosen was a 25-km stretch of this road running through Montréal's West Island area. Smooth and level, it met all UCI and FIAC requirements. Competitors were required to ride successive sides of the divided freeway twice to cover the 100-km distance.

The start and finish lines were located in front of a large shopping centre, 29 km from the Olympic Village. Trailers and tents were set up on the grass shoulders of the highway and on the shopping centre parking lot, to provide all essential facilities for athletes, officials, and the press.

Timing devices were installed at roadside, and the Scoreboard and podium on the median strip. A second timing station, which cyclists passed at the 25-km and 75-km points, was

linked by radio to the main timing location.

The first gold medal of the 1976 Games was awarded here on July 18.

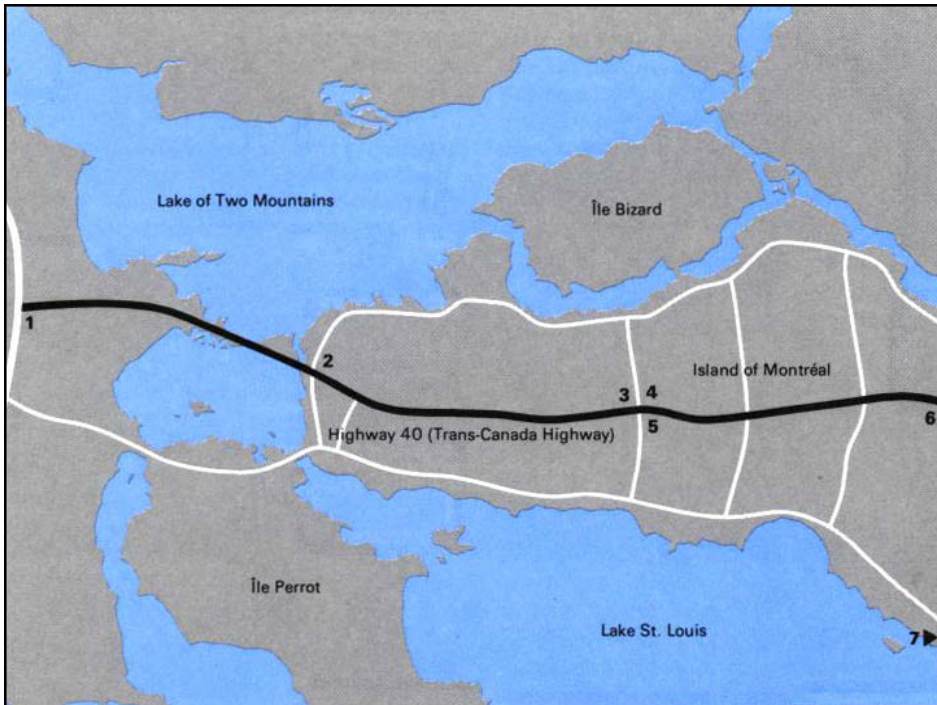
The 100-km team time trial, which opened the cycling program of the Games, set the tone for all other events in the competition. Perfect meteorological and organizational conditions helped insure the race's success.

The only problem encountered concerned the convoy system inaugurated in Montréal in 1974 to accompany the teams to the competition site. This escort arrangement, which had worked perfectly for the world championships, could not be repeated despite its success because of the security standards imposed on Olympic events. FIAC asked that the system be abandoned for future international competitions.

On your marks!



Now the racing really starts.



Fairview Circuit

The route

- 1 Western loop of circuit
- 2 Control point at 25 and 75 km
- 3 Fairview shopping centre
- 4 Start-finish line
- 5 Control point at 0 and 50 km
- 6 Eastern loop of circuit
- 7 Downtown



Tactics are all-important.

Road Race

The Mount Royal circuit, also used during the world championships, was the Olympic road race route. It girdled the flanks of Mount Royal, Montréal's mountain in the centre of the city, and was considered one of the most difficult in Games history.

Most of the ancillary services required were in the Winter Stadium of the University of Montréal, close to the start-finish line. Only the most essential facilities were located at the edge of the street including timing devices, a Scoreboard, and videotape equipment. A "photo-sprint" camera was located on the balcony of an apartment opposite the finish line.

Some fifty sidewalk shelters were provided for participating countries, and, behind these on the university campus, a trailer housed the doping control station.

A regular street festival, road races are traditionally spectacular, and the slopes of Mount Royal were perfectly suited to events of this type.

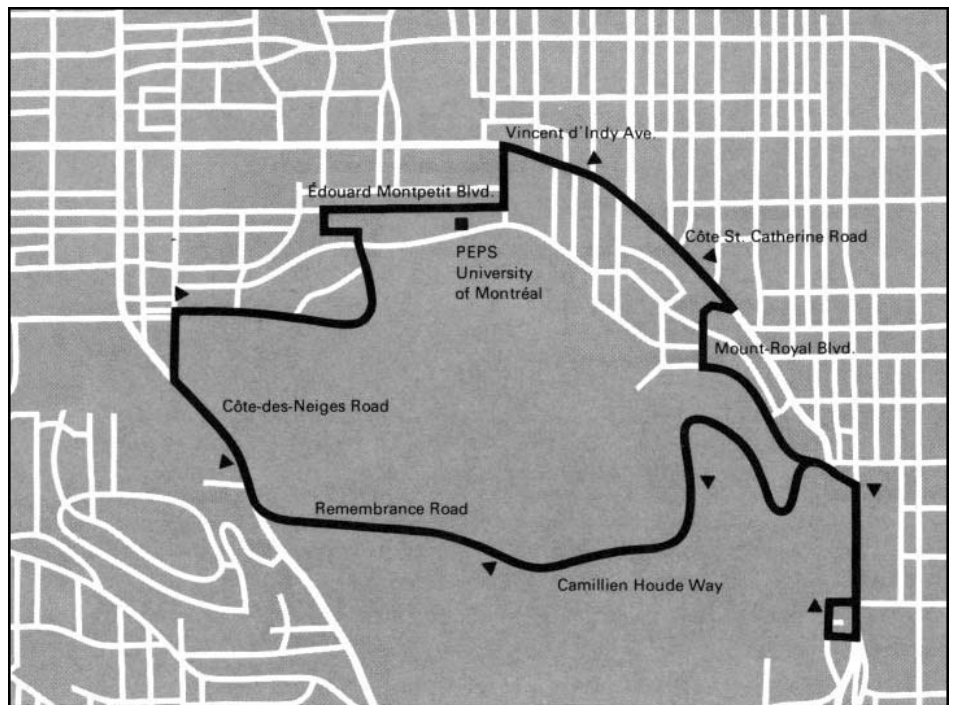
The distance to be covered was 175 km or 14 times around the route. Each lap was 12.5 km and varied 162 metres in elevation (see Diagram 1).

Except for a small 2,267-seat grandstand near the finish line, spectators could watch the race without charge, and a large crowd gathered all along the route, even though the race took place on a weekday.

For training, the Québec Cycling Federation organized two pre-Olympic races. One was in five stages, from Québec to St. Zotique, run between July 6 and 11, and the other was 120 km long, from Terrebonne to St. Côme, on July 21.

Equipment and Matériel

In addition to the indispensable technical equipment, Olympic cycling requires a surprising number of vehicles. For training purposes, 20 training rollers, 10 of which were installed in the velodrome and 10 more on loan, were made available to the teams, as well as 30 motorcycles for the road racers and 6 for the track cyclists. The teams also had available upon arrival a fleet of 42 additional vehicles. There were 3 ambulances, 4 small vans for matériel, and 6 backup cars used during the road races alone.



Timekeeping and Results

The timekeeping system was without doubt the most advanced of any used in Olympic Games to date.

This last word in technique, however, which performed impeccably during other competitions, revealed some flaws during the pursuit events.

When a cyclist was overtaken by his competitor, timekeeping on the main scoreboard was disrupted. This complication affected TV coverage but not the final results, however, because times were also recorded by other means.

On the other hand, the computer used for results responded perfectly to requirements, and was able to adapt to any changes in the original plans.



Last-minute instructions.



Conclusion

Cycling competition at the Montréal Games demonstrated world wide rejuvenation of the "little queen," as cycling was called at the beginning of the twentieth century. In fact, the 18 medals awarded during these Games were shared among athletes from 12 countries.

The growing popularity of cycling, the relative low cost of facilities, and the enthusiasm of the spectators at the 1976 Olympics suggest that a close look be given the possibility of increasing the number of track events. This would certainly do justice to the spectacular nature of the sport.



13

For many years, the international fencing scene was dominated by three countries: France, Hungary, and Italy. More recently, however, swordsmen from eastern Europe have captured world attention.

Then came the 1976 Olympic Games and it was the Soviet Union fencers who forged ahead despite all-out efforts by the Federal Republic of Germany and a noticeable resurgence from Italy. The Soviets, in fact, showed such mastery of *the piste* in Montréal that they left with three gold medals, one silver, and three bronze.

But that came after ten days of intense competition in all weapon classes, individually and by teams, featuring pool and direct preliminaries, repechages and pool finals. In all, there were 3,354 bouts and some 25,000 *touches* (or hits) recorded.

These high figures are evidence of the complexities involved in organizing and conducting an Olympic fencing tournament, considering that 25,000 *touches* translate into an equal number of decisions made, registered, compiled, and posted on scoreboards. They are evidence, too, of the incredible technology required to record *touches*, control fencers, and register results.

The human resources required to complement the technical side of a tournament are a major factor as well. In Montréal, the fencing section of the Sports Directorate employed 110 persons, supported by 270 technical officials.

In perspective, the Montréal tournament resembled a huge tapestry, with human and technological components meticulously prepared and then woven together by COJO to provide fencers and 27,557 spectators with one of the most successful international competitions on record.

Personnel

On June 25, 1975, COJO appointed a fencing coordinator who was named competition director that Fall. Early in 1976, he was joined by an assistant, a technical manager, and a technical controller. Together with a secretary, they formed the permanent staff. Temporary personnel, hired mainly during the second week of July, totalled 105.

Officials

Because of the many bouts involved and the countless decisions to be made, fencing is one of the Olympic sports requiring the greatest number of officials.

In Montréal, there were 14 representatives of the *Fédération internationale d'escrime* (FIE); 58 judges, of which eight were Canadian; and 198 support officials, all Canadians.

Representation of the federation at Olympic and world championship tournaments is of paramount importance, and directly related to the staging of the events. These delegates pay particular attention to every detail and subject all equipment to minute inspection. The thoroughness of their work in Montréal was reflected by the fact that not one complaint was registered or submitted to the jury of appeal!

The 198 Canadian support officials also established an enviable record, with no significant timing, scoring, registration, or procedural errors to speak of during the ten days of competition.

Competition and Training Sites

All of the fencing competition took place in the Winter Stadium of the University of Montréal, 9.45 km from the Olympic Village, where a complete range of facilities was available.

An additional area was set aside nearby if required.

Seating capacity was 2,268, with ticket sales for the eight sessions reaching 77.7 percent of availability. This same building housed offices for FIE officials and COJO's fencing section, as well as workshops for weapon control and repairs.

An adjacent building, the physical education and sports pavilion, served as a training site. In addition to a large, all-purpose gymnasium, it provided dressing rooms for athletes and a second workshop for armorers accompanying the participating teams.



Competitors had access to a repair shop in the Olympic Village as well.

The use of the training site was intense, particularly between July 10 and 25, with 2,658 competitor visits recorded. And this was in addition to the pentathletes who also had access to the premises and the services it provided.

Equipment

For the first time in a major international competition, the traditional wire netting covering the fencing surface was replaced by perforated aluminium sheeting attached to a wooden base. Competitors and officials had lots of time to adjust to this new type of footing as similar *pistes* were installed in the training areas.

The ramps used in conjunction with the electrical scoring apparatus were somewhat of an innovation, as were the wire control reels and the electronic refereeing apparatus.

Controls

Total control and supervision of weapons and equipment is of vital importance in all fencing competition, and examination of both by organizers and officials is an exacting procedure. In Montréal, this was effected through the use of devices designed and manufactured in Canada in conformity with FIE norms. More than one-third of the weapons submitted for testing were rejected after verification (see Table B).

Doping control was carried out on the eve of each day's event in accordance with regulations laid down by the International Olympic Committee (IOC) and FIE medical commissions. All proved negative.

Results

An Olympic fencing tournament could not be held without a precise results system because of the overlapping and dovetailing involved in the various stages of competition. For the 1976 Games, a flexible system was required to cope with time and schedule changes likely to crop up at a moment's notice.



Elegance and precision of movement.

Table A
Registration and participation

	Entries by name	Participation
Women		
Individual foil	51	48
Team foil	14 teams	13 teams
Men		
Individual foil	64	56
Team foil	16 teams	14 teams
Individual épée	69	64
Team épée	20 teams	19 teams
Individual sabre	53	46
Team sabre	16 teams	14 teams
Total participation		70 women 212 men 34 countries

Table B
Equipment check

	Number registered	Number rejected	Percentage of refusals
Weapons	1,141	388	34.01
Plastrons	257	59	22.96
Masks	293	32	10.92
Body wire	308	50	16.23
Supplementary tests	506		
Total	2,505	529	21.03

There were some coordination difficulties at the outset, but COJO's computer came to the rescue and produced a highly efficient method of handling results. This permitted the long series of bouts to proceed with little delay, as the computer took only 5 minutes to sort and analyze results as against an average of 45 minutes to do the work manually.

The computer also helped solve the many problems usually associated with the makeup of the pools, and speeded up communications between the secretariat and the competition site.

The scoreboard devised for the Montréal Games was by far the most advanced and complete ever used in international competition. Although designed with the spectator in mind, it also gave competitors rapid information on the progress of the tournament and its nonstop series of bouts. The system consisted of a large main scoreboard with electronic and manual capabilities, another for individual preliminaries, and a third for team preliminaries. In addition, there were smaller boards for *each piste* in use.

The Tournament

While a fencing tournament consists of four individual and four team events, the number of bouts involved requires an exact and complicated schedule. Data processing personnel were thus put to the test when technical managers decided to change the schedule just before the start of competition.

These program changes, however, did not affect the start of preliminaries or finals, which were maintained as planned.

Direct eliminations (reintroduced in Montréal to replace four-competitor pools) proved an effective means of spurring competitors to greater effort, while at the same time producing some surprising upsets. Spectators appeared to particularly enjoy this approach.

The high level of competitive skill displayed in Montréal was underscored by the fact that a *barrage* was required to determine medal winners in three of the four individual finals.

Conclusion

After the Games, the organizers reported complete satisfaction with meeting the challenge facing them and in fulfilling their mandate to stage competitions in keeping with the high Olympic standards.

Some of these challenges had been:

- the exacting technical specifications required for the installations, and the equipment involved in the use of the electrical scoring apparatus;
- a results system not only to record combat scores but to control the competition as well;
- the uncertainties inherent in the competition schedule and their effect on the succession of events;
- the role of the FIE, particularly with regard to its *directoire technique* and members of its various committees; and
- the great number of officials, technical experts, and support personnel required.

These were fully met and the tournament was conducted under ideal conditions. Competitors had every opportunity to perform at their best, while Canadian participants lived through a memorable and valuable experience.



A brief respite.

14

Football, the world's most popular sport, was little known and still less understood in Canada prior to the Montréal Olympic Games.

While enthusiasm ranked high among major ethnic groups and the game was played in a number of Ontario colleges, it wasn't until the early 1960s that football took root in Canada and its popularity began to spread. It was also rechristened under the name of "soccer," to eliminate any confusion with North American-style "football," itself an offshoot of English rugby.

This lack of widespread enthusiasm prompted COJO planners early on to consider modest football competitions, with very few games scheduled for the Olympic Stadium.

But the sport's international stature and popularity finally swung the pendulum, and the organizing committee decided on a more comprehensive and detailed program.

The logic of this decision paid handsome dividends, with turnstiles recording 597,574 spectators for football matches. This represented 19 percent of total Games attendance to see 13 national teams involving 3 percent of total competitor participation. Only athletics, which logged 20 percent of the total attendance, but with 17 percent of active competitors, outdrew football.

Of the 23 games, 11 were played in the Olympic Stadium, with the final attracting 69,933 spectators for a North American attendance record.

Organization

Early in May, 1973, COJO's Sports Division established liaison with the Canadian and Québec federations as a prelude to the first visit to Montréal by the secretary-general of the *Fédération internationale de football association* (FIFA). Consultations with the latter led to the establishment of

competition procedures, a definitive schedule, the number of competition sites, requirements regarding official personnel, and numerous technical specifications. Discussions also covered FIFA's pre-Games congress.

During a meeting in Lausanne in June, 1973, the International Olympic Committee (IOC) decided to retain the principle of 16 teams for the final tournament but reduced the number of players per team from 19 to 17.

In constant close cooperation with the international, national, and Québec federations, between the Fall of 1973 and the beginning of 1974, the Sports Division chose a football coordinator, as well as the three cities outside Montréal where other matches would take place. With COJO's consent, the other cities chosen were Ottawa, Sherbrooke, and Toronto.

The coordinator was officially appointed competition director in January, 1975. The summer before, he had gained considerable experience during the world cup tournament in the Federal Republic of Germany, and later at an international junior championship event in Toronto.

As time progressed, assistant-directors were hired for each competition site, and the staff gradually increased, until, at Games time, it had reached 291. Of these, 153 were based in Montréal, and 46 at each of the three satellite cities.

Many of these employees acquired practical experience during the International Competitions Montréal 1975 (CIM 75). Games were played at future Olympic sites in Ottawa and Toronto, as well as at Montréal's Autostade. The latter was used because the Olympic Stadium and the Sherbrooke Stadium were not yet ready for competition.

One noteworthy aspect of the Montréal organization was the assignment of a special escort to each team from arrival until departure. Resourceful, he also acted as interpreter, and, with a full knowledge of football, he and his counterparts became the official liaison between teams and organizers. His knowledge of administrative procedures opened channels of communication for team officials, coaches, and doctors with ease and efficiency. And referees could also count on his assistance.



Qualifications and the Draw

Of all competitions on the Olympic program, the football tournament, without doubt, requires the longest qualification period, with 89 national teams vying for 14 of the 16 available slots. The remaining two places were filled automatically by Poland as reigning Olympic champion and Canada as the host of the Games.

More than fifteen months were required for the 152 games of the qualifying tournament which ended April 15, 1976. From then on, the sixteen finalists, representing many parts of the world, engaged in intensive training in preparation for the Montréal Games (see Table A).

FIFA's amateur committee, which assumed overall responsibility for the Olympic tournament, then proceeded to group the teams by a public draw.

Held in Montréal at COJO's request on May 24, 1976, this event was widely televised. The draw produced these results:

Group A		
Brazil		Spain
German Democratic Republic		Zambia
Group B		
Mexico		Israel
France		Guatemala
Group C		
Uruguay		Iran
Poland		Nigeria
Group D		
Canada		Democratic People's Republic of Korea
USSR		
Ghana		

At the same meeting, in cooperation with COJO, the FIFA amateur committee also decided on the allocation of events to the four Canadian cities in-

involved in the program. In the days that followed, a series of work sessions and visits to the various sites resolved a number of questions.

Organization and planning ran smoothly until June 8, 1976, when Uruguay's national Olympic committee decided to withdraw from competition. After lengthy discussions and consultations with continental officials, Cuba was selected as a replacement.

Well fortified by this experience, the FIFA amateur committee reacted calmly to the subsequent withdrawal of Ghana, Nigeria, and Zambia. The makeup of the four groups, however, was not greatly disturbed: group B remained intact while the other three consisted of three teams only. The net result was the cancellation of nine games and the refund of 80,000 admission tickets.

Competition Sites

In football, as in a number of other sports, experiments had been conducted regarding the feasibility of synthetic playing surfaces. Since the use of artificial turf was still not widespread, however, the FIFA amateur committee decided in 1974 that the Montréal tournament would be played on natural grass.

The choice of cities fitted in well with this decision: Ottawa, Sherbrooke, and Toronto already had suitable facilities or were ready to construct them.

Ottawa's Lansdowne park, located 217 km west of Montréal, provided a seating capacity of 30,065, as well as sufficient space indoors for dressing rooms, showers, first-aid facilities, doping control, physiotherapy, and relaxation.

In Toronto, 575 km west of Montréal, Varsity Stadium provided seating for 21,651. Various services for athletes, officials, the press, and spectators were available beneath the stands as well as in a nearby college building. The competition area itself was resodded in 1976.

In both of these cases, few major modifications were necessary, and the regulation size playing surfaces (105 x 68 m) were approved by FIFA

Table A
Team finalists

Regions	Number of national teams registered**	Teams qualified
Africa	24	Ghana Nigeria Zambia
North America, Central America and the Caribbean	15	Canada* Guatemala Mexico
South America	10	Brazil Uruguay
Asia and Oceania	21	Democratic People's Republic of Korea Iran Israel
Europe	21	German Democratic Republic Spain France Poland* USSR

*Automatic qualification.

**The teams from Belgium and Cameroon cancelled their registrations before the start of qualifications; those from Australia, Madagascar, and Lebanon later

withdrew. Although qualified, Uruguay, withdrew June 8, 1976, and was replaced by Cuba. Ghana, Nigeria and Zambia withdrew after the start of the Games.



What a game!

A game can be won or lost
with the toss of a head!





Attack, at all times, attack!

officials during a visit to Montréal in October, 1974.

The playing field in Sherbrooke was located inside a horse-racing track not far from the centre of the city. A new drainage system and a natural grass surface were installed along with temporary stands containing some 10,000 seats.

In Montréal, the Olympic Stadium provided seating for 72,406 spectators, along with all the necessary facilities. The roof overhang covering the grandstands allowed little sunshine to reach the competition areas, and this, coupled with periods of heavy rain, forced COJO to dry the field mechanically to keep it in first-class condition.

Training Sites

As team members lived in the Olympic Village and travelled only on days when games were scheduled, eight training sites were placed at their disposal in the city. These were at Auteuil Park, Champêtre Park (two fields), Claude Robillard Centre, Jarry Park, and Louis Riel Park (three fields).

Located less than ten minutes by bus from the Olympic Village, the Louis Riel and Champêtre facilities were the most frequented. The Claude Robillard Centre training site, equipped with synthetic turf, had not been officially approved by FIFA officials, but, nonetheless, was used by two teams.

The number of training sites was more than adequate, particularly after the withdrawal of the teams from Africa and elsewhere. In actual fact, total use barely reached 17 percent of available training time. The statistics were:

Reservations:	177
Cancellations:	45
Times used:	132

Officials

As absolute masters of the playing field, football referees are carefully chosen and prepared for Olympic tournaments. FIFA's committee on referees selected 30 in this way: 1 per country with teams in the final, for a total of 16; 8 from countries not represented in the tournament; and 6 from Canada. A further 8 were named from the referees committee itself. This selection subsequently changed because of withdrawals. A Cuban referee, for example, was invited to join the group even though a Uruguayan, whose country had pulled out of the tournament, remained. Three African referees demurred, while an Egyptian, one of the 8 from the neutral countries, stayed until the end. These changes left 28 referees available for the competition, all of whom had taken part in an indoctrination session in Montréal between July 14-17.

Other international officials forming the jury included the president and secretary-general of FIFA, 3 members of the jury of appeal, 12 members of the amateur committee, and 5 from the disciplinary committee.

The Tournament

The football tournament in Montréal proved to be of high quality despite the rainy weather. The remarkable tactics of the various teams continually amazed the large number of spectators who had never before witnessed football games at the Olympic level of competence.

The German Democratic Republic edged out the Soviet Union in the semi-final and went on to beat Poland in the final. The Polish team, however, left the playing field with heads held high as winners of the "fair play" award, and the knowledge that their great No. 10, Andrzej Szarmach, emerged as the top scorer with six goals in five games, ahead of Hans-Jürgen Dörner of the German Democratic Republic, who scored four goals in five games.

Doping control was rigorously enforced. Tests were made on two players per team for the eighth-finals and quarter-finals; three players per team for the semi-final; and four per team for the final. Players to be tested were chosen by lot fifteen minutes before the end of a game and were required to be available for testing within the hour. All results were negative.

Conclusion

The success of the football tournament and its appreciation by the thousands of spectators who attended were largely due to the high quality of play and the excellence of the facilities.

Five factors contributed to this success:

- a) the centralized organization which allowed a number of recruiting difficulties to be overcome;
- b) regular and efficient internal communications;
- c) the considerable autonomy given the football secretariat regarding the overall organization of the matches;
- d) the assignment of special team escorts; and
- e) the constant cooperation of FIFA.

Thanks to these factors and the remarkable support of the public, the Olympic tournament clearly helped remove any doubts concerning the success of football in Canada.



15

There were great performances at the Montréal Olympic Games, and several athletes accomplished feats which will remain forever engraved in Olympic history. There were such outstanding competitors as Lasse Viren, Alberto Juantorena, John Naber, Kornelia Ender, and Klaus Dibiasi.

But in the hearts not just of Canadians but of the whole world, these great champions were eclipsed by a 15-year-old Romanian, Nadia Comaneci.

Crowned queen of women's gymnastics, she conquered the world with her brilliant performances. She won three gold medals: one in the individual all-round competition, one on the uneven bars, and one on the balance beam. To these were added her silver medal in the team competition and a bronze in the floor exercises.

Her talent and charm won over not only the public but also the judges, who gave her seven perfect scores of 10. Never before had such a score been given in an Olympic gymnastic competition, and the scoreboard could only show 9.99, not having been programmed for perfection. However, when 1.00 appeared on the board, the public understood: the response was overwhelming. Nadia's name was on everyone's lips, on the front pages of newspapers, on radio, and on television. This short first name captivated the world and even became a street name in some cities following the Games.

The enthusiasm persisted well after Nadia's return to Romania, and many Canadian mothers, seeing their daughters as future Nadias, began storming the gymnastic clubs.

Nadia Comaneci's performances were one of the greatest sports memories left to Canadians by the Montréal Games.

The excitement aroused by women's gymnastics somewhat overshadowed the men's competition. Such athletes as Nikolai Andrianov — four gold medals, two silver, and one bronze — Sawao Kato, Mitsuo Tsukahara, and Zoltan Magyar among others, triumphed brilliantly, but they did not arouse the same wave of excitement either among the public or in the press.

The Program

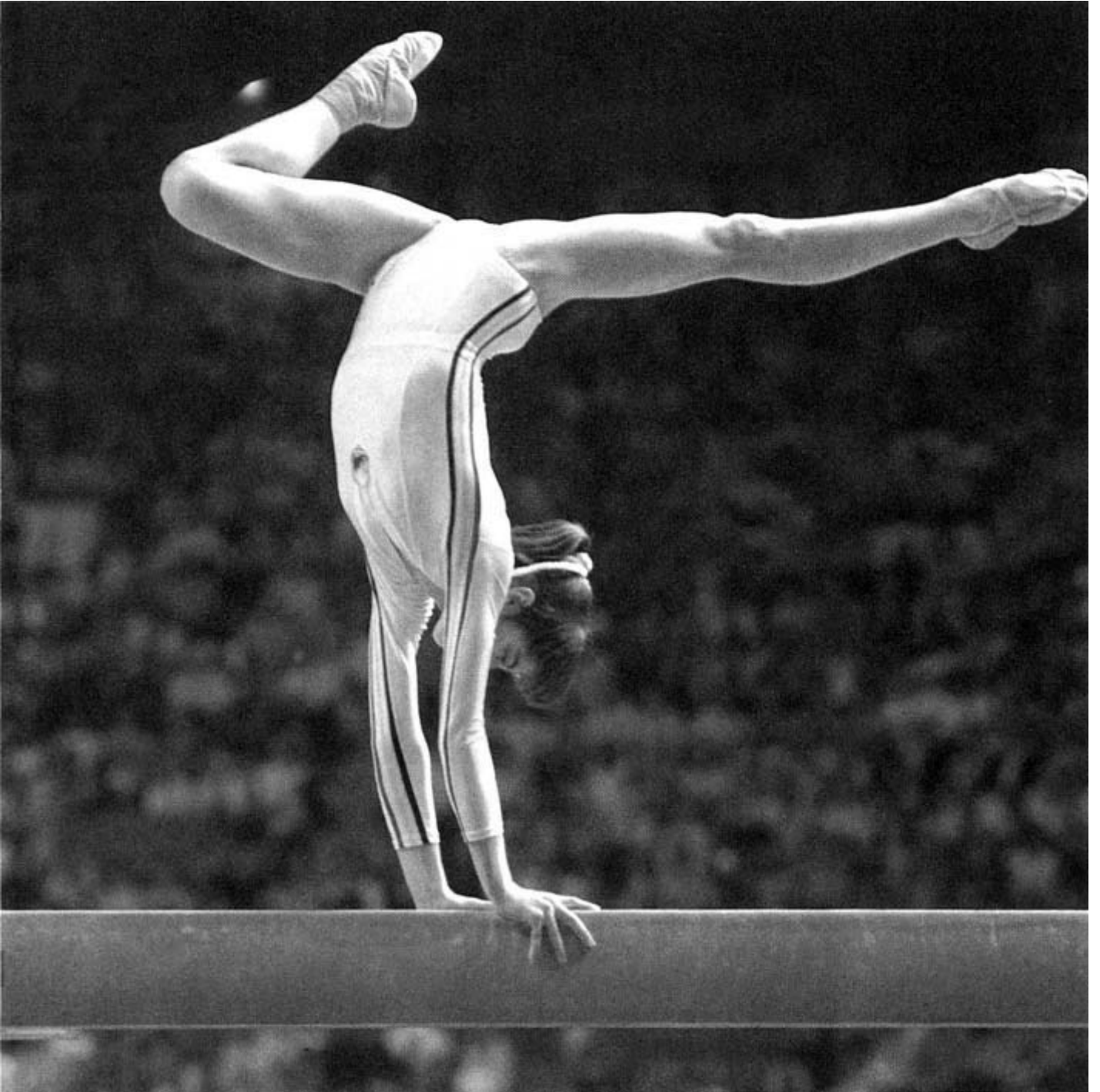
The gymnastics program of the Montréal Games took place from July 18 to 23, and included three classes of competition for both men and women. These were a team competition, an individual all-round competition final, and finals at the apparatus.

Women's competition included four events: vault, uneven bars, balance beam, and floor exercises. For men, there were six: floor exercises, side horse, rings, vault, parallel bars, and horizontal bar.

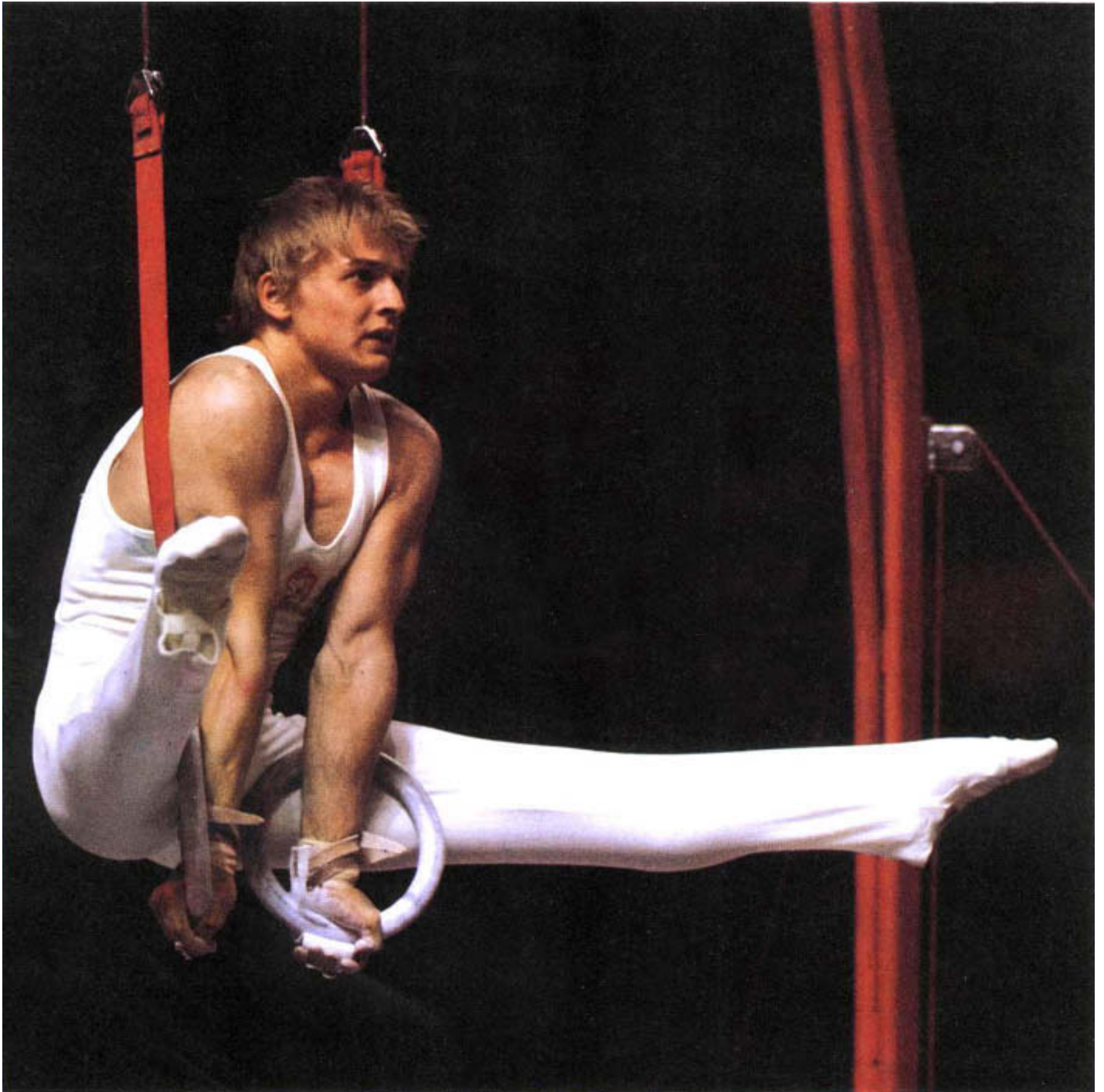
The team competition was open to 24 national teams, 12 men's and 12 women's, plus four groups of six individual male and female competitors, and consisted of compulsory and optional exercises, allowing the overall men's and women's winning teams to be determined.

The 36 best performers in the men's and women's team competition were eligible for the individual all-round competition. Participation was limited, however, to three competitors per country, each of whom performed an optional exercise on each apparatus. Half the score from the team competition was then added to the score of the second competition to determine the overall winner.

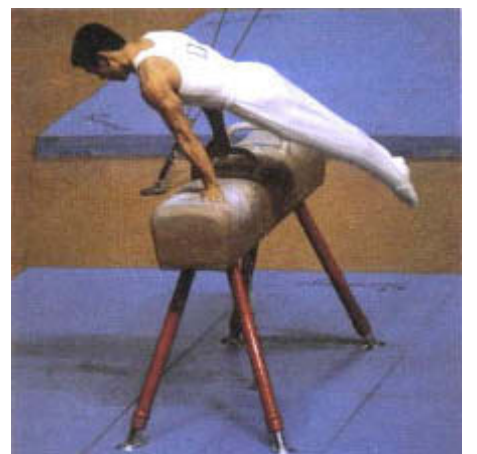
The third competition was limited to the 12 gymnasts (six men and six women) who obtained the best scores at each apparatus during the team competition. Half the individual score from the team competition was added to the score in the final competition to crown an Olympic champion at each apparatus.



Nadia, the toast of the Olympics.



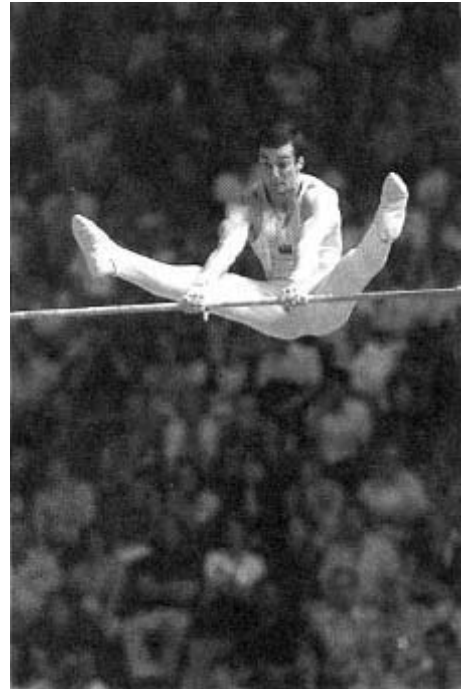
The test of immobility.



Careful stability.



Three faces, three emotions



Defying the law of gravity.

Qualifying System

In April, 1975, the International Gymnastic Federation (FIG) decided that the six best men's and women's teams from the 1974 World Championships in Varna would automatically qualify for the Montréal Games.

These were the USSR, German Democratic Republic, Hungary, Romania, Czechoslovakia, and Japan in women's competition; Japan, USSR, Hungary, Federal Republic of Germany, German Democratic Republic, and Romania in men's competition.

Many gymnasts qualified automatically: the first 63 men and 49 women in the individual classification in the first event in the Varna championships.

Other teams wanting to enter the Games had to reach the qualifying standards in two international competitions. The standards were 8.75 per apparatus for each gymnast, namely, 525 points for men and 350 points for women in the team event.

Gymnastics is the only sport on the Olympic program in which automatic qualification is not accorded the host teams, which have to qualify just like the others. The Canadian women's team managed to qualify in stiff competition, while only three of their male compatriots qualified to compete.

Organization

Gymnastics is one of the great spectacles of the Olympic Games, and, like any good show, its success depends on a host of details.

The organizers had to prepare so that when the curtain went up, the actors could concentrate on their roles and perform without hindrance.

The basic outline of the gymnastics program was drafted by 1972, but it was not until October, 1974, that the actual production began to take shape with the arrival of the competition director at COJO. Three months later, an assistant director joined the staff, and in June, 1975, technical managers, one for men's gymnastics and one for women's were on duty.

These officials were responsible for preparing an operational plan and then carrying it out. New people joined the staff as needed, and, when the curtain went up, 330 were at work in the wings, each with a well-defined responsibility: 18 worked in competition management, 11 in the general secretariat, 14 in the technical department, 28 in equipment, 65 in athletes' control, and 107 assistants. To these, however must also be added 85 technical officials (including 7 jury members), 20 Canadian assistants, and 58 international officials of whom 8 were from Canada.

Dress Rehearsal

The competition director and his assistant were able to take advantage of the experience of other organizing committees by attending many international competitions, congresses, and judges' courses. They studied the different facets of organizing competition on an international level at the World and European Championships.

Thus they acquired valuable knowledge, which was put to the test in July, during the International Competitions Montréal 1975.

Some fifty men and women gymnasts from sixteen countries participated in this "dress rehearsal."

Presented at the Forum, the site chosen for the 1976 Games, this meet allowed the gymnastics staff to acquire valuable experience, while those in charge could modify the existing program if necessary. This competition was also one of Montréal's first contacts with international gymnastics. The names of many athletes whose participation in the Olympic Games was assured became well-known, and the excellent show in 1975 helped to whet spectators' appetites for 1976.

Training and Competition Sites

The final preparations for the gymnastics program took place without difficulty. Three training sites were available, each with two training areas and all the necessary facilities, such as locker rooms, showers, massage rooms, and offices.

Located about 8 km from Olympic Village, all the training sites were open from 09:00 to 21:00 every day from July 1 to 16. The gymnasts could also use the training sites during the Games, from July 17 to 23.

From July 12 on, the athletes were able to train at the Forum, to get used to the competition site and its equipment.

A vast showplace located 10 km from Olympic Village, the Forum was divided into five completely independent sectors: one each for the athletes, organizing committee, press, guests, and spectators. There were 16,281 seats available and they were almost all occupied on competition days.

A total of 183,679 spectators attended the gymnastic competitions, a new record in the history of the Olympic Games.

One of the factors in the success of the gymnastics was respect for the program. Each event took place practically to the minute of the time scheduled, contributing to the pleasure of the audience and the satisfaction of the athletes. Thanks to the Montréal Games, gymnastics has taken a considerable leap forward in Canada.

16

For many prehistoric tribes, lifting heavier and larger stones was a test of manhood, and, down through the ages, feats of strength have continued to fascinate man.

Modern weightlifting began late in the eighteenth century, and two competitions were included in the first revival of the Olympic Games in 1896. They appeared again in 1904, but it wasn't until 1920 that the International Weightlifting Federation (IWF) was formed and the sport became a permanent part of the Olympic program.

For the Montréal Games, COJO appointed a weightlifting coordinator early in February, 1975, and, in the Fall of the same year, named him competition director. In March, 1976, he was given an assistant, and, three months later, technical, training, and secretariat managers were added. On July 12, the staff of 37 was complete.

Most of the personnel were recruited from among the people closely involved with weightlifting and eager to participate in the Games. Many had already taken part in international meets, and their knowledge proved extremely useful.

To enable them to become familiar with the work and equipment, a dress rehearsal was held on June 26. Operational plans had already been tested and public enthusiasm aroused, thanks to the presence of some of the world's best weightlifters during the International Competitions Montréal 1975 (CIM 75).

Officials

There were fifty-seven officials responsible for the competition; thirteen were members of the jury of appeal; thirty-four were international officials; and ten Canadians served as support officials.

One doctor from the IWF medical commission was on duty each competition day. Although these were not considered officials in the strict sense of the word, they were still part of the organization. Five of them, each from a different country, shared duties.

Competition Site and Equipment

Competition took place in the St. Michel Arena, a 2,724-seat facility located 5.2 km from the Olympic Village. During the week before the dress rehearsal on June 26, the arena was equipped with a podium and a 4 x 4-m lifting platform constructed of laminated Canadian maple reinforced with steel rods.

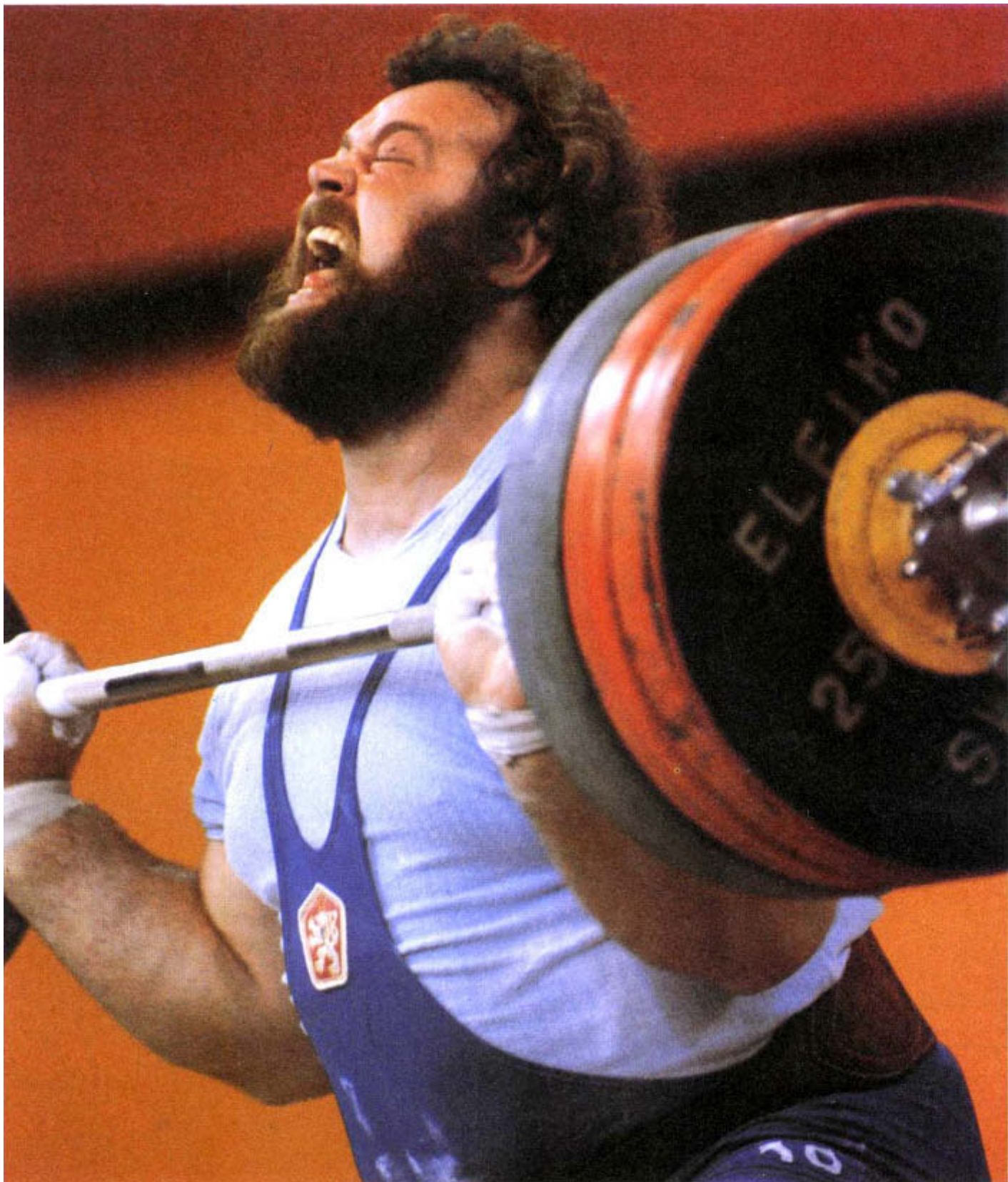
The remaining equipment consisted of an Olympic bar with collars; a container of chalk; a box of resin; a jack for loading the discs; two disc holders; and discs weighing 25, 20, 10, 5, 2.5, and 1.25 kg.

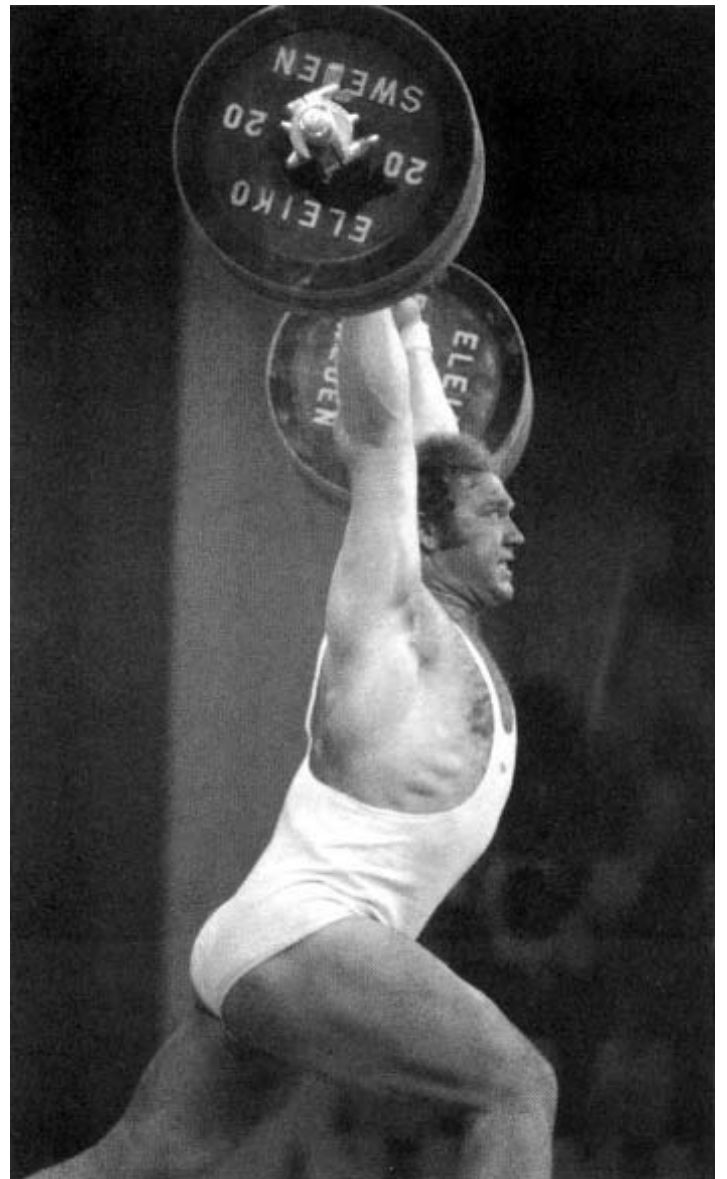
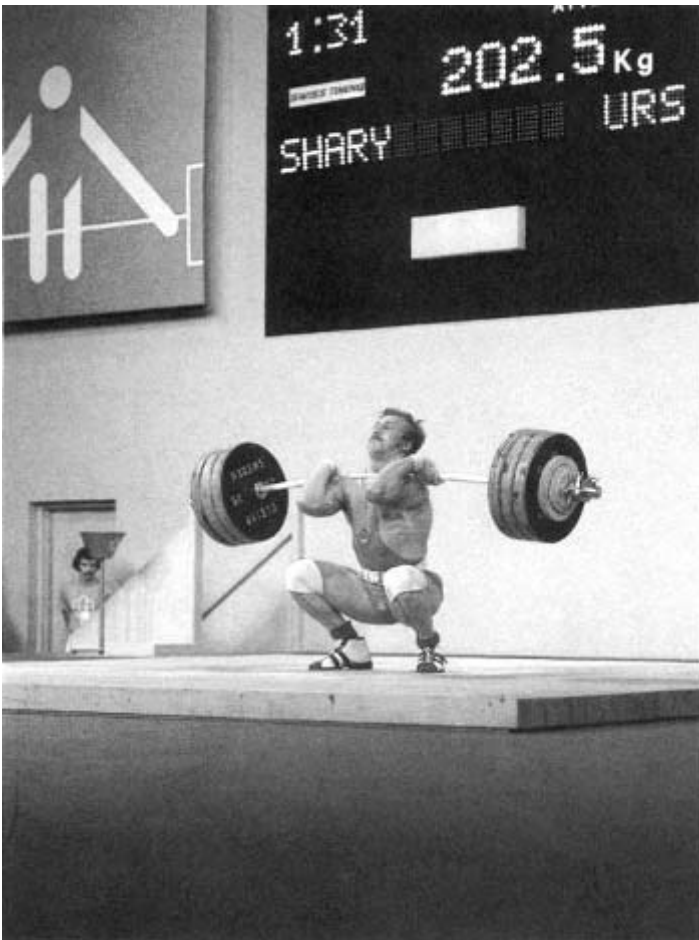
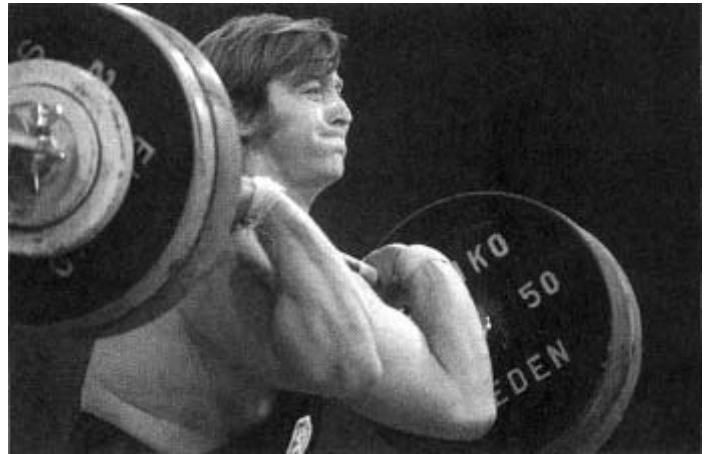
For the 110-kg class and the over 110-kg class, two 50-kg discs were later added. This was an innovation in weightlifting, and their use in Montréal constituted a "first." They permitted the use of fewer discs on the bar, thereby making it much easier for the bar to accommodate the enormous weights now being raised by modern lifters.

Before each session, the head loader was given the following additional equipment: two 1-kg discs, two 0.5-kg discs and two 0.25-kg discs. They were to be added to the bar at the request of athletes or coaches when attempting to break records by a very small margin.

In mid-June, 1976, a warm-up area was installed behind the competition podium. It included four 4 x 4-m platforms identical to that used for competition. Later, a manual results table and a board indicating the weight on the barbell were installed. The official weigh-in room was then furnished and a video tape system installed.

An electronic scale with a printer was another innovation. It allowed the time for the official weigh-in to be shortened and errors to be avoided.





The loneliness of a weightlifter.

Strength and concentration go hand in hand.

Training Site

In the ten days before it was opened as the training site, the Villeray Arena, 7.6 km from the Olympic Village, was equipped with eighteen platforms and the same kind of equipment as the competition site. It contained controlled access dressing rooms, showers, and first-aid services.

The practice facilities were prepared according to observations of the competition director at the Munich Games, and the world championships held in Manila in 1974 and Moscow in 1975.

The idea of converting an arena into a weightlifting training centre proved excellent. It allowed a unique installation, with all equipment and services in one area. This permitted closer surveillance and more efficient performance from the personnel assigned to the centre. Also, the athletes were able to train in a warm and friendly atmosphere.

The training period extended from July 1 to 31, 1976. The 173 weightlifters from 47 countries competing in the Games actually used the facilities from July 5 to 27.

Doping Control

The selection of athletes for doping control tests for anabolic steroids was conducted according to rules and regulations laid down by the IWF and the medical commission of the International Olympic Committee (IOC).

One weightlifter received a positive result and was immediately disqualified.

In August, 1976, seven more positive tests were detected from samples taken in July and the results sent to the IOC. Eight months after the Games, during the general assembly of national Olympic committees held in March, 1977, at Abidjan on the Ivory Coast, the IOC disqualified these seven weightlifters, based upon the report of its medical commission.

The disqualification of eight athletes required the standings in six categories to be changed. Three of these changes attracted the most attention as they altered the medal standings.

In the 67.5-kg class, the gold, silver, and bronze medals went respectively to Piotr Korol of the Soviet Union, Daniel Senet of France, and Kazimierz Czarnecki of Poland.

In the 82.5-kg category, the medal standings became: Valeri Shary, USSR, gold; Trendafil Stoichev, Bulgaria, silver; and Peter Baczako, Hungary, bronze.

In the 110-kg class, the medals went to Yuri Zaitsev, USSR, Krastio Semerdjiev, Bulgaria, and Tadeusz Rutkowski, Poland.

Put in perspective, weightlifting disqualifications represented less than five percent of the total number of participants.

The Competition

Weightlifting competition at the Montréal Games was held from July 18 to 27 in the nine weight classes established by the IWF. They were spread over 17 sessions, each before capacity crowds.

Records fell right and left: in all, 24 Olympic and 4 world records were set.

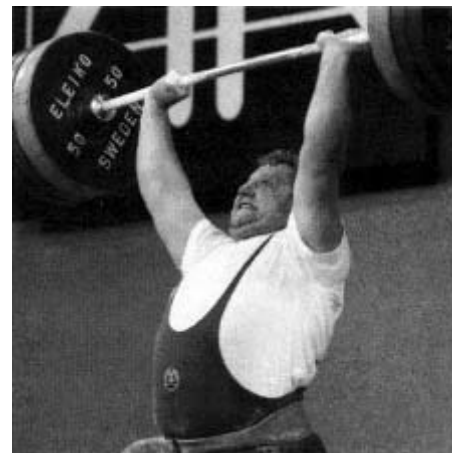
Vasily Alexeev was one of three Soviet weightlifters to surpass a world record. Before him, in the flyweight (52-kg) class, Alexandr Voronin lifted 141 kg in the clean and jerk. He himself only weighed 51.85 kg. His compatriot, Nikolai Kolesnikov, in the featherweight (60-kg) class, made a clean and jerk of 161.5 kg, a little less than three times his own weight of 59.25 kg!

Norair Nurikyan of Bulgaria set a world record of 262.5 kg in the bantam (56-kg) class, lifting 117.5 kg in the snatch and 145 kg in the clean and jerk.

It should be noted that from 1928 to the 1972 Munich Games, weightlifters had three movements to execute. After those Games, the press was eliminated, so that in Montréal all the winners' totals automatically became Olympic records.

Conclusion

Organization and staging of the weightlifting competition were flawless according to comments by the IWF directors. The Canadian public, many of whom were unfamiliar with competitive weightlifting prior to the Games, were won over by the amazing prowess of these strong men, and responded with an official attendance of 34,637 for the Olympic events.



17

A relatively new sport, handball developed from an outdoor game played on a football field with 11 players on each team to an indoor game with seven players on each team. It was a demonstration sport at the Amsterdam Games in 1928, and first appeared as an Olympic sport in the 1936 Berlin Games, still in its outdoor format. With pressure from northern countries who favored it as an indoor sport, however, handball became the game it is today with the formation of the International Handball Federation (IHF) in 1946.

Handball was not on the Olympic program immediately after the Second World War but world championships started in 1954. It returned, however, to the Olympic program in Munich in 1972.

The Montréal Games presented the first handball tournament for women in Olympic history. And this development could not have found a better place to be tested than in Québec which had adopted handball enthusiastically some years before. In 1965, it was selected as a school sport, and ten years later could boast 80,000 players.

Qualifying

The Olympic handball tournament was open to six female teams and twelve male. The selection criteria were fixed by the IHF.

Teams for the women's competition consisted of Canada, site of the host city; Japan, as winner of a qualifying tournament among teams representing Asia, Africa, and the Americas; and the first four teams in the 1975 world championships in Kiev: the German Democratic Republic, USSR, Hungary, and Romania.

Two teams for the men's handball competition qualified automatically: Canada and Romania, winner of the 1974 world championships. Regional

qualifying tournaments were held to determine representation from Asia, Africa, and the Americas, won respectively by Japan, Tunisia, and the United States. For the rest, Europe was represented by its seven best teams: Hungary, Poland, Czechoslovakia, USSR, the Federal Republic of Germany, Yugoslavia, and Denmark.

Organization

The handball organization differed from those of all other sports except football, since its program would be taking place in three cities: Montréal, Sherbrooke, and Québec.

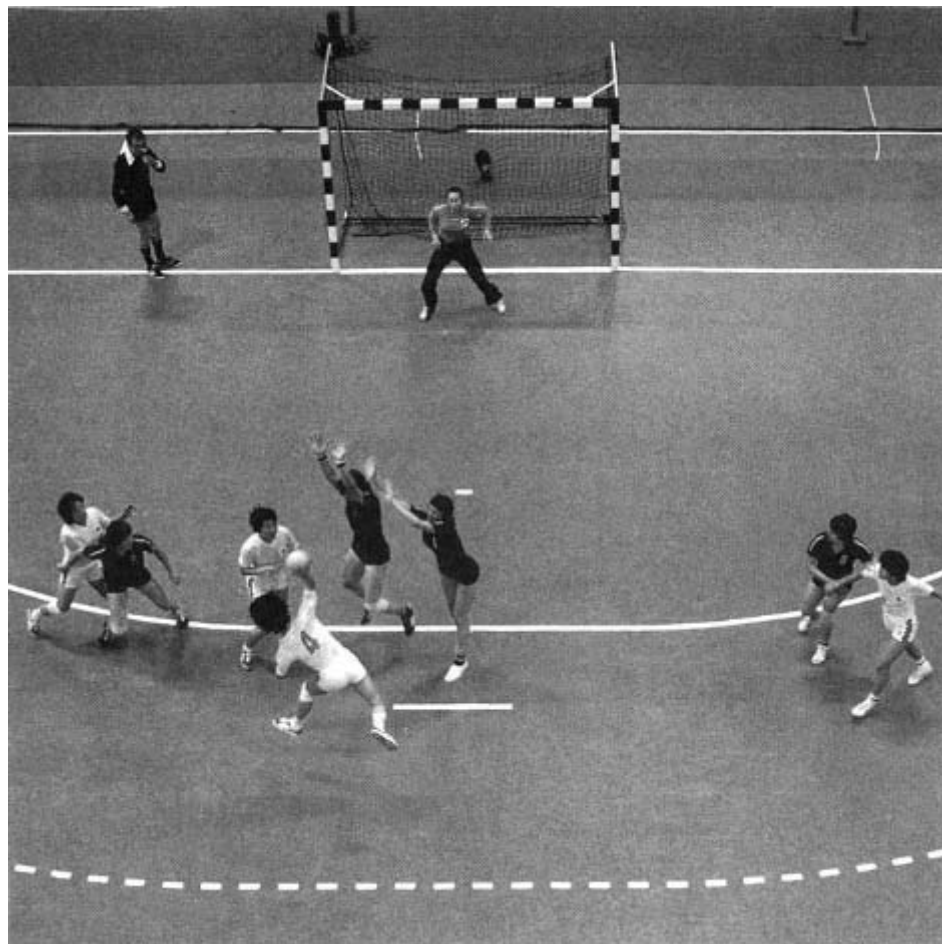
Hired by the organizing committee in February, 1975, the future handball competition director had to train three distinct groups of employees for the three cities. Three months after taking up his duties, he presented COJO with a general plan of operations, including a list of the required personnel and the duties of each employee.

The full staff during the Games numbered 55 in Montréal, 29 in Sherbrooke, and 29 in Québec. Training for most started in March, 1976, but many had gained experience in the tournament staged as part of the International Competitions Montréal 1975 (CIM 75).

That tournament in the Fall of that year tested the operations plan prepared for the Olympic tournament. It also provided members of the IHF with an opportunity to hold instruction sessions for coaches, referees, and competition organizers. These proved especially valuable to Canadian participants.



A futile effort.



Setting up a goal.

Officials

Seventy-eight technical officials, including the president, secretary-general, and two technical delegates of the IHF, were on hand to direct the Olympic handball tournament. There were 16 members of the jury of appeal; 34 international officials of whom 2 were Canadians, and 28 support officials.

Training and Competition Sites

The forty-five matches of the women's and men's competitions were played at four sites. Seven of the women's matches, nine of the men's preliminary round, and three of the men's final round were played in the Claude Robillard Centre in Montréal. Four of the women's matches and nine of the men's preliminaries were played at *Le Pavillon de l'éducation physique et des sports* (PEPS) of Laval University, Québec. And four of the women's and seven of the men's matches were played in the Sherbrooke Sports Palace, and two in the Montréal Forum.

Although some matches were played outside Montréal, the players all lived in the Olympic Village and were transported to the competition sites by bus in the morning, returning after each match.

Warm-up rooms were provided at the out-of-town sites and in the Claude Robillard Centre. Five practice areas were also available in gymnasiums within 9 km of the Olympic Village, and the schedule permitted 1,988 hours of practice, allocated to give each team all the time it required. They actually used only 23 percent of the time allotted to them.

Program and Participation

Thirty-six matches were scheduled for the men's competition but six were cancelled following the withdrawal of Tunisia. The 11 remaining teams were divided into two sections: group A with six, and group B with five. In the preliminary round, each team played each other team in its group for a total of five matches each in the A group and four each in the B group. In the final round, the two groups faced off according to position in the standings: fifth against fifth, fourth against fourth and so on. The first teams in A and B groups played for the gold and silver medals, the second teams in A and B for the bronze.

Women's competition was played in a championship pool where each team played each of the others, total points determining the medalists with no playoffs.

The Competition

The Soviet teams won both the women's and men's gold medals.

In the women's competition, the USSR had a clear 10 points, having won every match. Although the German Democratic Republic and Hungary each had 7 points, the former was awarded the silver because it had the better goals-for-and-against record. Hungary received the bronze.

In the men's finals, the USSR defeated Romania for the gold, Romania taking the silver, while Poland defeated the Federal Republic of Germany for the bronze medal. The Soviet victory was attributed to the exceptional height of its defensemen. For the first time in Olympic handball a team could boast three players more than two metres tall.

Conclusion

The excellence of the play and the reception accorded the sport by the 63,024 spectators (including 92.5 percent attendance at the men's finals), gave every indication that handball reached maturity in the Games of the XXI Olympiad and is firmly established as an Olympic sport.



After a score...
...the exhilaration of victory.

18

Hockey competition at the Montréal Games saw two major breaks with tradition.

First, this time-honored sport of "grass" hockey was played for the first time in Olympic history not on grass but on an artificial surface.

And secondly, for the first time since 1928, India, which had won seven gold, one silver, and two bronze medals in the last ten Olympics, failed to earn a single one. In addition, Pakistan, which had been India's fiercest rival in world and Olympic competition, was absent from the finals.

Organization

Hired in October, 1975, the competition director was given a mandate to organize and present the hockey tournament. There were four other full-time employees who formed the core of the organization, and with the hiring of short-term staff, the total reached 108.

The assignment of escorts to each team proved to be especially helpful. Besides the internal services which they provided, the escorts, with their knowledge of the sport and in their capacity as interpreters, maintained direct liaison between their teams and COJO.

Officials

There were 59 international and 12 Canadian support officials for the tournament. Personnel consisted of 18 umpires, 23 judges, 14 members of the jury of appeal, 2 technical delegates, as well as the president and secretary-general of the International Hockey Federation (FIH).

Participant Selection Method

The selection system was established by the FIH at a meeting in January, 1976. The Federal Republic of Germany and Pakistan (finalists in Munich), Canada (site of the host city), and Argentina (champion of the 1975 Pan-American Games) all qualified automatically. Seven other teams, representing the principal geographical regions of the world, were ranked and selected according to their standings: India, Australia, the Netherlands, Spain, New Zealand, Malaysia, and Kenya. Belgium was the last to qualify (in March, 1976) after an elimination match with Great Britain.

The Competition

The twelve national teams were divided into two groups of six. After Kenya's withdrawal, group B was reduced to five.

The large attendance was the third surprise of the tournament, culminating in a record 18,000 for an Olympic final in Molson Stadium, McGill University, despite the absence of India and Pakistan. In this match, which was closely fought by the two teams from Oceania — New Zealand and Australia — the normal course of events was evident: the only goal of the match was scored by one of the tournament's best players, Tony Ineson of New Zealand.

Facilities

The innovative use of an artificial surface proved to have many advantages. Although it was decided to use it only after much hesitation, the 1976 Games showed that the decision was a wise one.

Given the climate of Montréal and area, it would hardly have been possible to play on natural turf. The maintenance of such ground (watering, rolling, trimming, marking, etc.) requires much time, and many fields are needed for competition and training.

In Munich, six pitches were required for competition and another six for practice. In addition, the German organizers had provided a "mini-pitch" and two goal zones containing semi-circular striking circles for practice of corner shots. High-quality turf had to be sown thirteen months before the Games, depriving local athletes of those fields for a long time.



A well-guarded net!

Actually, Montréal could only provide three pitches, two of which already existed, though with natural turf. One was in Molson Stadium, where all the competition took place, and the second at the University of Montréal, which was used for training. The third was at a new sports complex, the Claude Robillard Centre.

A synthetic surface was first installed in Molson Stadium in time for the International Competitions Montréal 1975 (CIM 75), and this was the first time an international event had taken place on this type of surface. Its approval for the Olympics was later granted, and the surface accordingly installed on the other two sites. It was

soon discovered that there were certain reasons for watering the artificial turf before a match and at half-time:

- a) to reduce the surface temperature which can reach 55° C;
- b) to improve the ball's motion;
- c) to slightly reduce the ball's bounce; and
- d) to diminish the burning sensation which the players felt after falling.

Molson Stadium turned out to be an ideal place for competition, because all seats had a perfect view of the field. The fear that the stadium might be too large was totally unfounded, in view of a crowd of 10,000 for the semi-finals, and 18,000 for the final.

Training Fields

The practice fields at the University of Montréal and the Claude Robillard Centre were used much less than anticipated. It was expected that the teams would arrive early in order to be able to train as much as possible, but in many cases, that just did not occur.

Moreover, since the practice fields were more than 8 km from the Olympic Village, most of the teams were content with one training session per day plus walking and exercising at the Village itself.

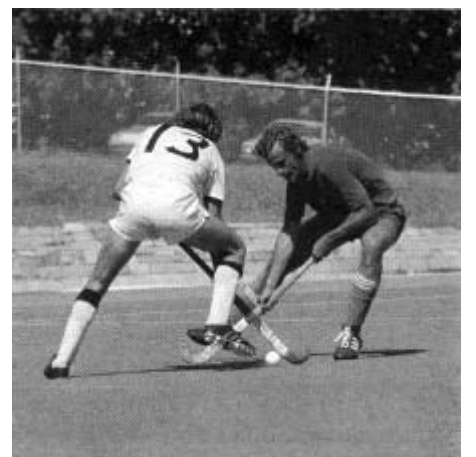
Warm-up Areas

A natural turf warm-up area was provided but never used, since the players preferred to warm up on a surface identical to the competition pitch.

It was thus agreed that the players could warm up behind the goals of the main pitch, an arrangement which they found quite satisfactory. They could go there as soon as the match preceding their own was over. The fact that the athletes never damaged these areas is another argument in favor of synthetic surfaces.



Mad dash to the goal.





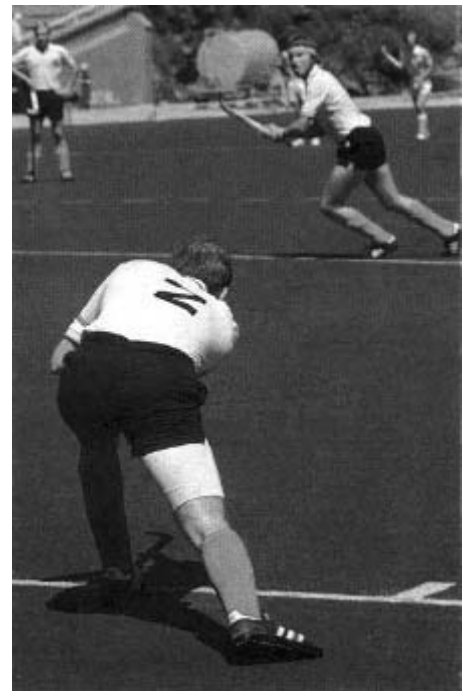
Conclusion

For a city where hockey is more closely associated with ice than grass — and much less with artificial turf — a total attendance of 102,696 for 22 games constitutes real success. It is to be hoped that the quality of play awoke a lasting interest among the spectators so that when the ice-skating rinks close for the season, they may renew contact with this "other" version of hockey.

A close one!



A breakaway pass.



19

Judo, the youngest Olympic sport and the only one based entirely on Oriental tradition, made its first appearance on the program of the 1964 Games in Tokyo. Regulations at the time divided the athletes into three weight categories plus the open category highly favored by the Japanese. Some years later, two more categories were added.

Competition rules evolved over the years, with major changes being made by the International Judo Federation (IJF) at a meeting in Montréal immediately prior to the Games of the XXI Olympiad. These included two significant revisions: starting with the 1980 Games in Moscow, competition would be held in seven weight classes in addition to the open category, and judoka coaches would no longer be permitted access to the immediate vicinity of the mat during Games events.

These changes were not applicable to the 1976 Games which retained five existing weight categories and the traditional presence of coaches in the combat area.

Organization

The judo coordinator for the Montréal Games was hired on a part-time basis in May, 1975, and given permanent status in September. He was named competition director one month later. After the addition of a secretary, an assistant was appointed in December. In May, 1976, COJO retained the services of a secretariat manager, a technical manager, and a training site supervisor.

At the opening of the Games, the judo section of the Sports Directorate had 56 people on staff. The majority of these came from Québec judo clubs, and were given the occasion to prove themselves during the International Competitions Montréal 1975 (CIM 1975). There were then also 60 technical officials available and on call.

In addition to the president, the secretary-general, and two technical delegates from the IJF, the officials comprised a 17-man jury of appeal, 22 international referees, including 4 Canadians, and 17 support personnel. The latter (all Canadians) were assigned to timekeeping, scoreboard, and statistical duties, as well as to the control of athletes and press liaison.

Competition Sites

The Olympic judo competition took place from July 26 to 31 in the velodrome in Olympic Park. Twenty-nine dressing rooms equipped with sanitary facilities and massage tables were provided for the competing judokas. A fully-equipped first-aid station was located near the combat zone.

The competition area, covered with tatamis (mats) 16 x 16 m, was set up in the centre of the velodrome on a platform 26 metres square and 30 centimetres high. Timing devices and scoreboards were located around and above the platform.

Training Sites

Competitors began training on July 6 at the *École secondaire Louis-Joseph-Papineau*, located 7.3 km from the Olympic Village. Between the starting date and July 29, they used up 42 percent of their allotted training time. The school had been equipped with 16 tatami-covered training areas in four separate locations.

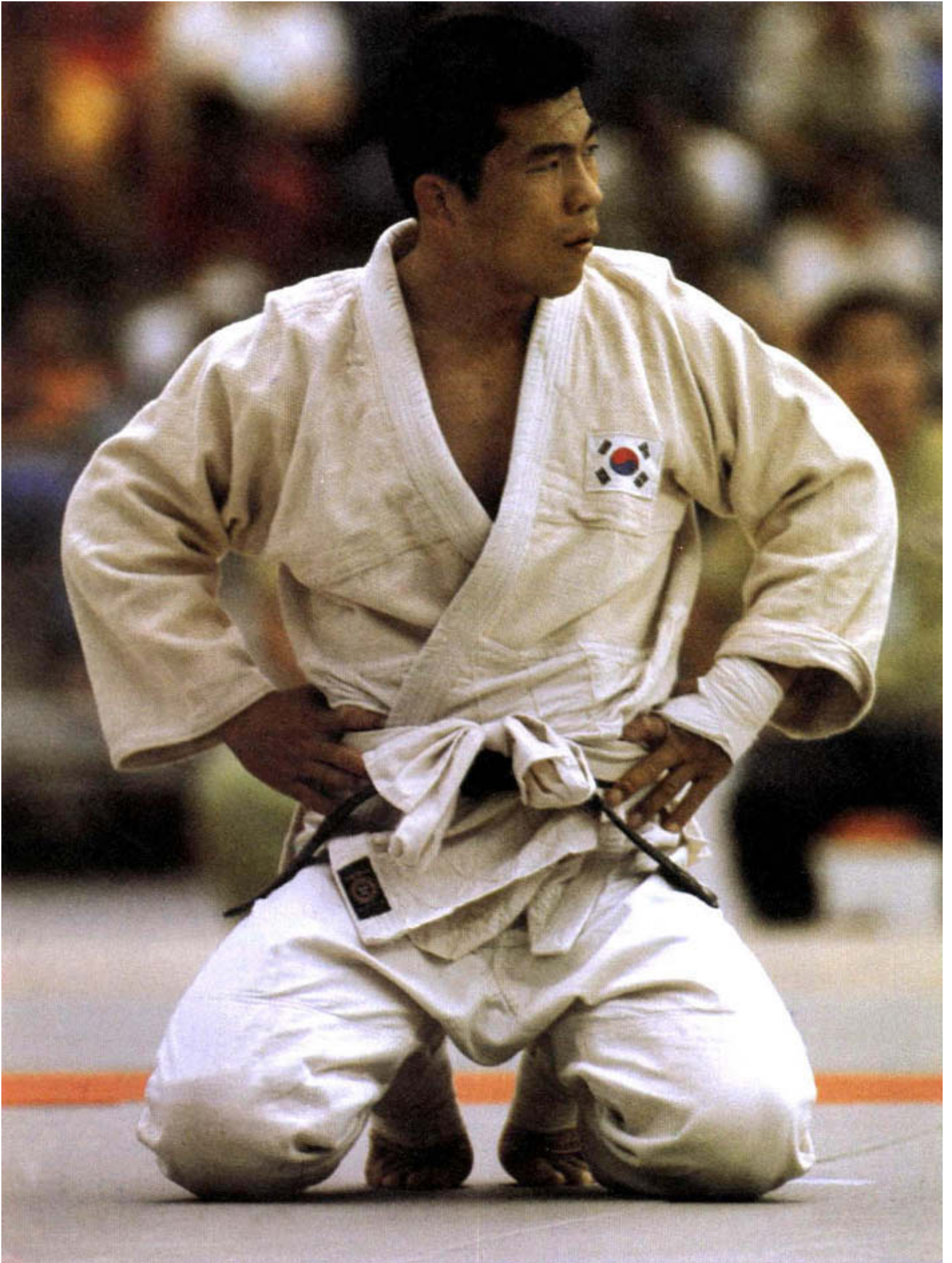
As far as equipment was concerned, COJO provided competitors with 230 red and 1,058 green tatamis for training purposes along with 36 red and 220 green for competition. Equipment and installations were praised by both athletes and officials as to quality and quantity.

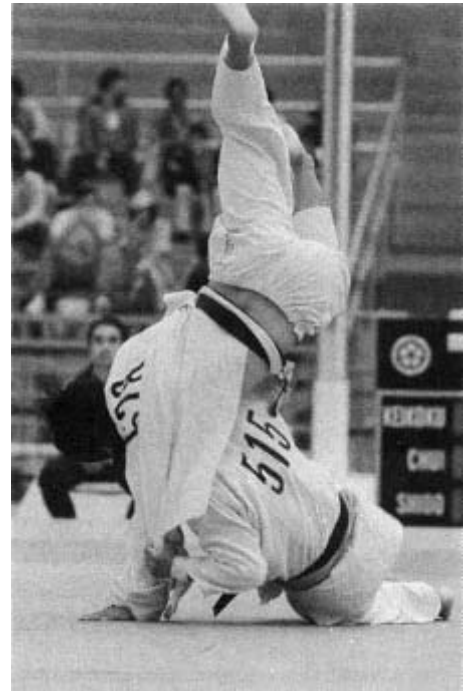
Participation

Each national Olympic committee (NOC) had the right to enter a maximum of six competitors, one in each of the five weight categories and one in the open category.

Only one competitor per country could enter the open category in addition to his own weight class, provided that his country did not already have an entry in the open class.

During the "entry by number" period which ended May 17, 1976, an unexpected total of 211 judokas from 53 countries were registered. When





Some striking throws and a grapple.

Table A
Registration and participation

Classes	Registration	Participation	Bouts
Lightweight (to 63 kg)	32	27	30
Light-middleweight (to 70 kg)	29	26	31
Middleweight (to 80 kg)	32	27	32
Light-heavyweight (to 93 kg)	35	32	36
Heavyweight (over 93 kg)	20	19	23
Open category (no limit)	30	23*	26
Total	178	154*	178
Number of national teams	50	46	

*There were only five new registrations in the "open category" class because 18 competitors were also participating

in one of five weight categories. This brought the total number of participants to 136.

the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

Despite the later withdrawal of mainly African athletes, the remaining 136 competitors from 46 countries exceeded the forecast by the president of the IJF — considered optimistic when given early in 1973 — that only between 35 and 40 countries would be represented at the Games of the XXI Olympiad.

Doping Control

The first doping tests were conducted between July 15 and 18, prior to the start of competition. Two competitors in the open category, two heavyweights, and two more out of all of the remaining categories were chosen by lot for this examination.

During the six days of actual competition, tests were carried out daily by category in accordance with IOC medical commission norms and IJF regulations. Tests for anabolic steroids were also carried out during this period.

In addition, at the end of each final event, the Olympic champion, along with one of the other two medalists and two competitors chosen by lot, were required to undergo tests.

In all, 28 athletes from 21 countries, or more than 20 percent of the total number of competitors, were subjected to doping-control procedures.

Draw and Weigh-in

The draw preceding the preliminary rounds was held July 19 in the International Centre adjacent to the Olympic Village under the supervision of the IJF sports director. Also present were two NOC delegates, the contestants, and journalists. After the draw, contestants were given their competition numbers.

On July 22, the judo committee decided that all competitors would be weighed in the nude. From then on, only contestants with events scheduled for that day were allowed into the weigh-in room, accompanied by their coaches. Additional scales, however, were placed at the disposal of judokas at the training site and the velodrome warm-up area.

The Competition

Body and mind techniques working as one is a way of life for the Japanese, with the result that judo is regulated in exacting detail. Olympic terminology recognizes 57 throwing techniques, 13 types of "hold-down," nine strangulation holds, and seven elbow locks. During the 178 bouts fought at the velodrome, 51 of these were recorded on the scorecards. The ones most often used were:

- uchi-mata* or inner thigh throw: 36 attempts successful;
- o-uchi-gari* or major inner reaping throw: 34 attempts successful; and
- morote-seoi-nage* or over-the-shoulder throw using two hands: 29 attempts successful.

Despite the extraordinary refinement of judo techniques, 13 countries shared the 24 medals awarded at the Montréal Games, an indication of the growing international popularity of the sport.

Japan, with three gold medals, 1 silver, 1 bronze, and 22 victories in 25 bouts, was closely followed by the Soviet Union with 2 gold, 2 silver, 1 bronze, and 22 victories in 26 bouts. Cuba's Hector Rodriguez also took home a gold medal, a first for the American continent.

Conclusion

With 7,880 seats available in the velodrome, the judo competition attracted 68,015 spectators, or 82.4 percent of capacity.

Although a very large building, the velodrome did not, however, prove an ideal competition site for judo. While it is desirable that the combat zone be totally separated from public seating areas, spectators should be close enough to fully appreciate the techniques and tactics involved. Apart from this, Montréal scored an *ippon*.

A judoka is sometimes compelled to scrutinize the tatami.



20

One of the original sports of the Ancient Games, wrestling, naturally, was included in the modern revival of the Olympics some 2,500 years later in Athens in 1896. At that time, it was presented as one competition with no classes or weight limitations.

Over the years since, the rules of the sport evolved and assumed their present form in 1920. Two styles were officially recognized: Greco-Roman, where only holds above the belt are permitted, and freestyle, where holds are valid on any part of the body.

At the Montréal Games, each style included ten weight classes. Countries affiliated with the *Fédération internationale de lutte amateur* (FILA) were entitled to enter one competitor for each weight class and each style.

On May 17, 1976, the deadline for "entries by number" registrations had reached a total of 496. This, however, represented only 450 athletes since 46 were entered in both styles (see Table A).

On July 19, after the competitors were registered by name, the total fell to 394.

Finally, after the official weigh-in on July 20 for the wrestlers entered in Greco-Roman and on July 27 for those entered in freestyle, there were 330 wrestlers representing 41 countries.

Organization

On April 1, 1975, a coordinator, later named competition director, was hired and given the task of preparing and presenting the wrestling competitions. By July of the following year he had 68 people working full- or part-time. Those assigned to the secretariat were chosen from applicants dedicated to the promotion and organization of wrestling competitions in Québec. The technical personnel were members of wrestling clubs and former wrestlers.

The competition director divided his staff into seven work groups, each under a group leader. After an exhaustive study of the Munich Games and the International Competitions Montréal 1975 (CIM 75), practically anything which might upset the progress of the wrestling competitions at the

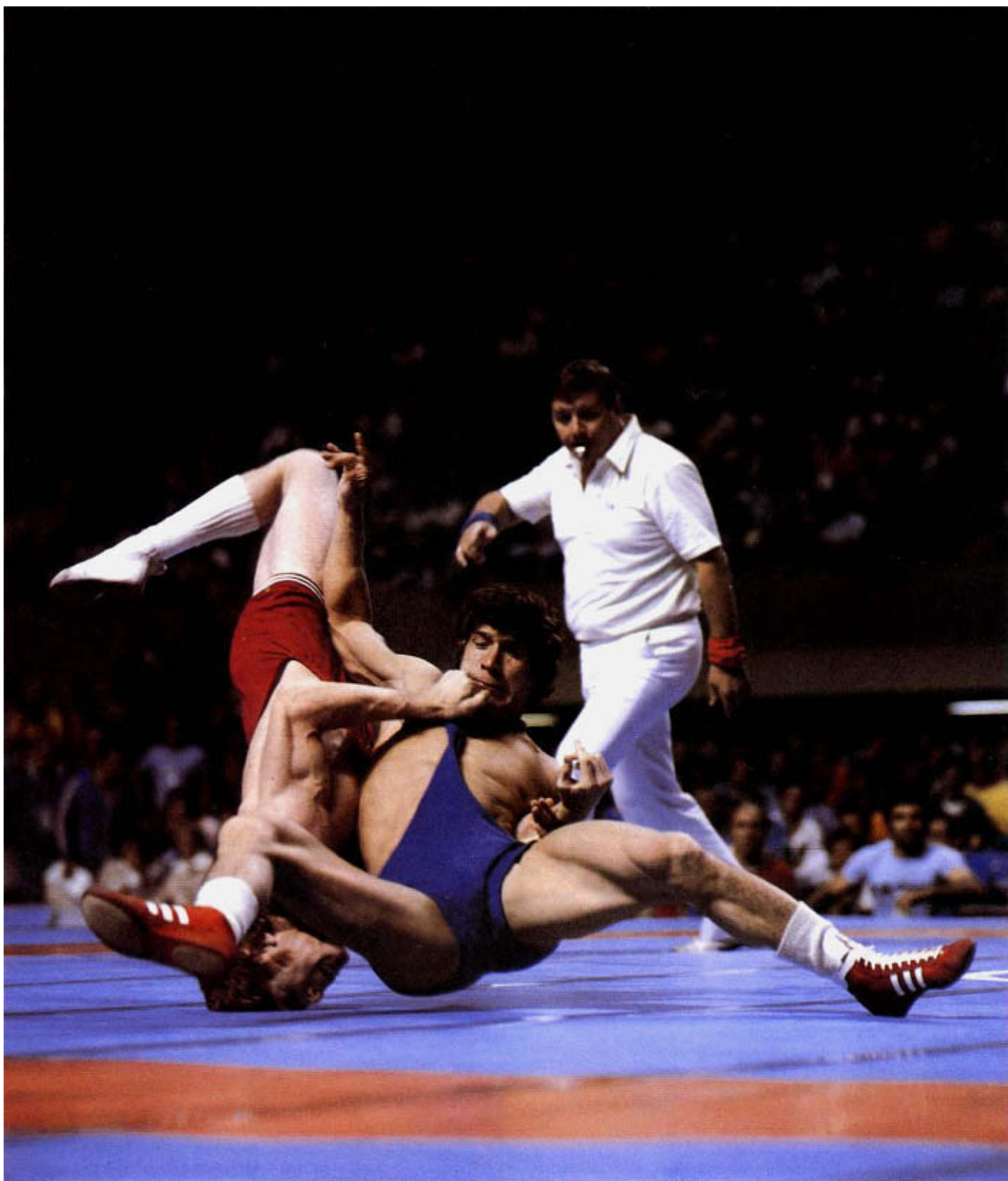
Games could be foreseen. Backup solutions were prepared, and special teams were trained to take over in areas of activity other than their own in case of unexpected problems. Versatility and flexibility were stressed in all preparations.

The Previews

The CIM 75 wrestling competition held in August, 1975, was of enormous importance for the organizers. Even though the events were not presented on the same sites as the 1976 Games, it was still possible to test all the systems and programs planned for the Olympics.

Aware of the enormity of the task facing his staff, the competition director welcomed COJO's decision to hold a dress rehearsal just before the Games. In particular, wrestling had two major unknowns to face. First, both the permanent staff, who had worked at the competition sites used during CIM 75, and the short-term employees, who had not yet taken part, needed an opportunity to adapt to conditions at the Pierre Charbonneau Centre (formerly the Maisonneuve Sports Centre). Secondly, there was a question whether the time allowed the organizers (approximately 16 hours) was sufficient to move the wrestling equipment from the Pierre Charbonneau Centre to the Maurice Richard Arena, where the events of the last two days of freestyle wrestling were to be held.

The dress rehearsal held on June 26 and 27 supplied positive answers to these two problems, for it provided an opportunity for assignments to be tested and technical improvements made.



Competition Sites

The Pierre Charbonneau Centre in the Olympic Park was renovated for the wrestling events. It had a seating capacity of 2,900 and was used for eight of the ten days of competition.

Built in the form of a square, the centre is admirably suited for this sport. Spectators seated in the stands have a nearly perfect view from all sides of the competition area, which was unique in its arrangement. The four 12 x 12-m competition mats used in both wrestling styles were arranged in a square rather than the more usual row. Such an arrangement gave the spectators a clear view of any bouts in progress.

The athletes were provided with a large warm-up room equipped with competition mats, thirty-one changing rooms, showers, and saunas. The warm-up room was also used for the official weigh-in. The organizing committee and FILA offices were ideally located close to the competition area, as were three closed-circuit television sets and a monitor to inform the athletes how the events on the program were progressing. First-aid and doping control stations were located nearby.

The final freestyle bouts were held at the nearby Maurice Richard Arena, which had a larger capacity of 6,500 seats. Since it was less well-equipped with warm-up rooms and athletes' conveniences, the facilities at the Pierre Charbonneau Centre remained at the disposal of wrestlers until the end of the tournament.

Training Sites

The athletes trained at the *École secondaire Père-Marquette*, 4.9 km from the Olympic Village. Training sessions were held from July 4 to 26, 1976, and nothing was spared to provide the wrestlers with first-class facilities. Ten 12 x 12-m mats were arranged in the school's quadruple gymnasium, and, in the neighboring Père Marquette Centre, eight mats were placed on a special wooden floor laid on a surface usually reserved for ice hockey.

In addition, the athletes had two large shower rooms and four locker rooms. Finally, there were scales, a sauna, massage tables, and first-aid and security services. An outdoor track

Table A
Registration and participation

Categories	Freestyle	Greco-Roman style	Registration	Participation
48 kg	18	15	33	33
52 kg	19	17	36	34
57 kg	21	17	38	38
62 kg	17	17	34	34
68 kg	24	21	45	43
74 kg	21	18	39	36
82 kg	18	17	35	33
90 kg	21	13	34	30
100 kg	15	13	28	25
100 kg +	15	12	27	24
Total	189	160	349*	330*
Number of countries	38	29		41

*These totals do not correspond because some competitors were entered in both styles.

was also available. The goal was to give them as much space as possible in a pleasant atmosphere with safe and functional facilities.

This complex proved popular. During its 23 days of operation, some 5,000 visits by athletes were recorded. The high quality of the services and the atmosphere were frequently mentioned by participants.

Medical Examinations and Weigh-ins

Medical examinations and weigh-ins took place in the Pierre Charbonneau Centre. Wrestlers who did not have medical certificates from their home countries were examined by doctors from FILA on July 19 for Greco-Roman wrestling and on July 26 for freestyle.

According to FILA rules, each wrestler had to undergo a second medical examination before the official weigh-in on the first day of each event. These were performed by COJO doctors on July 20 for Greco-Roman wrestlers and on July 27 for freestyle wrestlers.

Weigh-ins took place every competition day. Every wrestler still in contention had to be weighed and was not allowed to exceed the weight limit for his class. Except on the first day, when the initial weigh-in was held four hours before the first match, the weigh-in took place two hours before the bouts in the warm-up room of the Pierre Charbonneau Centre. This room could easily accommodate the more than 300 wrestlers assembled for the initial weigh-in. Each session was run by members of FILA, who were also responsible for assigning two judges to each of the ten electronic scales.

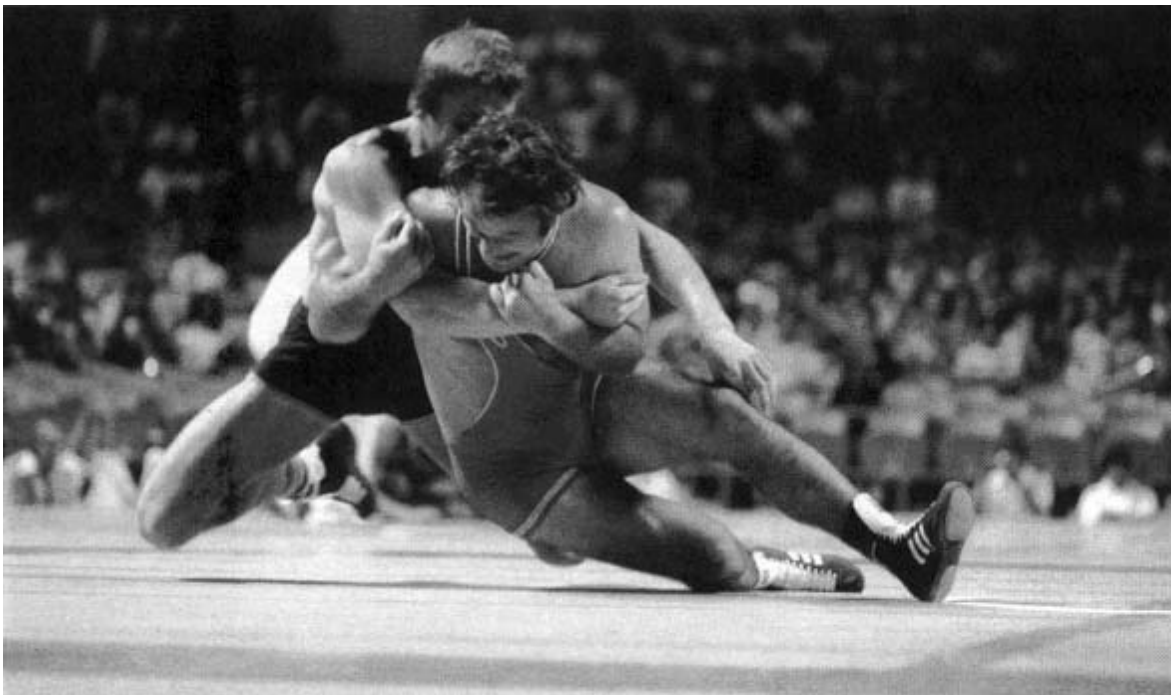
The athletes' draw for each style took place in the competition area immediately after the initial weigh-ins on July 20 and 27. Team officials watched as the draw was held using a magnetic board on which the names of the wrestlers were entered as drawn.

Doping Control

There were two kinds of doping control: the test for detection of anabolic steroids before the tournament began, and the test for detection of toxic stimulants made during the competition. At each wrestling session, five participants were tested under the direction of the FILA technical delegate.

All countries participating in the Montréal Games submitted to approximately the same number of tests and at least one wrestler in each weight

Speed . . .



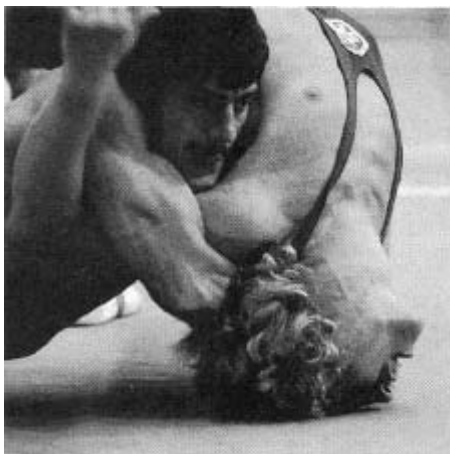
class was tested. No significant problems arose. A total of 93 wrestlers took doping tests: 49 in Greco-Roman and 44 in freestyle.

Conclusion

In the months preceding the Games, the organizing committee attempted to provide for everything, making necessary changes whenever a problem arose.

The attention to detail in planning and the devotion of the group leaders and their assistants during the long months of preparation before the Games were not wasted. The wrestling program at the Montréal Olympic Games was an overall success, marked by the dominance of the USSR, which won 12 of the 20 gold medals.

The 619 matches, judged by 66 officials, were presented under the best possible conditions, to the satisfaction of the 330 wrestlers and 52,770 spectators.



strength...

endurance...



agility...

21

"Short of a miracle, the Olympic swimming, diving, and water polo competitions cannot be held in Montréal during the 1976 Games!"

This was the substance of remarks made by the president of the *Fédération internationale de natation amateur* (FINA) in January, 1976, after a visit to the site of the swimming centre in the heart of Olympic Park.

One month later, President Henning reiterated his concern to the International Olympic Committee (IOC) meeting in Innsbruck. He even asked the IOC to insist upon backup solutions. Following assurances, however, by the directors of the Olympic Installations Board (an agency of the Québec government responsible for construction at the Olympic Park), and by COJO, the president of the IOC, Lord Killanin, repeated his expressions of confidence in the Montréal organizers.

The Canadian delegation returned from Innsbruck more determined than ever to keep the host city's promise. The pool would be finished on time, even if to accomplish this meant working miracles.

Three months later, at the end of May, 1976, COJO personnel responsible for organizing the swimming competition took possession of the premises and moved in.

At the end of June, 400 Canadian swimmers, half of them from Québec, came to the pools for a dress rehearsal. The complete Olympic program was presented, but over four days instead of the ten scheduled for the Games. In this way, the staff could face virtually every possible situation, learn to react quickly, and find solutions needed for any problems that might arise.

By August 1, 1976, the Olympic Pool, which a few months before had existed only on blueprints, had a whole series of "breakthroughs" to its credit: the 50-second barrier for the 100-m freestyle tumbled for the first time in history, and 76 Olympic records and 27 world records had crumbled.

The quality of the facility had considerable bearing upon the success achieved. The novel, wave-defeating

gutters in the pool, for example, typified the innovative spirit behind the entire, multidisciplinary installations in Olympic Park. The swimming centre itself offered 9,220 seats, 760 of which were reserved for athletes, team members, and officials.

Organization

To organize and hold the competition, an operational plan was drawn up almost three years before the Games.

In May, 1973, a competition coordinator was hired for swimming, diving, and water polo. Two years later he was appointed competition director and hired two assistants — one each assigned to swimming and water polo — who began work in March and May, 1975, respectively. A third, for diving, started in January, 1976.

People in charge of the secretariat, as well as technical and support staff were added during the months that followed. By Games time, there were 220 involved in the swimming program.

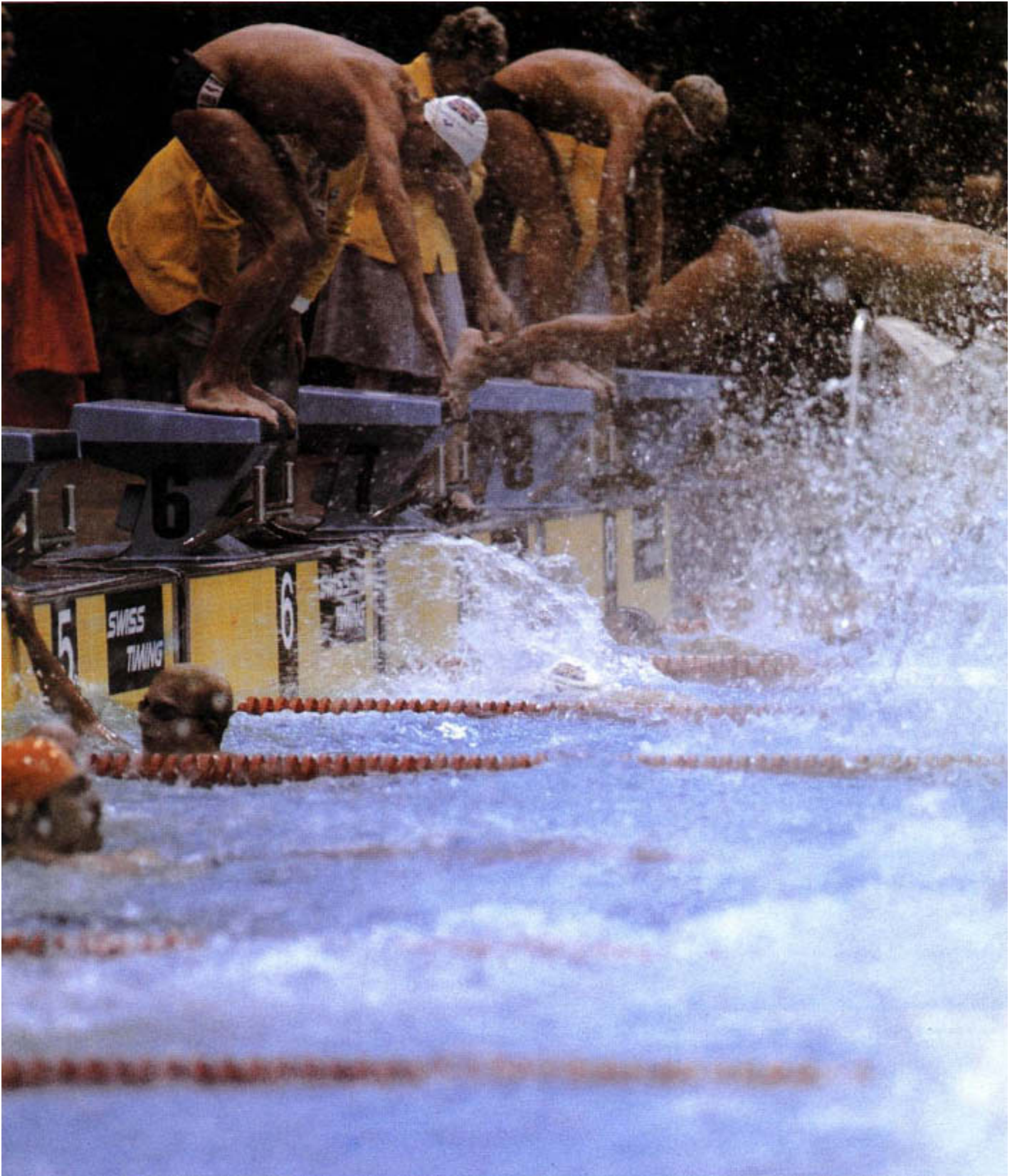
The training of staff was quite simple, inasmuch as most were already specialists in swimming, diving, or water polo, and had already completed assignments similar to those allotted them.

Training and Competition Sites

Swimming with its three disciplines, one of which is a team sport, assembles one of the largest contingents of athletes in the Games. The number of participants and the very nature of these disciplines make it necessary for organizers to provide several training sites and many facilities. Eight sites with nine swimming pools for swimming and water polo and three for diving were consequently made available.

Of these, four were hardly used. This situation had been foreseen at the outset, however, because it enabled organizers to meet all delegation requests while avoiding overloads at the principal training sites. The organizers also had to consider the pentathletes and set aside a training pool for them too. One was assigned to them on the route they used to reach their other practice sites, so that they would undergo a minimum of inconvenience going from one place to another.

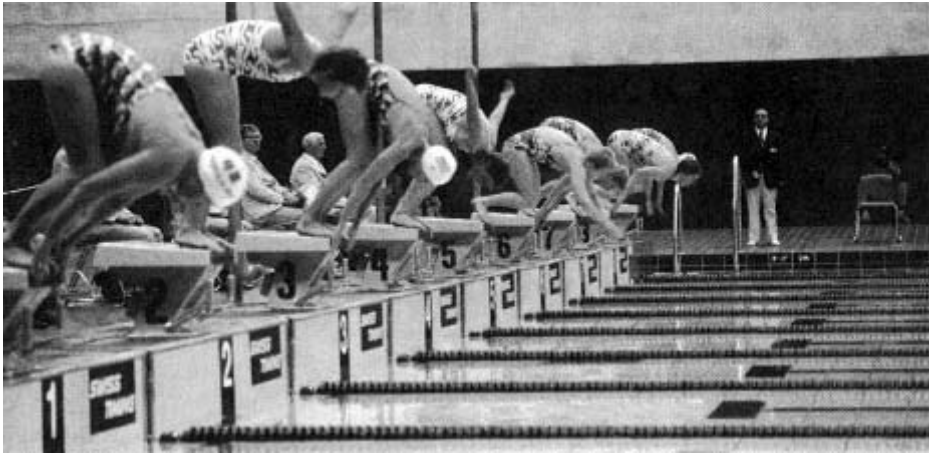
The main training sites were very active, however, with 9,105 individual visits recorded, more than two-thirds of them at pools in Olympic Park and the Claude Robillard Centre, where most of the water polo events took place.



A blur of splashing water signals the relay take-over.

A quick glance at the chronometer.

Lithe and concentrated, the diver is flying.



It's all a matter of angle.

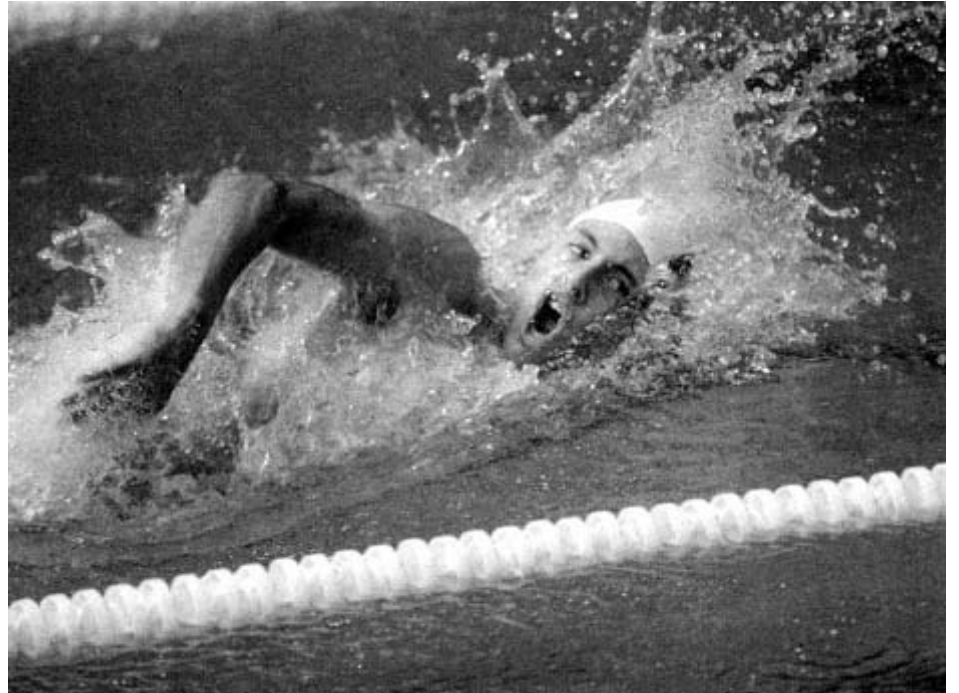


Table A
Registration and participation

	Entries by number	Entries by names	Participation	Number of countries
Swimming	777	496	475	52
Diving	—	84	80	22
Water polo	132	132	132	12
Total	909	712	687	86

Participation

For three years, the organizers had as basic data in respect of the possible number of participants only the figures from the 1972 Games in Munich.

And it was only on May 11, 1976 (the deadline for registration by number), that the actual situation began to become clear. Eleven days before the opening of the Games, the registration by name allowed start lists to be drawn up as well as the number of heats for each event. Some changes were necessary, however, when competition actually got under way (see Table A).

As with other sports, a significant difference was found between entries by number and entries by name. The first indicated 909 participants — 777 of them in swimming — while the second listed only 712 entries, 496 of them for swimming. One reason for this was that the forms used in the initial registration did not show if the participants were swimmers or divers.

In water polo, no such problem existed at the time because only twelve teams of eleven players each may participate in the Games. The selection of the twelve water polo teams was not complicated, because the first six from the world championships in 1975 — the USSR, Hungary, Italy, Cuba, Romania, and the Federal Republic of Germany — formed half the group by themselves. Added were Canada, as site of the host city, and four teams representing as many continents: Mexico (America), Australia (Oceania), Iran (Asia), and Yugoslavia (Europe). Since Africa had no representative, the Neth-

erlands, seventh in the 1975 world championships, was asked to take part.

Although the swimming program includes an identical number of events for men and women, a marked difference in participation was noted: 206 women compared to 269 men. In diving, 39 women and 41 men took part in the events.

The water polo tournament was restricted to men (see Table B).

In addition to the athletes, 168 technical officials (42 of them Canadian) participated in the Games. Of these, 19 represented FINA as directors, technical delegates, or members of the jury of appeal. There were 54 officials for swimming events, 36 for diving, and 42 for water polo matches. The medical commission consisted of 16 members and one interpreter.

Table B
Athlete participation

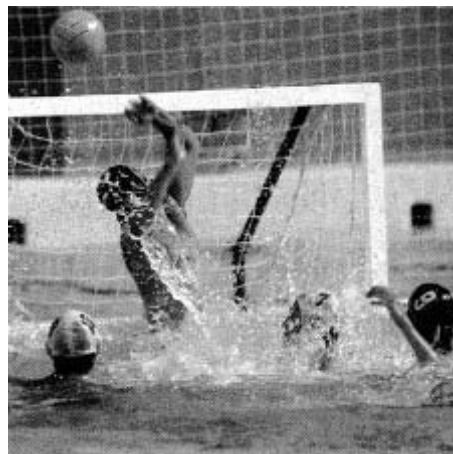
	Women	Men
Swimming	206	269
Diving	39	41
Water polo	—	132
Total	245	442

The Competitions

All the efforts expended during three long years culminated in 172 swimming events, 8 sessions of diving, and 48 water polo matches, spread over a 10-day period.

Everything had been done to see that the daily program was followed to the letter. A massive distribution of information, the discipline shown by the athletes, the officials, and the staff all contributed to swimming's excellent image at the Montréal Games.

The swimmers proved, as they do every four years, that the word "impossible" does not belong in the language of their sport. Merely to mention the names of the chief record-breakers such as Kornelia Ender and John Naber, or that of diver Klaus Dibiasi, who won his fourth medal in as many Games with a perfect 10, or the Hungarian water polo team which renewed a long tradition of victories, serves to recall what attracted 234,326 people to the Olympic Pool in the summer of 1976.



In a spray of water, the goaler deflects the ball.

22

The variety of the competition in modern pentathlon, which requires many skills and unquestioned endurance, makes it one of the greatest of Olympic challenges.

Modern pentathlon includes five events in five different sports: riding, fencing, shooting, swimming, and cross-country running. Originally a military exercise, these skills were considered necessary for a courier in Napoleonic days who had to be able to ride a strange horse, use a sword and firearm, and swim and run with maximum versatility and ability.

Modern pentathlon became an Olympic sport in 1912 at the Stockholm Games, and it was dominated at that time by Sweden. Until the London Games in 1948, modern pentathlon was only an individual event. Then pressure was exerted by a number of national sports federations for teams to be honored in the same way as the individual athletes by combining their points to arrive at national team standings. This formula was inaugurated for the Helsinki Games in 1952.

During the Montréal Olympics, modern pentathlon did full justice to its continuing reputation for excellence.

The 15,559 points which gave the victory to the British team now occupy second place in the Olympic record books, a respectful distance behind the record of 15,968 set by the USSR in Munich.

Organization

Of all the Olympic sports somewhat unfamiliar to North American audiences, modern pentathlon was more surrounded by a veil of mystery than any other.

Thanks to the complete cooperation of the provincial and national sports federations, however, and the limitless devotion of everyone involved, real problems were kept to a minimum, once the organization had been set up.

There were two factors contributing to this success:

The first was the organization and presentation of the world junior championships as part of the International Competitions Montréal 1975 (CIM 75).

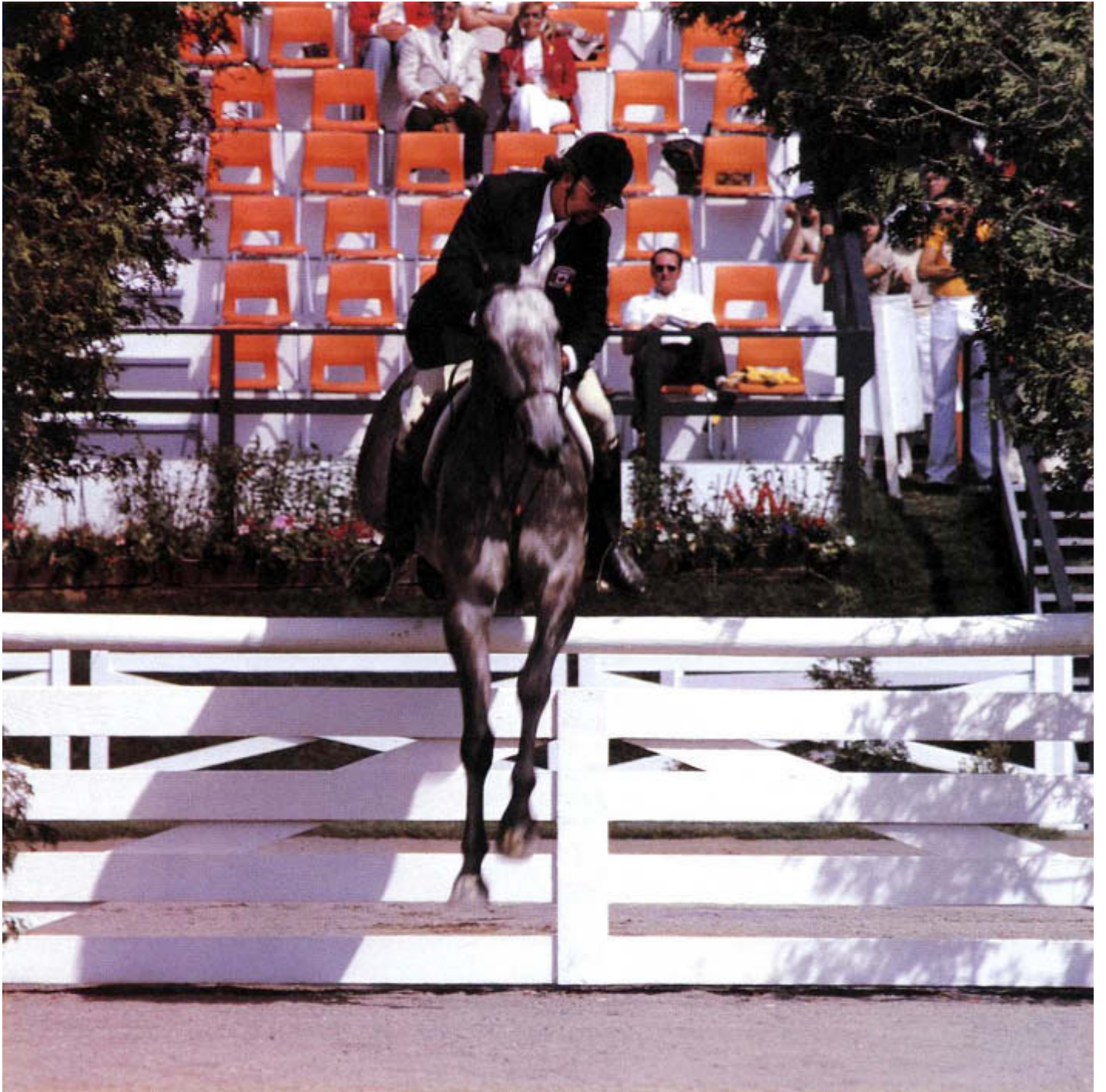
They gave the general public a taste of things to come, and helped smooth over the bumps, give everyone vital experience, and, equally important, convince the international sports federation that there were qualified people available who could be used during the Games.

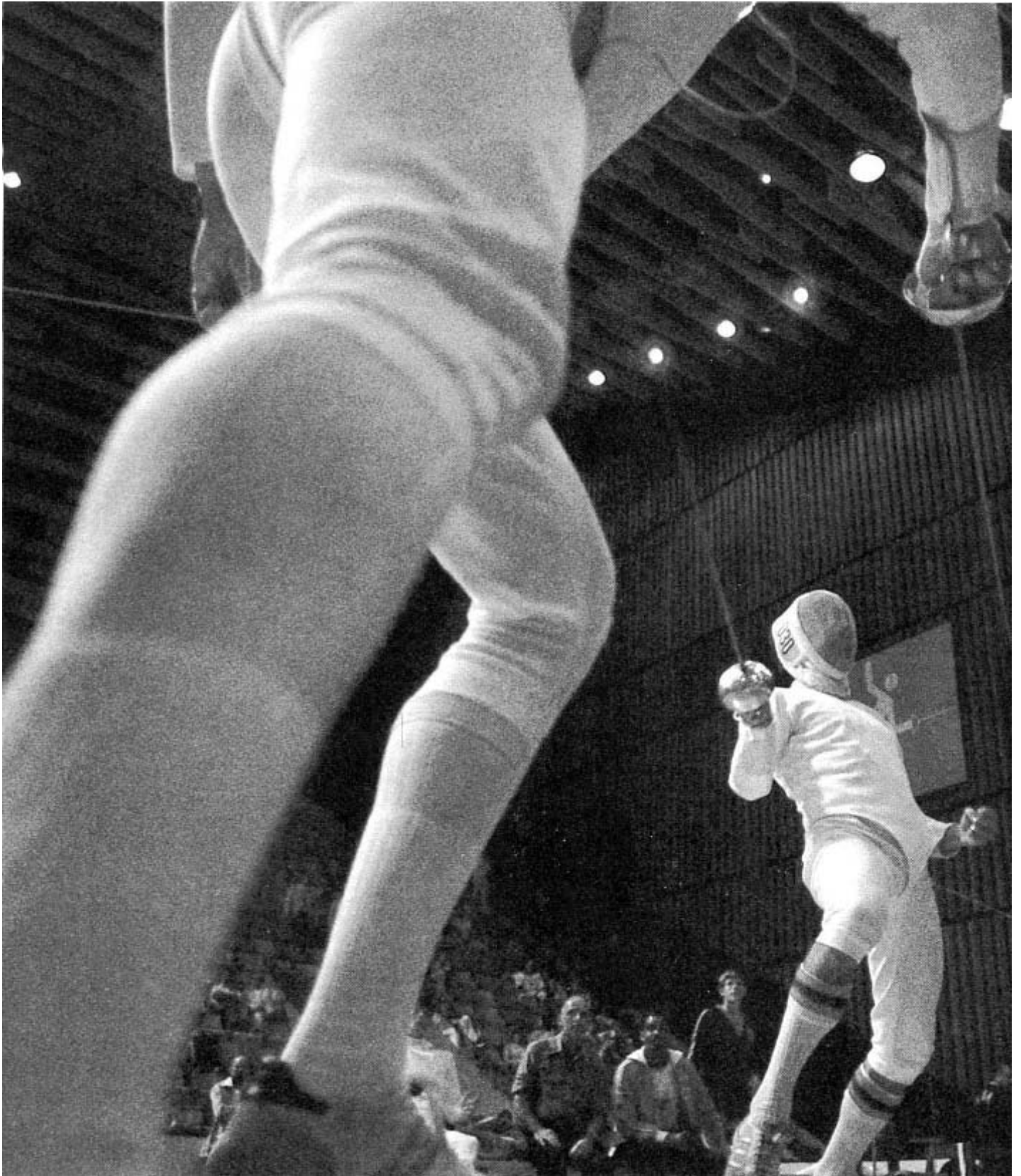
The second was the decision to keep modern pentathlon independent from the other operations units (UNOPs) by creating a special one for this sport.

It consisted of specialists in such areas as construction, technology, site management, results, security, and medicine, who were available to deal directly with the regular UNOPs at the various sites used by the pentathletes. This resulted in closer liaison and contributed largely to the success of the five events.

But despite the foregoing, and as often occurs in an event which comprises several sports, a theoretically simple formula can be complicated to execute. The competition directors for the five sports had to organize their events with the assistance of their own staff but under the direction of modern pentathlon personnel, in keeping with the programs and rules of this sport.

It must be admitted that obtaining the complete cooperation of five "outside" sports directors imposes a heavy burden, because they are, naturally, primarily concerned with their own sphere of operations. As the date of the competition approached, however, harmony was achieved, and the program which had been written with great care could be followed. Because of the distance which separated some competition and training sites, it was essential for these plans to be followed to the letter.





The organizational structure adopted, with a competition director, two assistants, and five sports managers, proved to be completely effective. The staff of 124 included 36 groomers, but excluded those lent by swimming, fencing, shooting, equestrian sports, and athletics. In addition, 2 technical delegates from the *Union internationale de pentathlon moderne et de biathlon* (UIPMB) and 16 international technical officials formed the jury of appeal.

Competition Sites

One of the chief obstacles to the organization of the different events in modern pentathlon generally arises from the distance between competition sites. In Montréal, three of these posed no problem, since the swimming event took place in the Olympic Pool, the cross-country race began and ended in the Olympic Stadium, and fencing was presented in the University of Montréal. Outside Montréal, riding and shooting were staged at Bromont and L'Acadie respectively.

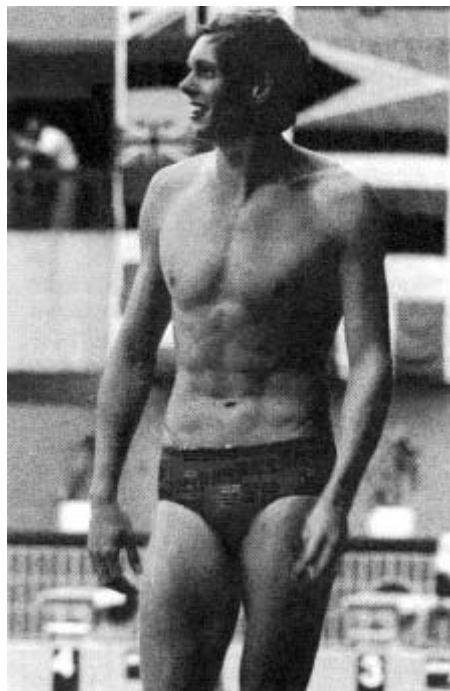
Training

The pentathlete must undergo intensive year-round training, but especially when preparing for a major competition. Thus, after analyzing the needs of the athletes and the estimated periods of use, the choice of training areas was made.

Training requires considerable cooperation for the following tasks:

- choosing a training site for each of the five sports;
- being sure that the athletes have enough time and facilities available;
- making sure that the schedules allow the athletes to train in three sports every day, in addition to running; and
- providing transport to allow the athletes to arrive at the various training sites on time.

Training in swimming and fencing took place every day, riding and shooting every other day. Athletes could



Behind his mask, the fencer watches his opponent.



Pistol shooting, one of the five sports in which modern pentathletes must compete.



make what arrangements they wished for running. Riding was assigned to St. Lazare, shooting to L'Acadie, and swimming to the Olympic Pool, as well as the pools of the University of Montréal, the Pointe Claire Recreation Centre and the *Collège du Vieux-Montréal*.

In general, everything went as scheduled. The only problem was transportation, inevitable in view of the large numbers of people that had to be taken to such a variety of training sites. On the other hand, it should be noted that some of the problems were caused by the teams themselves, who changed their minds or their schedules without notice, while buses waited for them.

Equestrian Events

Equestrian activity began well before the opening day of competition, with the arrival of forty horses at Bromont. Once all tests under the aegis of the UIPMB had been made, thirty were selected for competition.

The stabling of the horses went according to plan and caused no difficulties. A large tent, containing forty-eight box stalls, had been erected near the warm-up area.

The obstacle course was judged to offer a degree of difficulty appropriate to an Olympic competition.

Fencing

The fencing competition was organized and completed with a precision noteworthy in the history of modern pentathlon.

As in the other events, pentathlon fencing officials had to work together with the regular fencing personnel and follow their instructions.

The University of Montréal Winter Stadium was ideal for fencing, with eleven *pistes* and a twelfth available if needed. It also had four backup *pistes* installed nearby, even though interruption of the competitions for technical reasons was highly unlikely.

Two training rooms, which were spacious and had all the necessary personnel, were made available to the pentathletes and fencers.



The sun is scorching, the shade inviting, but the runner mustn't stop.

After the excitement of the race, the wait for the results.



Shooting

From an organizational point of view, the shooting events were perfect. Many informed and experienced officials gave unstintingly of their time. The event at the 25-metre range took place with remarkable precision and sportsmanship.

Swimming

Thanks to the assistance and cooperation of the director of the swimming competition and his assistants, the pentathlon swimming event took place without the least difficulty.

Contacts with the swimming officials who would be working with the pentathletes were established, and meetings were held to explain to them the differences between the modern pentathlon swimming event and those in regular competition.

Of course, it was necessary to devote particular attention to the results system, since requirements were entirely different from those of the regular swimming events. That is why a dress rehearsal of the emergency manual results processing procedures was held before the competition, since a backup system was needed in case of difficulties during the events.

Cross-country Race

The modern pentathlon cross-country race took place in Olympic Park, located near the Olympic Stadium, where the natural topography lent itself to an event of this type. In view of its proximity to the stadium, the race began and ended there.

The application of the rules requiring that the course measure 4,000 metres, with a total difference in level of not less than 60 metres posed no problem. Though the park is generally flat, the most was made of two small ravines which had a total difference in level of 23 metres. It was sufficient, therefore, to design a route which included four crossings of these gullies.

Results Scoreboard

A new and innovative results device whose effect was remarkable and which enjoyed much popularity was used at the Montréal Games. It consisted of a mobile scoreboard which accompanied the athletes throughout the five hard days of competition. Although used only experimentally it gave excellent results. It was ten metres long and was transported from site to site on a twelve-metre trailer.

Conclusion

The modern pentathlon events included 47 athletes representing 17 countries, with 14 countries in contention as team competitors. Elimination procedures during the competition reduced these numbers to 46 and 13 respectively. Except for this incident, the events satisfied both competitors and spectators in every respect. They brought to many North Americans a more complete and profound view of this sport.

23

Most of the equestrian events in the Games of the XXI Olympiad took place at the Olympic Equestrian Centre in Bromont, 71 km east of Montréal. Following Olympic tradition, only Grand Prix team jumping was staged in the Olympic Stadium immediately before the closing ceremony.

The grandstand at Bromont had seating for 15,000 spectators while another 10,000 could watch from the slopes of nearby hills. There was room for still another 80,000 along the cross-country course.

Several of the buildings comprising the centre were conceived with a view to their use after the Games, such as Olympic House and the competitors' residences. The building housing the athletes social centre and restaurant would be transformed into a covered stadium with an indoor ice rink after the Games. The athletes' village was expected to become a town-house development, while Olympic House would be turned into Bromont's social centre.

COJO also used existing buildings, such as the local school, and set up several large tents where it installed administrative services, a press subcentre, a VIP lounge, cafeterias, etc. All these facilities, as well as the temporary but fully functional stables and twelve training courses, contributed without question to the success of the competition.

Organization

The equestrian sports coordinator, who later became the competition director, was appointed January 13, 1975. He then recruited three assistant directors, two course designers plus one assistant, and three secretaries who comprised the full-time staff that handled the organization of the competition. As the Games neared, they were joined by 198 part-time workers, many of them volunteers.

The equestrian events were staged by a technical staff of 224 of which 187 were Canadians. Others on duty during the cross-country phase of the Three-Day Event included 20 mounted marshalls and 75 Canadian Forces personnel.

Many of the staff had received earlier training, especially during the International Competitions Montréal 1975 (CIM 75).

The 26 officials representing the *Fédération équestre internationale* (FEI) included the president, the secretary-general, 4 technical delegates, 1 commission veterinarian, 3 judges for the Three-Day Event, 3 for Grand Prix jumping, and 5 for dressage, 5 members of the jury of appeal, and a 3-member veterinary inspection committee.

Training Sites

The competitors were provided with practice facilities appropriate to the events in which they were entered:

□ Dressage: five 20 x 60-m training rings.

□ Three-Day Event: a 1,870-m galloping track on sand; a 3,500-m trail of roads and trails; 40 cross-country obstacles over varied terrain; four 20 x 60-m dressage rings; and three jumping rings equipped with 7 obstacles, including a water jump.

□ Jumping: four 50 x 100-m sand rings equipped with 8 to 10 obstacles, including a water jump. Two of the rings were also equipped with a Liverpool and two were all grass.

In addition, an indoor training ring was available for dressage practice on fine days, but could be used by *any* competitor during inclement weather.

Temporary tent stables were also available to competitors in the modern pentathlon riding event.

While training facilities are generally limited in equestrian sports events, those created for the Montréal Games were more than adequate and could be used to the fullest without the slightest difficulty.

Doping and Veterinarian Controls

All horses entering Canada had to submit to examination as required by the Health of Animals Branch of the Canadian Ministry of Agriculture.

During the competition, doping control was applied to the riders as well as the horses. Among the riders, none returned a positive result; among the horses, only one analysis proved positive as the result of treatment for an illness.

Transportation

Each participating delegation was responsible for the transportation of its horses, although COJO, through its customs broker, offered the services of a firm of specialists. COJO's direct responsibility in this regard was limited to the horses transported from Bromont to Montréal for Grand Prix jumping in the Olympic Stadium. COJO supplied three double horse trailers that served as ambulances, each equipped with a winch, platform, and tractor.





Position is everything.

Results System

Scores were fed into the computer and printouts were ready for verification within minutes of the end of each event. The main scoreboard in the stadium was operated manually, and, with crews trained during CIM 75 and further rehearsed before the Games, it proved more than satisfactory. The use of lightweight letters and numbers speeded the posting of results and improved the scoring picture visually. One master board and three summary boards were used along the cross-country course. The use of television cameras at each obstacle facilitated the task of the jury of appeal.

Participation

Equestrian sports events attracted 169 competitors (including 41 women) from 23 countries (see Table A).

The Competition

Like some other Olympic sports, riding includes a number of events which take place almost throughout the Games.

After the riding program in modern pentathlon which was held July 18, equestrian sports proper opened July 22, with the Three-Day Event. Individual Grand Prix jumping began July 27, followed by individual and team dressage July 28 to 30, and team Grand Prix jumping August 1, immediately preceding the closing ceremony.

Three-Day Event

The Three-Day Event is in three parts: dressage, on a 60 x 20-m ring; endurance competition in four phases: phase A, road and trails (6,000 metres); phase B, steeplechase (3,450 metres); phase C, road and trails (10,320 metres); and phase D, cross-country (7,695 metres); and stadium jumping with obstacles up to 1.20 metres high.

The results of the Three-Day Event led to both individual and team classifications, with United States riders winning both categories for the first time in the history of the Games. In the individual classification, Edmund Coffin, on *Bally Cor*, and John Plumb on *Better & Better*, took the gold and silver respectively, while Karl Schultz, of the Federal Republic of Germany, on *Madrigal*, won the bronze. The USA riders winning the team gold were Coffin, Plumb, Bruce Davidson, and Mary Tauskey, and they finished ahead of the Federal Republic of Germany and Australia.

Dressage

The demanding sport of Grand Prix dressage, with both horse and rider forced to maintain rigid discipline and control, also offered medals for team and individual competition.

The team gold medal went to the Federal Republic of Germany with Harry Boldt riding *Woycek*, Reiner Klimke on *Mehmed*, and Gabriela Grillo on *Ultimo*. The silver went to the Swiss

Table A
Participation

Event	Competitors	Countries
Grand Prix dressage Individual competition	12	7
Grand Prix dressage Team competition	27	11
Three-Day Event Individual competition	49	13
Three-Day Event Team competition	43	11
Grand Prix jumping Individual competition	47	18
Grand Prix jumping Team competition	54	14





team and the bronze to the USA. In individual dressage, Switzerland's Christine Stueckelberger won the gold, while Boldt and Klimke took the silver and bronze respectively.

Jumping

The best known to the public of the equestrian events, the outline of the course has special importance (see Table B).

Alwin Schockemoehle of the Federal Republic of Germany, on *Warwick Rex*, won the individual gold medal, and his team won the silver medal in the team competition. The individual silver medalist was Canadian Michel Vaillancourt on *Branch County*, while the bronze went to François Mathy of Belgium.

Grand Prix team jumping took place in the Olympic Stadium after heavy rain had transformed the field into a quagmire. The field crews, however, succeeded in restoring it so that when the riders made their walking check before the competition they found the course satisfactory in all respects.

The gold medal went to the French team of Hubert Parot on *Rivage*, Marcel Rozier on *Bayard de Maupas*, Michel Roche on *Un Espoir*, and Marc Roguet on *Belle de Mars*. The silver was won by the Federal Republic of Germany and the bronze by Belgium.

Conclusion

The success of the equestrian sports competition would be hard to imagine without the enthusiastic support of the spectators. The eight events at Bromont drew 133,681, while 60,899 attended the team jumping



Table B
Grand Prix jumping:
course characteristics

	Round	Obstacles	Length	Time allowed	Time limit
Individual competition: Olympic Equestrian Centre, Bromont	1st	18	950 m	142 sec.	284 sec.
	2nd	13	660 m	99 sec.	198 sec.
	Jump off	9	470 m	70 sec.	140 sec.
Team competition: Olympic Stadium	—	17	840 m	126 sec.	252 sec.

preliminaries in the Olympic Stadium for a total of 194,580. And this is not counting the 15,961 who watched the modern pentathlon riding event and the 74,223 who filled the Olympic Stadium for the Grand Prix team jumping just before the closing ceremony.

It may, however, be left to an independent observer to sum up the factors that made equestrian sports at the Games of the XXI Olympiad the success they were. One of the most respected equestrian publications, the *Chronicle of the Horse*, had this to say:

"The physical facilities for the Equestrian Olympics were outstanding at Bromont and were only marred by soft going in the Montréal Olympic Stadium. The judging and other officiating were tops, virtually without criticism. Although they had a lot of walking to get to the Bromont jumping and dressage arenas, there were excellent facilities for spectators, and crowds were very well handled, particularly during the three-day speed and endurance test, while the official scoreboards, on this and other days, were models of their kind. Security was very tight, but perfectly fair. Except for physical facilities, the services provided for the press media were below standard — the people selected to do the job, although making every effort to be helpful, had not been briefed in advance as to what was required. With this exception, however, the 1976 Equestrian Olympics take their place among the best."



The man and the animal perform as one.



Last-minute advice before the competition.

24

Anyone trying to recall the most exciting moment of the shooting competition at the Montréal Games would have an incredible selection from which to choose: a new Olympic and world record in the free-pistol event; an almost perfect score in small-bore rifle shooting; an Olympic record in rapid-fire pistol; an Olympic and world record in the running game target; or the first Olympic medal won by a woman!

While the choice would be difficult, the many available options serve to underscore the talent and ability of the competitors, as well as the meticulous care and preparation that went into the organization.

Personnel and Officials

In January, 1975, COJO hired a coordinator and two secretaries for the shooting section of the Sports Directorate. The coordinator was later appointed competition director, and, in February, a technical manager, an administrative manager, and an assistant joined this nucleus.

The integration of 228 Canadian technical officials went smoothly, thanks to the dress rehearsal held from June 26 through 29, 1976. This allowed some program problems to be ironed out before the start of competition on July 18. All events were held under the supervision of thirty-one international judges and a nine-man jury of appeal.

Competition and Training Sites

The shooting competition of the Montréal Games was held from July 18 to 24 at the Olympic Shooting Range in L'Acadie, a pastoral area southeast of Montréal, 46 km from the Olympic Village.

All of the necessary facilities were available for training as well as for the competition itself, including the modern pentathlon shooting event. Facilities included a clay-pigeon range with three skeet and three Olympic trench areas; a running-game target area; a rapid-fire range; and an 85-target, 50-m range for pistol and rifle fire.

The main grandstands, located behind the clay pigeon range, provided seating for 1,400 spectators. Dressing rooms, showers, first-aid stations, and medical control facilities were located close to the competition site, as were offices of the International Shooting Union (UIT), the Canadian Shooting Federation, and COJO. There were also trailers in which the athletes could rest between rounds, as well as others for the storage and control of weapons, for dry shooting, and for the preparation of meals.

Entries

When the deadline for entries by number closed on May 17, 1976, 69 national Olympic committees (NOCs) indicated that 528 athletes would take part in the competition.

Entries by name, however, cut this number by 24 percent, to 398 by July 7. When competition time came around on July 18, there were 60 countries represented by 346 athletes, with 53 of the latter taking part in two rifle events.

Doping Control

Daily tests were taken to determine if any of the competitors had taken substances banned by the International Olympic Committee (IOC). For events lasting one day only, six athletes were required to take the tests; for two-day events, four shooters were tested the first day and four the second.

The UIT disqualified one competitor when analysis showed traces of amphetamines.

Appeals

During the seven days of competition, thirteen athletes made appeals to the jury. For the most part, these consisted of the verification of results or the examination of targets.



All is silent, only the target
remains . . .

The Competition

Uwe Potteck, of the German Democratic Republic, was the big surprise in the free-pistol event. His 573 points not only won him the gold medal but also established world and Olympic records, quite a feat for a 21-year-old who only took up competition shooting two years before the Montréal Games!

In the small-bore rifle, prone position, Karlheinz Smieszek, of the Federal Republic of Germany, became the third marksman in the world to chalk up a near perfect score of 599 points. By so doing, he equalled both the Olympic and world records.

Margaret Murdock, of the United States, competing in the three-position, small-bore rifle event, became the first woman to win a medal in Olympic shooting. Her total of 1,162 points matched that of her fellow countryman, Lanny Bassham, but the judges, basing their decision on the final round, awarded the gold medal to Bassham and the silver to her.

In the rapid-fire pistol event, Norbert Klaar, of the German Democratic Republic, managed a perfect 300 score on the second day, giving him an overall total of 597 points and an Olympic record.

Joseph Panacek, of Czechoslovakia, and Eric Swinkels, of the Netherlands, ended their eight rounds of skeet shooting with equal scores of 198 points. A shoot-off gave the gold medal to Panacek.

The Soviet Union's Alexandr Gazov scored a stunning 579 points in the running-game target shooting to eclipse both Olympic and world re-



One must always be bright-eyed.

The slightest slip and it's off the mark.



cards. The latter remain the official marks, however, because a new type of target — the running boar — was used at the Montréal Games.

And, finally, in trap shooting, Donald Haldeman of the United States took the gold medal with a score of 190 points. Canada's Susan Natrass, the first woman to ever compete in this particular Olympic shooting event, started off with flying colors but finally ended up down the list.

Conclusion

The installations for the shooting competition of the Montréal Games proved technically flawless.

As with any international event of this calibre, organizers faced a number of problems including adverse weather conditions, late delivery of equipment, a public transportation strike, and complications arising from the use of the same site for both training and competition.

But these did not affect the quality of the presentation to any degree, a fact corroborated by the number of Olympic and world records that tumbled.

The matériel supplied consisted of 131 different items for a total of 30,119 pieces of equipment. And all met exacting UIT standards to the letter.

As for the staging of the competition itself, everyone involved voiced satisfaction and approval, with international officials and national delegations commenting favorably on the warmth of the atmosphere that prevailed.



Sophisticated as a tool can be, man must still master it.



Gun on the shoulder, disappointment on the face.



25

Archery is part of Canada's ancestral tradition. For the Amerindians, the bow was a weapon for both hunting and war, and tribes travelled with great ceremony several times each year to participate in archery contests. Because of its beauty and grace of gesture — the harmonious line which extends the body of the archer — it was almost a ritual, to be celebrated in the silence of the great outdoors.

Formed in 1927 and affiliated with the International Archery Federation (FITA) since 1955, the Canadian Archery Association has preserved an interesting document as heir to this tradition. It is a score sheet with the names of seven archers who took part in a competition organized in 1864 by the Yorkville (now Toronto) Archery Club.

Much ignored, archery appeared as an Olympic sport only five times in the first twenty Olympiads. These were in Paris, 1900, St. Louis, 1904, London, 1908, Antwerp, 1920, and Munich, 1972.

Beginning in 1936, FITA tried in vain to obtain full Olympic recognition. Finally, in Rome in 1960, the International Olympic Committee (IOC) conferred optional status on it, and, in Mexico, in 1968, it appeared on the program as a demonstration sport. But it was in Munich that archery regained its status as an Olympic event. Montréal maintained this impetus and archery competition took place at Joliette from July 27 to 30, 1976.

Competition Site

Joliette, a small town nestled in the green countryside 63 km northeast of Montréal, has had an archery club since 1961. Its range, located in a natural setting of streams, fields, and forests, fits into the landscape without harming its beauty, but it did not initially meet Olympic standards. In July, 1974, after several earlier visits by FITA officials, the location was officially chosen by COJO for use during the Montréal Games. It was then some-

what of a swamp and it required daring to build where there was nothing but mud. But COJO showed that audacity, and the range was ready in 1975. Located across the road from the existing installations, it complemented them, making the Joliette Club worthy of the world's best archers.

At the International Competitions Montréal 1975 (CIM 75), FITA was quite satisfied with the new range. But the winter of 1975-76 was a hard one, with one storm after another. And the spring thaw so damaged the new range that it began to sink, thereby requiring much land fill. But the organizing committee took over, and, ten days before the Games, the range was back in shape and the equipment ready. Technical delegates from FITA had time for a complete final inspection, and everything was found to be completely satisfactory.

Training Sites

Two training ranges were available to the archers. The first was the original range of the Joliette Archery Club, and the second was located in Pierre Bédard Park in Montréal, about 2.5 km from the Olympic Village. The latter was ready to receive archers two weeks before the Games, but, in Joliette, bad weather delayed training at the new and expanded Olympic facility. Still, from July 10 to 26, the archers could use the range morning, afternoon, and evening.



To get there, one must know
which strings to pull.



Organization

Technical organization began in May, 1975, with the appointment of an archery coordinator, who was later named competition director. For eight months, assisted only by a secretary, he undertook the major portion of the preparatory planning, including the tournament program. In January, 1976, six months before the Games, he was given an assistant. Most of the temporary staff was hired between June 1 and July 1, and, three weeks before the competition, 104 employees were on duty of which 100 were volunteers.

These were recruited from among Canadian archers, most of whom were from Québec and devoted to their favorite sport. Since they possessed a thorough knowledge of archery, their training was short, only four or five days being needed. Most were housed in a nearby college, while some preferred a campground a short distance away. Permanent employees stayed in a hotel in Joliette. Under good leadership, the staff formed a close-knit team whose goal was the excellence of the competition.

Officials

There were thirteen FITA officials on hand as members of the jury of appeal and of the technical commission. They were assisted in supervising the competition by eight international technical officials and ten Canadian support officials.

Participation

On July 10, 1976, the last day of registration, entries included 28 women and 39 men competitors, for a total of 67 representing nineteen countries. As this number was lower than expected, the number of lanes was reduced from nine to five for the women and from eleven to seven for the men.

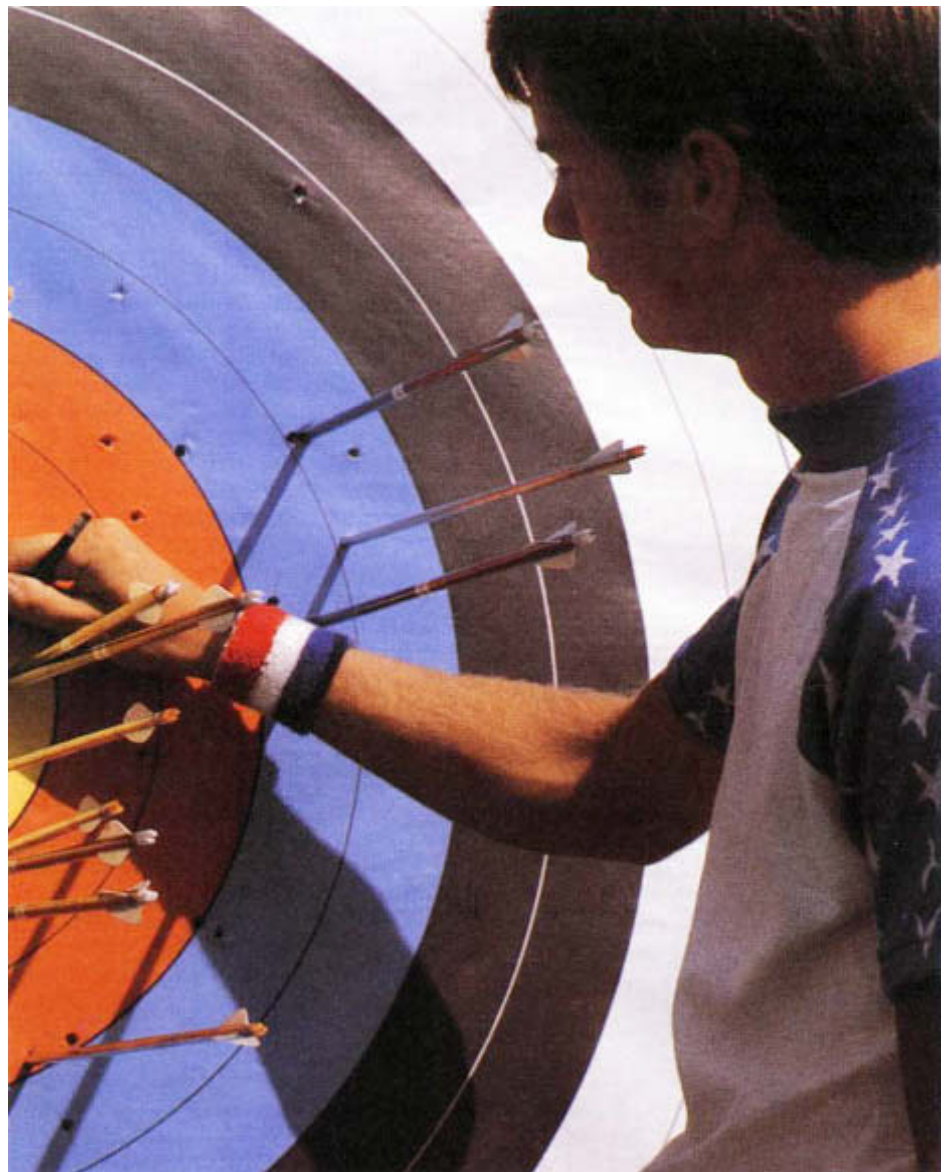
Services

Despite the distance of Joliette from the Montréal Olympic Village where the athletes were staying, food services worked perfectly. Every day a refrigerator truck brought meals that had been prepared in the Village. The archers dined in a large tent set up near the range, where they could also rest between training sessions or competition. A bus service provided daily transportation between Joliette and Montréal.

Conclusion

On July 27, the tournament opened in the atmosphere of an old-fashioned, simple, gay, country festival. And, throughout the four days of competition, the 12,911 spectators found that atmosphere maintained, as they watched the dominance of the American archers and their gold medalists: Luann Ryon for the women and Darrell Pace for the men.

Two Olympic records were set at Joliette, despite the archers having had difficult shooting conditions on the windy days, but they nevertheless benefited from a facility that had been extremely well organized.



26

The volleyball tournament in Montréal was a revelation for the Canadian public. What had been for most an occasional pastime with flexible rules, became almost a passion during the Games. As the tournament went on, the number of spectators increased, culminating in an attendance of 15,602 at the crowning of the women's team from Japan and the men's team from Poland. That day, the sound level inside the Forum was akin to that occasioned by the great international ice-hockey matches. The 150,056 spectators who attended the 24 volleyball matches represented no less than 92 percent of capacity.

A Relatively Recent Sport

The development of volleyball is relatively recent, dating only from 1895, when William Morgan, a physical education teacher, invented the sport in the United States.

The first world volleyball championships were held in Prague in 1949, and the sport joined the Olympic program in Tokyo in 1964.

Organization

COJO first approached national and international volleyball leaders in 1973, and, in October of that year, the president of the International Volleyball Federation (IVBF) made a stopover in Montréal on his way to Montevideo, site of the first women's world cup. After visits to the proposed locations, both parties agreed on the Paul Sauvé Centre for the preliminary matches, with the semi-finals and finals to be played in the Forum. A preliminary plan and a program in draft form were then drawn up.

It was not until May, 1975, however, that this program became operational with the hiring of a coordinator who would later become competition director. Meanwhile the numbers of personnel expanded progressively, until there were 112 on the volleyball staff during the Games.

The presence of the volleyball director at major international competitions, and especially during the organization of the International Competitions Montréal 1975 (CIM 75) tournament at the Paul Sauvé Centre, enabled the operational plan to be tested and the staff to become familiar with one of the competition sites. Only minor changes to the overall program were needed in the light of this test and were relatively easily effected.

Participation

The complete volleyball program was approved by the IVBF on January 5, 1974. Corresponding to COJO's wish for a standard tournament, (two pools, semi-finals, and finals), the 1974 IVBF congress in Mexico set participation at eight women's teams and ten men's teams. The schedule was arranged by a draw in March, 1976.

Altogether, 96 women and 120 men participated in the Montréal Games. And, of the 84 officials, 39 were Canadian.

Selection

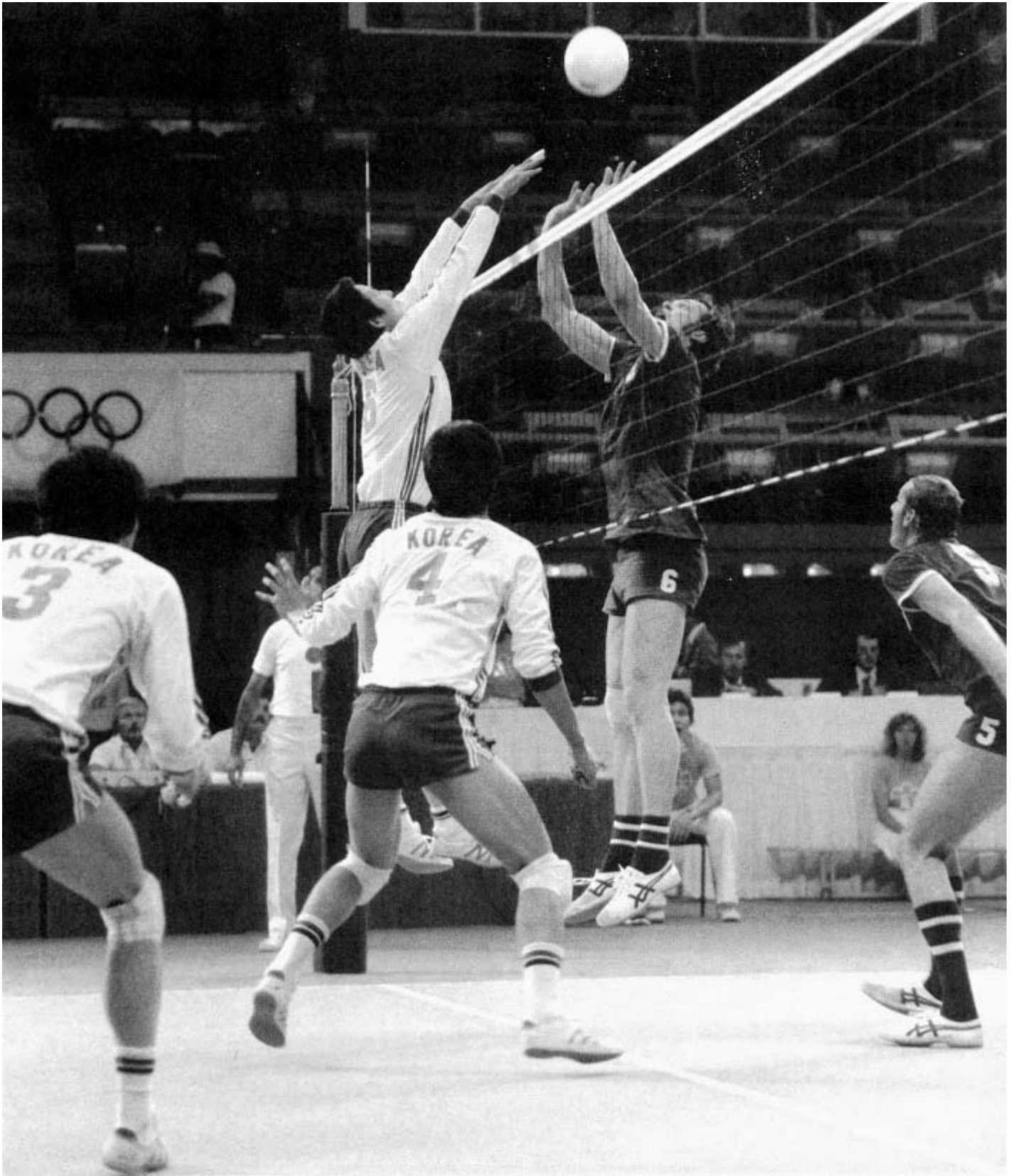
Selection of the teams took place according to the criteria established at the Mexico congress. For women, the USSR (1972 Olympic champion), Japan (1974 world champion), and Canada, site of the host city, qualified automatically. Four winning teams from the zone championships also qualified: Korea (Asia), Peru (South America), Cuba (North and Central America and the Caribbean Islands) and Hungary (Europe). The eighth team came from the German Democratic Republic, winner of the pre-Olympic qualifying tournament held in January, 1976, in Heidelberg.

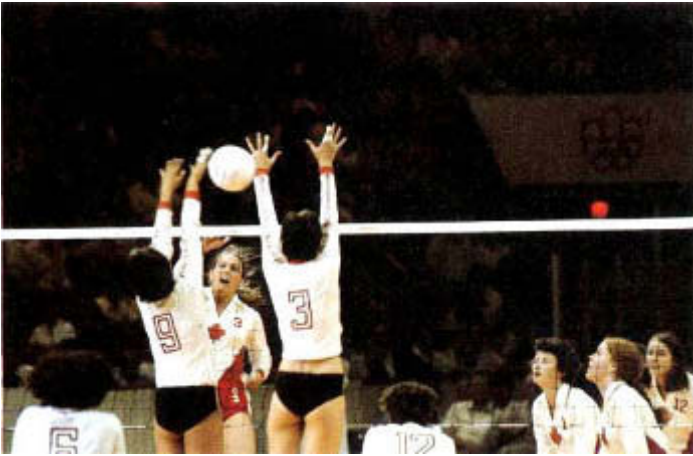
For men's competition, Japan (the 1972 Olympic champion), Poland (the 1974 world champion), and Canada qualified automatically. Also qualifying were the winning teams in the zone championships: Egypt (Africa), Korea (Asia), Brazil (South America), Cuba (North and Central America and the Caribbean Islands) and the USSR (Europe). The group was completed by the two best teams in the pre-Olympic qualifying tournament held in Italy in January, 1976, namely Czechoslovakia and Italy.

Competition and Training Sites

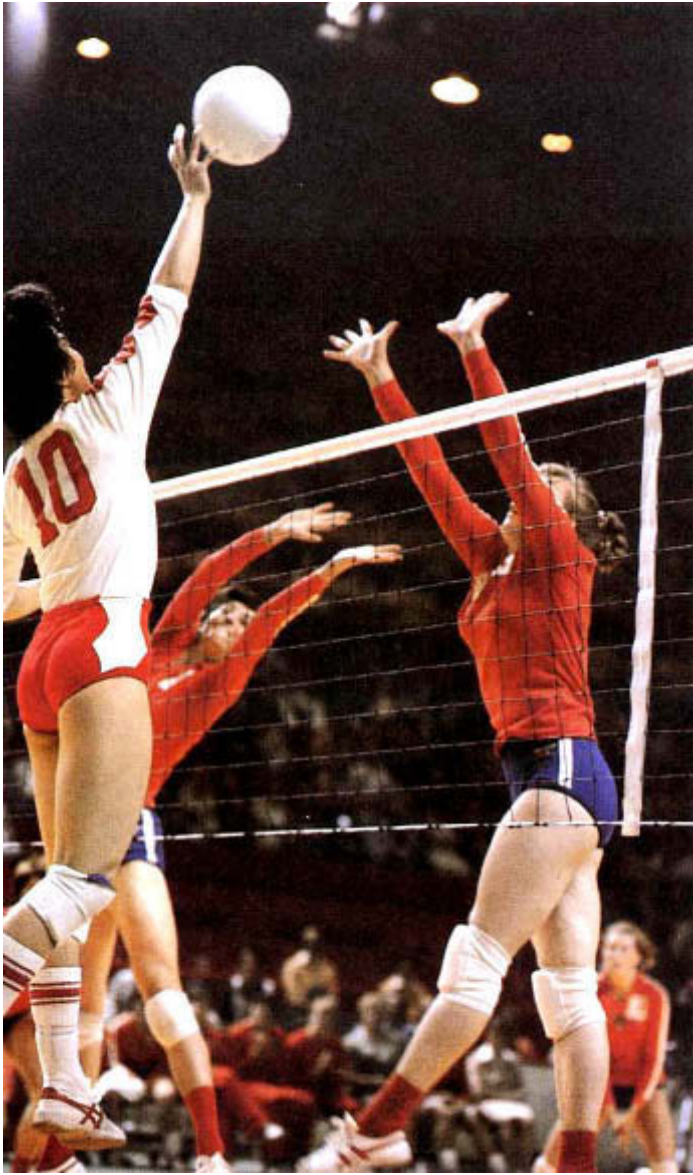
The preliminary matches in the men's and women's tournament took place in sixteen sessions in the Paul Sauvé Centre. The semi-finals and finals were presented in eight sessions at the Forum.

Located 2.75 km from the Olympic Village, the Paul Sauvé Centre had 4,724 seats. The Forum, just over 10 km from the Olympic Village, had 17,136 seats available.





A spike in the making.



The athlete anxiously gazes through the net at the action.

The playing surfaces, identical in both places, had a synthetic cover, an innovation in Olympic volleyball. The impermeability of the surface offered many advantages although it somewhat reduced the players' freedom of movement.

Two warm-up areas were installed at each of the competition sites.

The organizers provided eight training areas at four different sites, where 339 training sessions were scheduled. Of these, however, only 209 were used, and 130 were cancelled. But supplementary requests by some teams resulted in 75 extra sessions.

The Program

The original program of the Games called for forty-nine matches, but four were cancelled because of the withdrawal of Egypt, which participated in the boycott mainly by African nations.

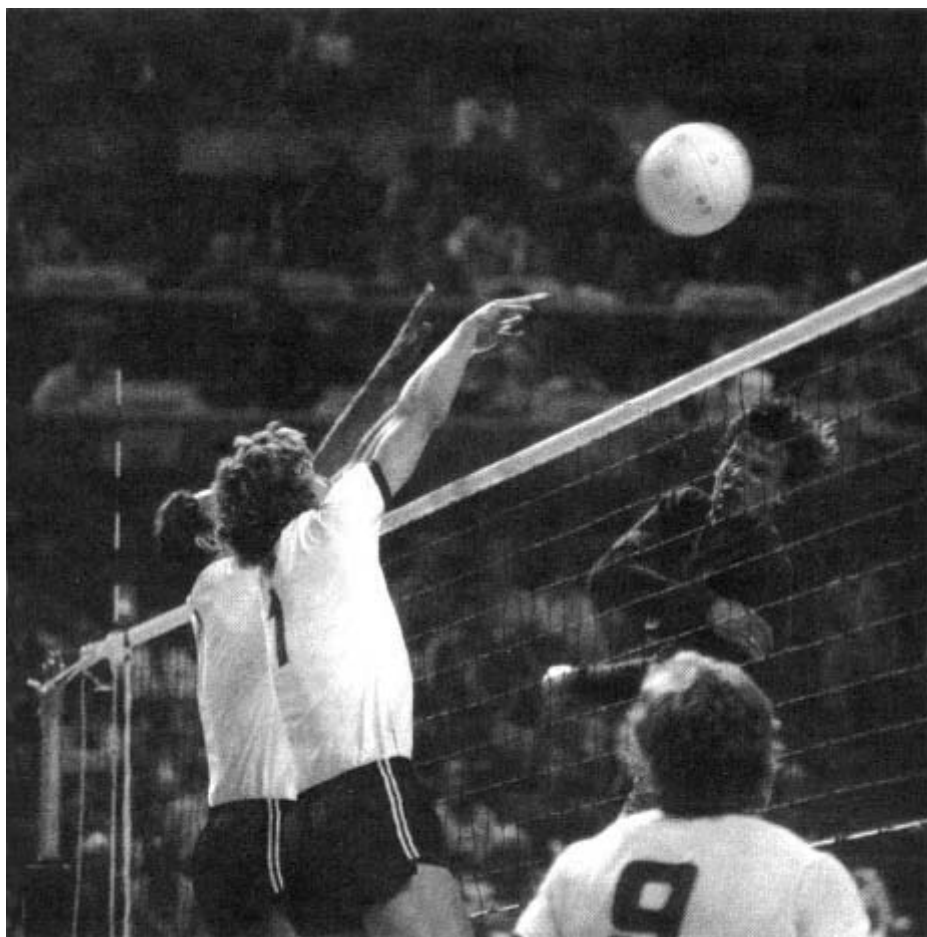
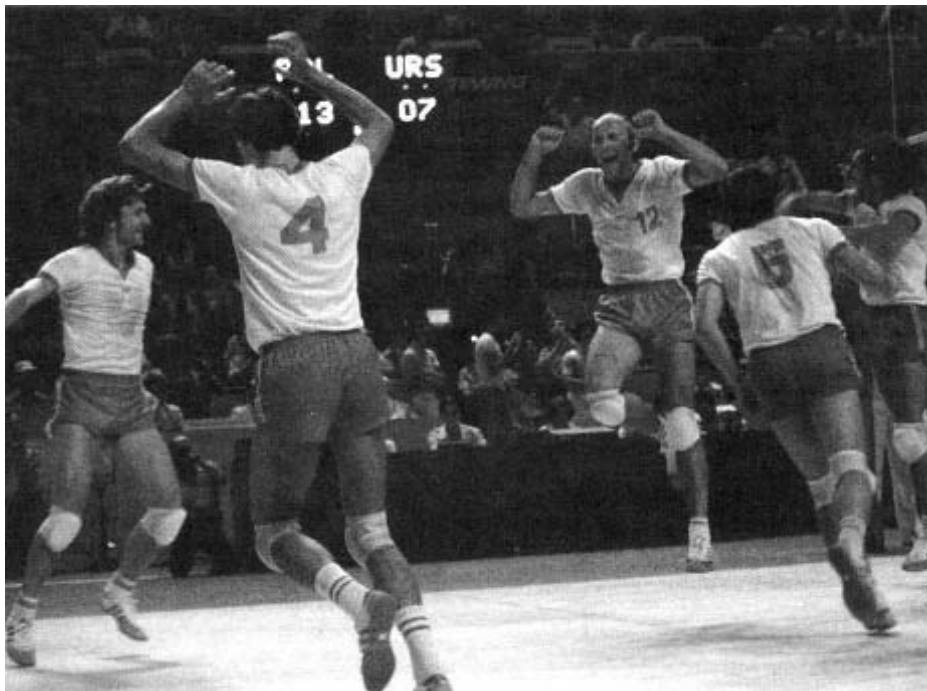
Twenty-four matches and 88 sets were required before Poland became the men's Olympic champion. The winning women's team, Japan, was declared champion after 20 matches and 79 sets. The average length of a set was approximately 21 minutes for women and 23 minutes for men. A match in both cases required about 84 minutes.

Conclusion

As with other sports at the Montréal Games, the success of the 1976 volleyball tournament was largely due to the painstaking preparation of an operational format designed to anticipate and counter unforeseen situations and delays.

Long to be remembered was the performance of the Polish team which, after having beaten Japan in the semi-final in a match lasting 2 hours and 23 minutes, won the gold medal over the USSR the following day in a match lasting 2 hours and 26 minutes.

In the final analysis, however, the tournament may best be remembered for having left Canadians with a new and enthusiastic appreciation of this demanding and exciting sport.



The victory dance.

27

The port city of Kingston, halfway between Montréal and Toronto near the junction of Lake Ontario and the St. Lawrence River, was designated the yachting centre for the Games of the XXI Olympiad in August 1972.

A city of 65,000, Kingston acquired a reputation as Canada's main sailing centre in 1968 after organizing the international Canadian Olympic-training Regatta Kingston (CORK). This annual regatta has become firmly established in world sailing competition, and enabled Kingston to assemble the qualified staff and technical knowledge that made it a natural choice as an Olympic site.

Due to the nature of the sport, the duration of the sailing events, and the distance from Montréal, COJO organized services there to be more autonomous than those at other competition sites.

Kingston had its own Olympic Village in student residences at Queen's University (about 750 metres from the yachting centre) to house competitors and team officials. Accommodations were also available to the news media, VIPs, and members of the staff. The university housed the press centre as well as food services, the information centre, post office, a running track, gymnasium and swimming pool, and other facilities for recreational and cultural activity.

Organization

Yacht racing generally depends on a strong contingent of volunteers, and the 1976 Olympic regatta was no exception; more than half of those in charge of the organization were volunteers.

Another important group, assisting in such necessary tasks as spectator boat control, life saving and telecommunications, was supplied by the Canadian Forces.

COJO had 1,151 employees at Kingston of which only 198 were paid (see Table A).

Services

The services set up by COJO at Kingston paralleled those in Montréal, although on a more modest scale. Thus the local organization had charge of accreditation, protocol, hostesses and guides, linguistic services, press services, communications, public relations, hospitality, and lodging.

Table A
Allocation of staff

Full-time employees	18
Part-time employees	180
Volunteer workers	
Race committees	132
Measurement	74
Pilots	166
Spectator control operators	33
VIP, spectator and press boat operators	97
Class officers	6
Sailing services	9
Olympic Village	39
Hosting — accreditation	5
Ceremonies	30
Press services	8
Protocol	4
Canadian Forces personnel (excluding Security)	350
Total personnel	1,151

The following figures illustrate the scope of some of the services: 4,051 persons were accredited and 1,050 daily passes were issued; in addition to the 143 journalists who were assigned full-time to yachting, others came from time to time from Montréal; the five telephone lines handled by operators and the five pay phones at the press centre were used for 2,388 calls in 28 days; out on the water, 177 radios operating on 13 networks were used for competition control, water safety, weather, and results; and twenty-two vehicles were used 16 hours a day and required 33 drivers.



Facilities

Kingston was the first city to host Olympic sailing competition on fresh water. Weather conditions varied widely, however, giving competitors a full range of challenges.

The Olympic Yachting Centre was developed at a disused harbor transformed into a recreational centre with the addition of a new seawall, an extended breakwater to ensure a quiet harbor, modern berthing facilities, and a building to house on-shore services.

The competition courses for the Games were laid out in accordance with International Yacht Racing Union (IYRU) rules in three series: Alpha (Flying Dutchman, Tempest and Soling), Bravo (470 and Finn), and Charlie (Tornado). Alpha measured 11.2 nautical miles; Bravo, 9.6 nautical miles; and Charlie, 15.04 nautical miles. Provision was also made by which Alpha could be extended to 18.36 nautical miles.

The Boats

The six classes for the 130 boats entered in the 1976 Olympic Regatta were:

Finn	28
470	28
Flying Dutchman	20
Tempest	16
Soling	24
Tornado	14

COJO was required to supply boats in only one class, the Finn. It succeeded in having Finn dinghies manufactured by a designated Canadian company.

Forty-three percent of the support fleet (305 boats) were privately-owned boats which, with their operators, volunteered to the organizing committee. Official suppliers or sponsors were found for such other craft as spectator control and tow and rescue boats.

The support fleet included:

Regatta command	14
Race committee	31*
Spectator control	33
Rescue command	22
Tow and rescue	55
ORTO	5*
Spectator	65*
Press	32*
RCMP	39
Ontario Provincial Police	8
Public shuttle	1

* Privately owned, loaned to COJO.



All sails aloft!

Measuring

The measuring of the boats is an essential part of yacht racing, and, in Kingston, a volunteer staff of 80 was responsible for the following:

- a) complete measurement of the 42 Finns (including spare boats) prior to the competitions;
- b) measurement of sails and spars of 23 competitors who brought their own for the Finn races;
- c) complete measurement of the 103 (including one spare) boats in five classes brought to the Games by the competitors;
- d) surveillance of boats on the water during the racing period with respect to the use of measured gear;
- e) enforcement of IYRU Rule 22(3) with respect to the weight of wet and dry clothing; and
- f) supervision of the receiving of spare gear from competitors before

each race and distribution thereof subsequent to each race.

Of the 103 boats which competitors brought to the Games, only 6 passed measurement on the first try. This was mostly due to the fact that, although regulations scheduled the first measurements for July 5, the closing date for entries of July 8 made it impossible to follow the measurement schedule. Also, the measurement regulations were not distributed in sufficient time to be of guidance to competitors. But, in the end, all boats were measured on time.

Moreover, it was found that, while competitors and team managers paid insufficient attention to class rules, there was little evidence of any deliberate attempt to stretch them. Most errors were too small to supply any sailing advantage.

Measuring regulations should, in future, be distributed at least six months in advance, and the closing dates for individual entries should be

prior to the start of measuring. These two moves would eliminate many difficulties.

Meteorology

Meteorology is another essential service that makes yachting a unique sport. A full range of weather services was made available through the Atmospheric Environment Service (AES) of Environment Canada, supported by the Canadian Forces.

Two meteorologists and a meteorological technician, as well as a data gathering team, were made available to COJO for the Games. The forecast service operated from an easily accessible office on site. Information briefings were held each morning to round out the data already issued.



Six sheets to the wind!



Once over lightly!



Last-minute preparations.



Table B
Competition protests

Class	July										Total
	19	20	21	22	23	25	26	27	28		
Finn		1		1		3					5
470		4				2	1				7
Flying Dutchman	1	1			3	4					9
Tempest	1					6	1				8
Soling					1	9	5				15
Tornado				2					2		4
Total	2	6	0	3	4	24	7	0	2		48

The forecast service team also maintained a watch during the races, and developing weather patterns were promptly relayed to the competitors on the water.

An important innovation in this respect was a semi-submersible tower in the racing area. Developed by AES scientists over several years, it monitored and recorded wind speed and direction, air temperature, and humidity at three different levels. It also supplied wave height and water temperature. The data was monitored constantly and transmitted in both digital and analog form to the yachting centre.

Land-based data was also collected and both systems were augmented by observational reports every hour from the Canadian Forces destroyer that served as a floating platform for telecommunications, security, and liaison. The ship's radar was valuable for detecting suddenly developing thunderstorms.

Officials

A total of 78 officials were involved with the yachting competition. There were 15 members of the jury of appeal, including the president, secretary-general, and 2 technical delegates from the IYRU. In addition, there were 8 international officials of which 1 was Canadian (members of the measuring

committee) and 55 Canadian support officials. The jury decided on 48 appeals during the nine days of competition (see Table B).

Medical Services

The medical services placed at the disposal of competitors were not called upon to deal with any major illnesses or injuries.

The medical staff attended to 104 patients with minor ailments at the Olympic Village and 36 at the harbor site. Most of the ailments were respiratory or musculoskeletal.

First aid was administered to 71 members of the support staff (COJO employees, security personnel, etc.) and 28 cases were referred to hospital out-patient clinics.

Doping control was conducted by a medical team from Montréal, as at other competition sites. On each of the first four days the name of one competitor was drawn from each class. On the final day, where a name was drawn, the whole crew had to submit to the doping tests.

Results

Yachting results were initially calculated on Queen's University computer equipment via terminals at the Olympic Yachting Centre, with a back-up system also served by terminals at the yachting centre. The results were transmitted to Montréal under another computer system set up by the COJO Technology Directorate with terminals at the Kingston centre. Once the results were calculated, they were shown on closed-circuit television, duplicated and distributed to officials, competitors, and journalists.

For all six classes, there were four levels of results reporting, each level identified by color of paper:

- preliminary results using finish-line data radioed ashore;
- provisional results usually 30 to 45 minutes after the preliminary, based on the official documents received from officials on arrival ashore;
- protest pending results, calculated after the period for receiving protests closed and showing all competing yachts involved in a protest; and
- final results, calculated following jury decisions on protests.

In most cases, the news media had the preliminary results within 12 to 15 minutes of the end of radio transmission of race data, or less than 25 minutes after the finish of a race.

Competitions

Sailors from 10 countries shared the 18 medals. One gold went to the German Democratic Republic entry in the Finn, Jochen Schumann, and two to the Federal Republic of Germany: Frank Huebner and Haro Bode in the 470, and Joerg and Eckart Diesch in the Flying Dutchman. The other three golds went to sailors from the traditional seagoing countries of Britain, Sweden and Denmark: respectively Reginald White and John Osborn in the Tornado, John Albrechtson and Ingvar Hansson in the Tempest, and Poul Jensen, Vald Bandolowski and Erik Hansen in the Soling. Other medal winners came from the United States, 3; the Soviet Union, 2; Australia, 2, and Spain and Brazil, one each.

Conclusion

The success of the yachting events and the enthusiasm they generated can largely be attributed to the size of the city, which brought into the picture community involvement that could not be expected of a large metropolis.

This was emphasized in Kingston's application for the yachting site and was appreciated by both the International Olympic Committee and the IYRU.

The Olympic Village

28

The creation of an Olympic village is precisely that — a creative act — for one does not build an atmosphere conducive to the harmonious accommodation of every race and religion, every color and creed, out of mere bricks, steel, and concrete. Indeed not. Much more is required. It is not by defining its physical characteristics, therefore, that one understands exactly what an Olympic village is.

It is a collection of man-made structures, certainly, but, in delving more deeply, one learns to appreciate that it is a retreat, and one unique in the world. For here the athlete is at home with his peers, or at least he tries to be. And here, for two weeks or thereabouts, he bears the burden of the world's entertainment spotlight. But, more than that, he is living and breathing Olympism as Baron de Coubertin would have wished — in meeting symbolically with all the youth of the world, at work and at play, under virtually ideal conditions.

How he does it is left to his own devices, and all that any organizing committee can do is to provide the tangible and intangible wherewithal (the latter being by far the more important). The whole, of course, must be presented in a climate at once tending toward satisfying relationships, yet tempered with a liberal measure of security so vital in times of precipitate social behavior.

Welcoming the Athlete

In his first contact with an Olympic village, therefore, what an athlete is looking for is a welcome with sincere warmth and friendliness attached. To achieve this, he had to be made to forget his exhausting voyage, the hours of waiting around to no evident purpose, and the general feeling of anxiety until he was safely installed in his lodgings. In addition, because the accreditation process has become so rigid and exacting in recent years due to the exigencies of security, it was felt necessary to place the competitor in a setting where he would be as much at ease as possible.

Accordingly, there was enough space so that registration was over and done with quickly. And, during the formalities, there were performing clowns who made passage more endurable through the various stages of the athlete's admission to the Village: the validation of his identity card, the placing of a sticker on it indicating his date of departure, the location of his lodgings, a security check of his personal effects, etc. This procedure may seem long, but, in fact, it went quite fast, since it took no more than 55 minutes for a 200-member delegation to be processed and lodged in the rooms to which they had been assigned.

Baggage, incidentally, was brought from the reception area to the various residences by small, battery-powered trucks.

Once admitted, the competitor signed the Green Book as evidence of his stay, took delivery of his baggage, and proceeded to his apartment, guided by one of the receptionists who would remain available for similar tasks throughout the Games. Upon reaching his room, each athlete found on his bed a souvenir package with a card of welcome in five languages. (See Plan A for description of Village zones.)





Plan A
The Olympic Village was divided into two zones.

The residential zone

The residential zone, to which only Village residents were admitted, comprised the following buildings:
Place des Nations
residences: pyramids A, B, C, and D
general information booths
outdoor theatre
refreshment stand.

The international zone

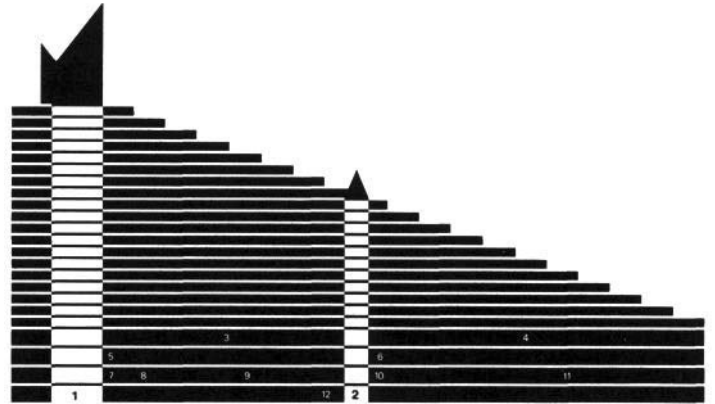
The international zone, which was open to Village residents, journalists, and visitors holding passes, comprise the following:
International Centre
park.



Plan B

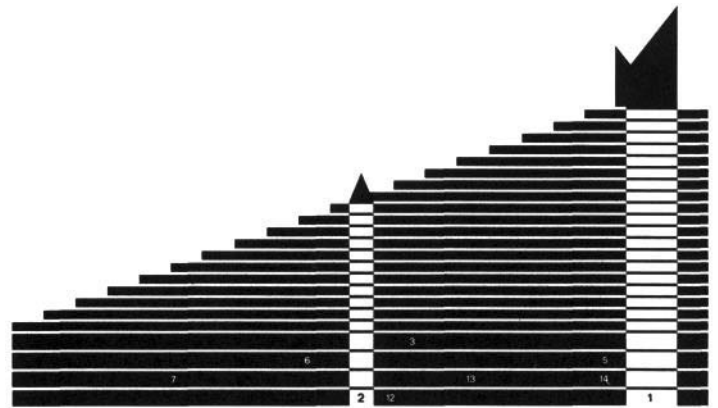
Building A

- | | |
|---|---|
| 1 Elevator | 9 Lounge: cafeteria and kitchen employees |
| 2 External elevator | 10 Storage |
| 3 Lodging modules | 11 Polyclinic |
| 4 Administration centre | 12 Storage |
| 5 Kitchen | |
| 6 Cafeteria | |
| 7 Delegations' quarters | |
| 8 Kitchen administration, food services | |



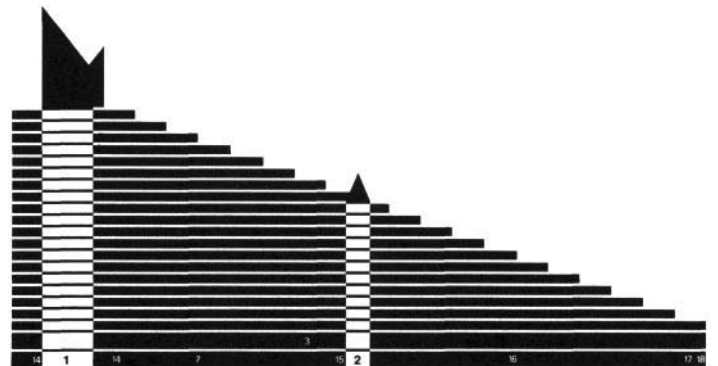
Building B

- | | |
|-------------------------|-------------------------|
| 1 Elevator | 12 Storage |
| 2 External elevator | 13 Delegations' storage |
| 3 Lodging modules | 14 Maintenance centre |
| 5 Kitchen | |
| 6 Cafeteria | |
| 7 Delegations' quarters | |



Building C

- | | |
|-------------------------|---|
| 1 Elevator | 14 Maintenance centre |
| 2 External elevator | 15 Sports administration and competition registration |
| 3 Lodging modules | 16 Police |
| 7 Delegations' quarters | 17 Saunas |
| | 18 Swimming pool |



Building D

- | | |
|-------------------------|-------------------------|
| 1 Elevator | 13 Delegations' storage |
| 2 External elevator | 14 Maintenance centre |
| 3 Lodging modules | 19 Employees' canteen |
| 7 Delegations' quarters | 20 Laundry |

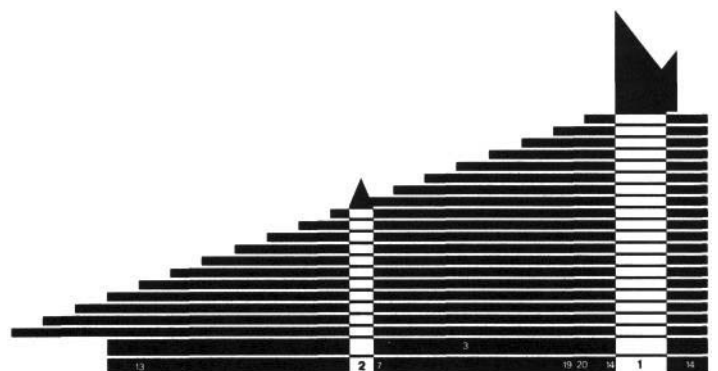




Table A
Description of apartments

Type	Number	Number of rooms	Area in square metres	Number of occupants
1	136	3	38.7	5
2	152	4	58.3	7
3	72	4	53.5	7
4	544	5	75.6	12
5	72	7	124.6	14
6	4	6	97.2	*

*These apartments were occupied by Olympic Village management.

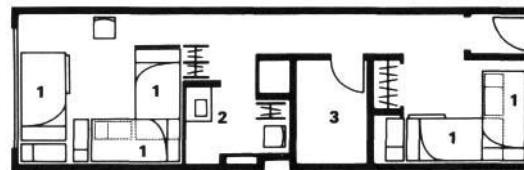
Plan C

The Residential Zone
Of the two zones into which the Olympic Village was divided, that which was generally restricted to the athlete was called the residential zone. Here could be found a most imposing structure comprising four semi- or half-pyramids, ranging in height from one story at their extremities to nineteen at their centres (see Plan B). Complementing the usual athletes' lodgings were offices and other premises serving a variety of uses, namely delegation headquarters, a polyclinic, etc.

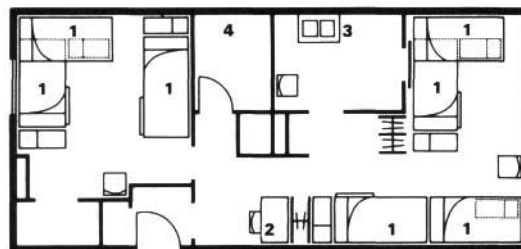
One of the semi-pyramids was reserved to women and three to men, and, while men were prohibited from entering the women's residence, women were allowed access to the men's.

On the upper floors were 980 separate apartments furnished to accommodate 11,000 persons, with 5 different floor plans. (See Plan C for sample layouts and Table A for their descriptions.) And the furnishings were specially fabricated to suit the overall concept.

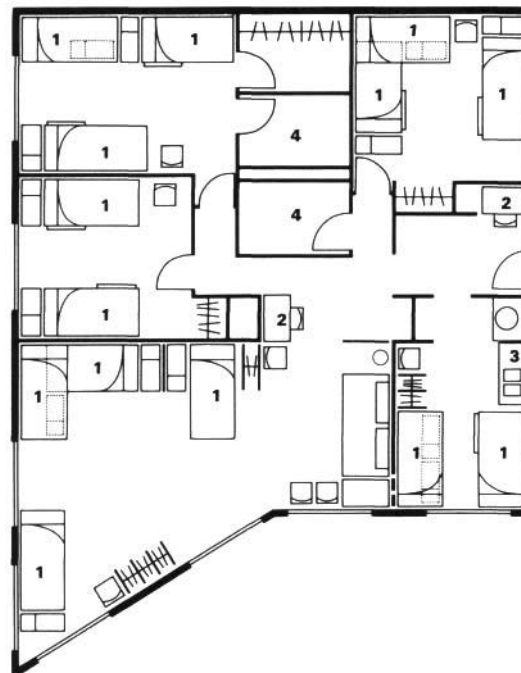
Two *Québécois* designers were responsible for developing the ideas for the furniture in principle and they were subsidized by the Québec Ministry of Industry and Commerce. As conceived and executed, the furniture was comfortable, inviting, and offered ample storage space. A typical example of an arrangement could have been one bed partially superimposed on another, a privacy screen, a wardrobe, a desk, and a chair. Plain, yet with a certain elegance, the severity of the white maple wood used in construction, complemented by prefinished panels, presented a scene characteristic of *Québécois* manufacture. In addition, it was of a style neutral enough to satisfy virtually every one's tastes.



- Apartment type I**
- 1 Beds
 - 2 Desk
 - 3 Bathroom



- Apartment type II**
- 1 Beds
 - 2 Desk
 - 3 Washbasins
 - 4 Bathroom



- Apartment type III**
- 1 Beds
 - 2 Desks
 - 3 Washbasin
 - 4 Bathrooms

The Olympic Village was the scene of many special presentations, especially at the terrace café, *Place des Nations*, and the open-air theatre.



The spacious cafeteria offered Village residents a varied but well-balanced international menu.

Entertainment

There was live entertainment of all kinds in two locations — the outdoor theatre and the refreshment stand — both of which were very popular with the athletes. The former featured such internationally recognized artists as Oscar Peterson and Maynard Ferguson, with such topflight *Québécois* performers as Claude Léveillée and André Gagnon. The latter location presented attractions of a more folkloric nature, with performances by such homegrown talent as Michel Séguin (*Québécois* music, African style), *Le Tamanoir* (traditional music), and Eddy Toussaint (jazz ballet).

Food Service

Feeding as many as 10,000 people every day is a challenge that organizing committees have had to face for some time. But, instead of turning matters over to a concessionaire, the Olympic Village authorities in Montréal decided to retain control of this important aspect themselves. The consultants they hired were expert in the art of food management and preparation, with the result that a staff of some 1,200 was made available to render quick and efficient service in the Village kitchens. And, to make life easier for the athlete, the cafeteria was open day and night. (See Table B for summary of meals served and Table C for traffic flow in cafeteria.)

Another change that was greeted with considerable enthusiasm by the athletes was the elimination of the troublesome food coupons. And the *chefs de mission* were glad to see the last of them as well, for they were the ones who had previously been in charge of distributing them. Now it was only a question of the athlete presenting himself in the cafeteria to eat as he wished. To control the whole process, his accreditation card indicated the last day on which he would be entitled to food service. After this date, it was up to the *chef de mission* to make the necessary arrangements through the Accounting Department for the athlete to have his period of access to the cafeteria extended.

Table B
Food services

Number of meals served	645,000
Number of guests	25,578
Number of meals at receptions	8,760
Number of lunch boxes	7,202
Maximum number of meals per day	31,550
Estimated number of drinks per day at refreshment stand	3,500

Table C
Average traffic flow in cafeteria

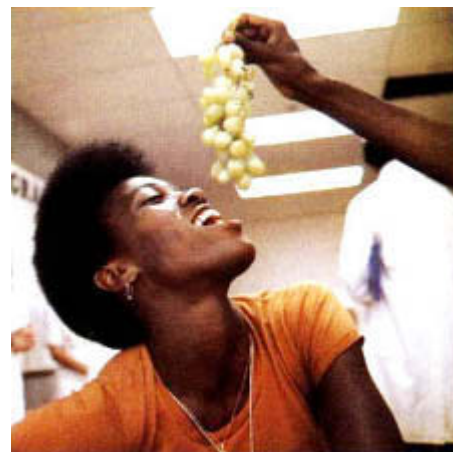
Time	Number using cafeteria entrance
00:00	700
01:00	600
02:00	700
03:00	50
04:00	25
05:00	25
06:00	25
07:00	325
08:00	500
08:30	775
09:00	675
10:00	950
11:00	600
11:30	275
12:00	400
12:30	750
13:00	1,275
14:00	475
15:00	550
16:00	225
16:30	450
17:00	200
18:00	325
19:00	450
19:30	550
20:00	500
21:00	1,100
22:00	1,000
23:00	450
24:00	700

Based on the above statistics, the maximum number of people found in the cafeteria over any given half-hour period would not have exceeded 2,025.

The cafeteria was located on level X of pyramids A and B, and 3,000 persons could be seated at one time. There was a central kitchen that served 12 separate self-service counters, allowing 96 people per minute to select the food they wanted; so there was virtually no waiting while the person ahead made up his mind!

Breakfast was served from 06:00 to 11:00, lunch between the hours of 11:00 and 15:00, while dinner was available from 15:00 to 21:00. (See Table D for sample menus.) Light snacks could be obtained between 21:00 and 06:00 in the morning.

Although the menu could not really be called international, it had been created after consultation with the national Olympic committees (NOCs), and varied in accordance with a five-day cycle. Experience had proven that the tastes of high-performance athletes the world over were very similar, and, as a result, all that was necessary was to guarantee a high intake of protein, and



an aggregate of some 5,000 calories per day. There were few complaints. No particular cuisine had been set aside for any one delegation, although approximately five percent brought along their own chefs to serve as consultants.

Table D

Typical breakfast menu	Typical lunch menu	Typical dinner menu
Fruit and juice: Oranges, melon Stewed prunes Fresh tomatoes Assorted juices	Soups: Consommé printanier Canadian pea soup	Soups: Bouillon Maritime clam chowder
Cereals: Oatmeal, cream of wheat Fortified natural cereals Assorted cold cereals	Salads: Crêtons Salami Smoked salmon Sliced tomatoes, cucumber wedges, celery and radishes Tossed salad, potato salad Waldorf salad	Salads: Seafood salad Deviled eggs, cottage cheese Lettuce wedges, green onions, tomato slices Marinated fiddleheads Cole slaw, potato salad Tossed salad
Soup: Borscht with sour cream	Entrées: Grilled minced steak Poached fillet of sole, parsley sauce Beef stew Roast turkey, gravy, cranberry sauce	Entrées: Grilled steak Poached Arctic char, parsley, lemon, butter Chicken chop suey Roast leg of lamb, mint sauce Baked breaded pork cutlets, barbecue sauce
Eggs: Boiled, poached, scrambled, fried	Vegetables: Mashed potatoes Rissolé potatoes Carrots Julienne Baked onions Chick peas Noodles Curried rice	Vegetables: Oven brown potatoes Boiled new potatoes Buttered green peas Deep fried eggplant Kidney beans Noodles Rice
Specialties: Pancakes, Québec maple syrup Waffles, Québec maple syrup French toast, Québec maple syrup	Desserts: Fruit bowl — apples, oranges, bananas, etc. Fruit cup Cheese portions — Cheddar, Oka, Edam, Gouda Ice cream, sherbet and yogurt Rice and raisin pudding Chocolate cake, fudge icing Strawberry rhubarb pie Chilled watermelon	Desserts: Fruit bowl Fruit cup Cheese Ice cream and sherbet Yogurt Cherry cheese cake Apple crisp Preserved apricots Maple syrup pie
Meat and fish: Bacon (side or Canadian back) Ham steak, minced beef steak Poached smoked cod fillets with egg sauce	Beverages: as at breakfast	Beverages: as at breakfast
Potatoes and rice: Home fried or hashbrown potatoes Steamed rice		
Breads: Assorted toast Assorted rolls Danish pastry Muffins Doughnuts		
Beverages: Milk, buttermilk Black or green tea, coffee Mineral water		
Miscellaneous: Peanut butter Québec maple syrup, yogurt Dates, figs, cashew nuts Jam, marmalade, honey, jelly Chutney		

The International Zone

The international zone comprised two distinct sections — the International Centre and the International Park. The former was located in the *École secondaire Marguerite-de-Lajemmerais*, adjacent to the residential pyramids, and contained rooms for press interviews, conference rooms, an amphitheatre, shops, discotheques, a pastoral office, a cinemathèque, exhibition rooms, a post office, telephones and recording machines, sports information rooms, and weigh-in rooms.

In the International Park could be found the customary access roads and parking lots, the validation centre for credentials, the special zone for vehicle and goods inspection, etc.

Atmosphere

Olympic Games competition creates no small amount of tension in a champion, to say nothing of the average performer. And both types could often be seen wandering through the Village lost in thought, concentrating on the next event. For some, the residences themselves offered the calm and isolation necessary, but for most, the green spaces surrounding the Village supplied the serenity needed as they trained lightly for the tough days ahead. And the many acres of lawn were a favorite spot early in the morning for those who wanted to exercise more strenuously.

During the Games, more than 4,300 residents made use of the swimming pool and almost lived like vacationers! For, this part of the Village, surrounded by oak and maple trees, was like a village square. And, in addition to those in the more restricted residential zone, there was another site — the terrace café — where live performances were given by recognized Canadian talent, such as Fabienne Thibault (*Québécois* songs), the New Brunswick String Quartet, *Les Frères Brosse* (comedy), and the Ait Ken Trio (chamber music). Shows in all three locations were presented throughout the month of July, and, if attendance soared to the 45,000 mark, it was because athletes and officials alike wanted to absorb the culture of the host city, even if only for a short period of time.

Table E
Athletes' participation
in Village activities

Recreational activities	
Îlots plein air	524
Golf	577
Tennis	410
Swimming	4,366
Billiards	4,444
Ping-Pong	1,657
Library	115
Music appreciation	7,349
Cinemathèque	1,349
Film presentations	26,220
Flea market	285
Athletes' birthday	750
Folk dancing	120
Opening cocktail party	300
Fashion show	600
Esperanto conference	10
Bingo	360
<i>Québécois</i> evening	800
Pétanque	10
Total	50,246
Dramatic arts	
Discotheque	15,466
Terrace café	11,641
Refreshment stand	3,251
Open air theatre	11,138
Total	41,496
Total participation in guided tours	2,416

And there were many other diversions for the "villagers," including a large assortment of outdoor games, film showings, and the inevitable discotheques, because the authorities attached great importance to the athletes' proper recreation. Moreover, it was easy to tell when the pressure was on, and if their maximum effort was to come at the beginning, middle, or end of the two-week schedule just by observing their behavior. For, those who wound up their part in the Games in the first days of competition were the most relaxed: they took advantage of everything the Village had to offer for the remainder of their stay, and were the first to reveal their character. The poor marathoner, on the other hand, had to endure two solid weeks of tension since his turn only came on the next-to-last day!

The competition schedule, therefore, had a tremendous effect on the pace of Village life. When the Games were at their most intense and the bulk of the athletes occupied, there was little

interest in formal modes of relaxation; but, on July 27, a scheduled day of rest in most sports, there was a profound increase in the number of those searching for some kind of diversion. And long-distance telephone calls quadrupled! The organizing committee, however, was somewhat dismayed because of a drop in attendance in those sports where no rest day had been stipulated. But other portions of the overall entertainment program benefited, for example, the tours that had been arranged throughout the province. (For a comprehensive look at athletes' activities see Table E.)

Birthdays were celebrated with more than a little ceremony and an immense cake that was shared by all concerned, but the festive atmosphere connected with the various amusements came to a climax after the closing ceremony in Olympic Stadium, when the entire Village took on all the trappings of a gigantic fiesta. Part of the celebrations centered around a corn roast, a form of entertainment peculiar to North America, which involves the boiling of ears of corn in huge containers, to be eaten out of hand after being buttered and salted, a process hardly as uncivilized as some had thought! In any event, dancing brought much merriment to the festivities, but with an attendant note of sadness as everyone sensed the imminent departure of his neighbor. A giant fireworks display from the top of the pyramids, however, lit up both the sky over Montréal and the spirits of the athletes, and the evening came to a close with a warm feeling of brotherhood.

The Human Side

The Olympic Village Directorate had done everything in its power to encourage warmth and friendship among the competitors, especially from the point of view of making them feel that they belonged to an Olympic community, even though they were only to be together for one month at the most.

Nor were the religious needs of the Village residents overlooked either, for there was a special pastoral service that attempted to fill this very requirement. A meditation room was available for all those in search of peace and quiet. Open every day from 08:00 to 23:00, there were regular prayer services. In addition, a pastoral centre was open to everyone.

There was never any intention of forcing any of these facilities on anyone, but rather of trying to respond to an ordinary, human need for the spiritual. And there were seven advisers, aided by forty-six volunteers who spoke a multiplicity of languages, ready to assist

any and all Village residents who approached them for counselling. The former included a Moslem prayer leader, a rabbi, two Catholic priests, a Lutheran pastor, an Orthodox priest, and an Anglican minister.

Shopping

Adjacent to the athletes' residence, in the International Centre, was a collection of shops located on the first floor. Open daily from 08:00 to 22:00, they were rigidly supervised as to quality and price, and consisted of some twenty boutiques offering a variety of services

and a wide range of *Québécois* and Canadian products. Prices were stable and offered considerable savings over other shopping areas.

The concessionaires had to conform to COJO requirements. There were three inspectors, assisting the two managers of the shopping centre service, who kept close watch on overall management to make certain that the prices and services offered conformed strictly to the terms of the various contracts. Each shop was visited daily, and the inspectors submitted regular reports on the condition of the premises, the proper labelling of the products, and the general behavior of the personnel



Village life offered something for everyone whether it was relaxing, window shopping, limbering up exercises, or just plain fooling around.



toward customers. Every article offered for sale had previously been approved both as to quality and price by the organizing committee.

Among the service-type shops were included a hairdresser and a barber shop, a bank and a tourist bureau, a laundry and a dry cleaner. Retail outlets offered such items as Olympic and other souvenirs, arts and crafts, both *Québécois* and Canadian, jewellery, newspapers and tobacco, Amerindian and Inuit art, sporting goods, flowers, car rentals, camera supplies, and two restaurants — the *Rendez-vous International* and the *Médaille d'Or*.

Communications

In the International Centre, there was a complete range of telecommunications and information services. There was a post office, and telephone and telegraph facilities, together with a rather unique feature whereby athletes could pre-record telephone messages for transmission later when the lines were unoccupied.

In the post office, athletes could purchase Olympic commemorative stamps and use the special philatelic cancellation service, but only covering the opening and closing ceremonies,

the City of Montréal, the Arts and Culture Program, and the Olympic Village. And if they used the stationery for sending letters supplied in their souvenir package, no postage was necessary.

Special telephone booths were also available for the athletes' use, and operators were prepared to handle calls throughout the world. In addition, there was an information service enabling everyone to become acquainted with the intricacies of direct distance dialing with the attendant charges, which were confirmed when the call was completed. Nearby were telegraphic facilities.





From the point of view of communications generally, the Olympic Village authorities instituted a system specially aimed at the Olympians. For example, everyone could follow the various events on television direct from the competition sites, in addition to what they could watch on telecasts from the Canadian Broadcasting Corporation (CBC), the American Broadcasting Companies Inc. (ABC), and through the special closed-circuit relay for the Village itself. There were also sports information rooms where results from the twenty-one sports were broadcast every half-hour.

As far as written data was concerned, there was a series of folders on a wide range of subjects together with a *Guide to Olympic Village* which were given to all visitors. This latter brochure contained a wealth of information calculated to make an athlete's stay in the Village much easier. There was also a daily, eight-page tabloid, *Le Village*, published from July 1 to August 1, strictly on life in the Village itself, and, finally, there were the famous green telephones, an innovation which served as a kind of general SOS service that could handle requests for assistance in any language spoken in the Village. It was most comforting to the athlete to know that he could pose virtually any question and have a reply instantly in his mother tongue.

Olympic Delegations

Relations with the national Olympic committees (NOCs) and the numerous delegations exerted a profound influence on life in the Village, and communications between everyone concerned was obviously a very important factor. Fortunately, there had been a history of satisfactory dealings since 1973, which made for greater ease of contact between the delegations and Village personnel.

It was vital, therefore, that the following objectives were borne in mind vis-à-vis the NOCs:

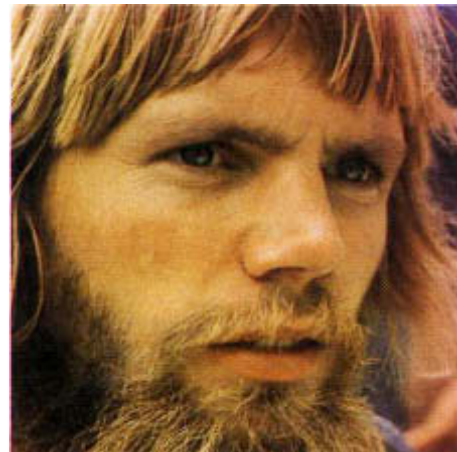
- a) ascertaining what services the NOCs would require;
- b) setting up lines of communication regarding the entire Olympic Village concept and the services to be offered;
- c) advising delegations of any and all limitations that might not have existed during previous Games;
- d) welcoming delegation representatives properly when they visited Montréal during the years prior to the Games;
- e) attending international conferences to be better informed and establish useful contacts;
- f) making sure that the Olympic attachés played their part in overall communications; and
- g) deciding on the location for the lodgings and offices of each delegation, bearing in mind relations between the various countries.

And so that these objectives might be achieved, those responsible for NOC dealings set up a program based upon consultation and information.

Consultation

Essential to the entire consultative process was a series of questionnaires proposed in June, 1973, at the time when plans for the Olympic Village were only at the sketching stage. To be sent to all NOCs, the first covered the overall arrangement and establishment of the Village proper and the various services it would have to provide. The message was also conveyed that the Village was to be a centre of international brotherhood. For this was the ideal uppermost in everyone's mind that had to be achieved, but at the lowest outlay possible. What this questionnaire also attempted to elicit was an outline of the delegations' needs, thereby allowing COJO to profit from the experience of previous Games. Fifty-two countries replied.

In July of the following year, another questionnaire was sent out soliciting opinions on food service. Its purpose was to acquire information on the eating habits of the athletes and to seek NOC comments on the quality standards of earlier Games. Thirty-two countries replied this time, and their answers were passed on to food consultants, whose responsibilities included the preparation of menus, determining the quality and quantity of the provisions required, drawing up a want list of the necessary equipment, studying the human resource side, and making plans for the required staff.



In May, 1975, prior to allocating lodgings to the various delegations, a third questionnaire was forwarded to the NOCs, primarily to ascertain how each apartment would be laid out, but more important, to determine the number of delegation members there would be for each sport — both athletes and team members alike — in accordance with earlier estimates. Eighty-one countries returned the form duly completed.

Almost at the same time, a further questionnaire required delegations to submit their requirements in respect of telephones, photocopiers, typewriters, etc., and including things like car rental

needs. The eighty-one replies helped immeasurably and permitted those responsible to tailor their subsequent requests exactly to the wishes of the delegations.

Information

Finally, after two years of research, consultation, and planning, May, 1975 saw COJO able to inform the NOCs on the general organization of the Village. And this data formed the basis for a collection of documents that were circulated to those who participated in a series of meetings in Rome later in the month, and mailed to all NOCs who were unable to be represented.

Among the items included was a brochure entitled *Preliminary Information to National Olympic Committees*. In addition, full explanations were given on the overall concept and aims of the Village generally, as well as the services available; there was a colored folder with a map of the area, data on each of the floors, the types of apartments and their furnishings, together with a plan showing how each was divided and the number of beds. There was also information pertaining to the delegations, especially relating to their number, and an attempt was made to arrange their lodging and office space, as well as to get some idea of the number of vehicles that would be used in addition to the quantity of parking spaces needed.

Starting in January, 1976, a news bulletin went out to each NOC and *chef de mission*. There were twenty-eight in all, entirely devoted to developments in the Village.

And, five months before the Games, the mayor of the Village sent to each delegation a special document relating to that delegation specifically, that included such data as the apartments that had been reserved for their members, sleeping accommodations, etc., based upon information obtained from all sources.

Communications during the Games themselves consisted of twenty-one special bulletins addressed to each *chef de mission*, dealing briefly with various directives or other information of a general nature.

Registration

Following up the aforementioned documents, a special registration form was sent out on May 17. An accompanying note warned the NOCs of the necessity of having this form returned at least ten days before the scheduled appearance of the delegation, so that considerable time would be saved upon arrival at the Village. Despite many reminders, however, many delegations delayed sending back these forms, which resulted in registration complications that everyone had hoped to avoid.

Table F
Olympic Village occupancy

Date	Arrivals	Departures	Cumulative totals
July 1	197	0	197
July 2	127	0	324
July 3	295	0	619
July 4	265	0	884
July 5	593	1	1,476
July 6	376	0	1,852
July 7	320	0	2,172
July 8	712	0	2,884
July 9	864	1	3,747
July 10	767	0	4,514
July 11	513	0	5,027
July 12	1,385	0	6,412
July 13	704	1	7,115
July 14	753	0	7,868
July 15	931	1	8,798
July 16	202	71	8,929
July 17	75	36	8,968
July 18	57	3	9,022
July 19	32	18	9,036
July 20	65	436	8,665
July 21	80	60	8,685
July 22	32	100	8,617
July 23	36	23	8,630
July 24	11	162	8,479
July 25	75	305	8,249
July 26	18	295	7,972
July 27	8	554	7,426
July 28	16	303	7,139
July 29	4	770	6,373
July 30	0	565	5,808
July 31	3	200	5,611
August 1	0	761	4,850
August 2	1	3,186	1,665
August 3	0	1,183	482
August 4	0	482	0
	9,517	9,517	

Number of countries: 113

Meetings

To encourage personal contact, Village authorities arranged meetings with as many NOCs as possible. On these occasions, opinions were exchanged on a variety of topics, including the basic principles of the Games themselves, the athletes, and, naturally, the difficulties with which each delegation had to contend, including the organization of the Olympic Village itself. There were more than one hundred and four such meetings in Montréal itself and out of town.

As far as future Games were concerned, it was felt essential that some method be found to resolve the problem of the lack of replies to the various questionnaires. What had to be remembered was that this was the only way for the organizing committee to plan with any degree of certainty and avoid unnecessary expense associated with the operation of the Olympic Village.

Liaison Officers

Because of the nature of his work and the burden of responsibility attached to it, the *chef de mission* was entitled to receive more than the ordinary amount of cooperation. And, besides his usual tasks, he had to make himself familiar with the complexities of the huge Olympic Village facility in a very short period of time, never more than two or three weeks.

In order, therefore, to reduce the amount of effort required to keep abreast of the services available, the Olympic Village Directorate decided to attach to each delegation a special liaison officer to serve as sort of *aide-de-camp* to each *chef de mission*. An unpaid volunteer, male or female, this individual was fully conversant with the customs of the country from which the delegation came, and his role was to keep himself aware of the delegation's needs and to personalize as much as possible all contact between the delegation and Village personnel.

There were about 300 of these officers who came from a variety of commercial and industrial backgrounds in Montréal and who devoted themselves unselfishly to the Olympic cause. That their accomplishments were much appreciated was only too evident from the testimony offered by many *chefs de mission* after the Games.

Color Ceremony

In this highly emotional, Olympic Village ritual, the host city extends an official welcome to all members of a particular delegation, including the ath-

letes, and invites them to mingle with their fellow competitors from other countries. (See breakdown of Village population by country, by arrival date, and by age, in Tables F, G, and H.)

The spectacle in Montréal unfolded at the *Place des Nations*, with the mayor of the Village making a brief speech of welcome to the assembled athletes and team officials, after which he presented a symbolic key to the Village to the *chef de mission* of the delegation involved. During this time, the national anthem of the country concerned was played and its flag raised in the presence of the other residents of the Village and specially invited guests, all of whom happily greeted the new arrivals.

A group photograph was taken at the close of the ceremony, and souvenirs presented to each participant. The mayor then entertained the delegation heads and their guests, who were asked to sign the green registration book as a mark of respect and honor.

L'Auberge du Maire

This was a special lounge reserved for *chefs de mission*, and each one was introduced there upon his arrival by one of the liaison officers. Located on the first floor of the International Centre *L'Auberge du Maire* was generally used by *chefs de mission* for the entertainment of their guests.

It was to come in especially handy since access to the residential zone was rather limited. *L'Auberge du Maire* was available daily until 23:00.

Administration

The principal task of the *chef de mission* was to supervise the activities of his delegation; this included such things as filling out registration forms, making certain that the athletes were on time, and looking after press interviews. Inasmuch as this necessarily involved a considerable amount of traffic back and forth between the pyramids, it was decided early on to locate the delegation offices away from the athletes' quarters, and so their facilities were established in the basement.

Despite an initial reluctance and some inconvenience due to noise, the

delegation heads soon came to appreciate the advantages, since they were adjacent to all the required services, like messengers, hostesses, transportation, etc. In addition, the offices presented a handy meeting place for delegation members.

Although space was at somewhat of a premium, and had been allotted according to the number of members in each delegation, yet the principal aim was achieved, which was to provide each delegation with the best means available to perform the necessary administrative tasks.

Table G
Olympic Village
Breakdown of residents
by age

Age	Athletes	Escorts	Totals
14	40	0	40
15	53	0	53
16	110	0	110
17	157	1	158
18	209	6	215
19	280	13	293
20	407	20	427
21	513	32	545
22	518	32	550
23	545	29	574
24	500	35	535
25	496	30	526
26	429	40	469
27	386	46	432
28	323	38	361
29	250	55	305
30	207	56	263
31	129	67	196
32	111	52	163
33	88	71	159
34	72	81	153
35	55	97	152
36	41	89	130
37	42	81	123
38	47	87	134
39	43	101	144
40-45	121	516	637
46-50	39	386	425
51-55	17	242	259
56-60	7	149	156
60 +	11	126	137

Statistics based upon known birth dates of 8,864 out of 9,517 residents, that is, 93% of the population of the Olympic Village.

Table H
Olympic Village population (actual and forecast)

Country	Male athletes	Female athletes	Male escorts	Female escorts	Totals	
					actual	forecast*
AHO Netherlands Antilles	4	0	5	1	10	(8)
ALG Algeria	16	0	8	0	24	(37)
AND Andorra	2	0	6	0	8	(8)
ANT Antigua	10	0	8	0	18	(28)
ARG Argentina	32	5	59	0	96	(102)
ARS Saudi Arabia	26	0	12	0	38	(11)
AUS Australia	138	35	52	12	237	(236)
AUT Austria	46	8	34	4	92	(123)
BAH Bahamas	9	1	6	1	17	(21)
BAR Barbados	9	2	9	1	21	(51)
BEL Belgium	74	26	56	6	162	(163)
BER Bermuda	9	1	5	2	17	(18)
BIZ Belize	3	0	2	0	5	(14)
BOL Bolivia	4	0	3	0	7	(20)
BRA Brazil	65	7	29	1	102	(114)
BUL Bulgaria	138	56	55	2	251	(271)
CAF Central African Republic	0	0	1	0	1	(17)
CAN Canada	267	131	91	24	513	(433)
CGO People's Republic of the Congo	7	1	6	1	15	(11)
CHA Chad	3	0	2	0	5	(5)
CHI Chile	8	0	8	1	17	(42)
CIV Ivory Coast	4	0	9	1	14	(15)
CMR Cameroon	16	1	14	0	31	(23)
COL Colombia	33	2	20	0	55	(63)
CRC Costa Rica	4	1	8	1	14	(14)
CUB Cuba	158	26	57	3	244	(274)
DEN Denmark	48	11	31	4	94	(102)
DOM Dominican Republic	12	1	20	1	34	(44)
ECU Ecuador	6	0	7	0	13	(21)
EGY Arab Republic of Egypt	38	0	16	0	54	(68)
ESP Spain	98	11	48	1	158	(195)
ETH Ethiopia	30	2	14	0	46	(34)
FIJ Fiji	1	1	0	0	2	(5)
FIN Finland	70	6	36	2	114	(187)
FRA France	179	34	85	6	304	(332)
GAM Gambia	2	0	0	0	2	(0)
GBR Great Britain	169	68	69	22	328	(324)
GDR German Democratic Republic	100	122	135	10	367	(389)
GER Federal Republic of Germany	170	53	161	24	408	(417)
GHA Ghana	34	6	14	0	54	(71)
GRE Greece	28	2	19	1	50	(56)
GUA Guatemala	32	2	13	5	52	(28)
GUY Guyana	16	0	12	1	29	(31)
HAI Haiti	15	3	7	1	26	(20)
HKG Hong Kong	23	2	6	1	32	(28)
HOL Netherlands	70	41	39	9	159	(177)
HON Honduras	3	0	1	0	4	(4)
HUN Hungary	140	60	59	5	264	(294)
INA Indonesia	5	2	6	0	13	(12)
IND India	25	0	10	0	35	(74)
IRL Ireland	39	3	21	3	66	(79)
IRN Iran	82	4	23	1	110	(106)
IRQ Iraq	5	0	4	0	9	(11)
ISL Iceland	9	4	9	1	23	(24)
ISR Israel	33	2	13	0	48	(78)
ISV Virgin Islands	14	2	7	1	24	(18)
ITA Italy	172	34	90	2	298	(341)
JAM Jamaica	12	9	7	1	29	(40)
JPN Japan	157	61	74	4	296	(283)
KEN Kenya	25	1	64	5	95	(85)
KOR Korea	43	12	27	1	83	(85)
KUW Kuwait	17	0	5	0	22	(20)
LBA Libya	8	0	5	0	13	(12)

Table H (continued)

Olympic Village population (actual and forecast)

Country	Male athletes	Female athletes	Male escorts	Female escorts	Totals	
					actual	forecast*
LIB Lebanon	7	4	1	0	12	(0)
LIE Liechtenstein	4	2	5	0	11	(14)
LUX Luxembourg	8	0	6	0	14	(18)
MAL Malaysia	24	0	13	0	37	(36)
MAR Morocco	19	0	13	0	32	(30)
MEX Mexico	102	7	52	1	162	(175)
MGL Mongolia	33	2	12	2	49	(51)
MLI Mali	2	0	3	0	5	(13)
MON Monaco	4	0	4	0	8	(9)
NCA Nicaragua	17	0	15	0	32	(12)
NEP Nepal	1	0	2	1	4	(4)
NGR Nigeria	42	1	20	2	65	(69)
NGY Papua-New Guinea	6	0	2	0	8	(7)
NIG Niger	3	0	3	0	6	(8)
NOR Norway	58	5	32	1	96	(120)
NZL New Zealand	66	9	24	2	101	(108)
PAK Pakistan	25	0	13	0	38	(55)
PAN Panama	7	1	10	1	19	(22)
PAR Paraguay	4	0	3	0	7	(12)
PER Peru	0	13	6	0	19	(33)
PHI Philippines	10	1	6	1	18	(19)
POL Poland	204	30	69	5	308	(327)
POR Portugal	19	0	8	0	27	(41)
PRK Democratic People's Republic of Korea	58	2	25	2	87	(84)
PUR Puerto Rico	72	7	30	2	111	(125)
ROC Republic of China	0	0	5	1	6	(62)
ROM Romania	117	59	57	11	244	(293)
SEN Senegal	22	3	12	0	37	(29)
SIN Singapore	3	1	4	1	9	(17)
SMR San Marino	8	2	3	1	14	(17)
SRI Sri Lanka	1	0	2	0	3	(10)
SUD Sudan	22	0	15	0	37	(47)
SUI Switzerland	47	3	35	3	88	(140)
SUR Surinam	3	0	3	0	6	(5)
SWE Sweden	83	18	50	3	154	(152)
SWZ Swaziland	4	0	3	0	7	(4)
TCH Czechoslovakia	130	39	55	5	229	(191)
THA Thailand	38	2	23	2	65	(59)
TOG Togo	16	3	11	0	30	(29)
TRI Trinidad and Tobago	15	0	8	0	23	(22)
TUN Tunisia	24	2	11	0	37	(28)
TUR Turkey	27	1	14	1	43	(86)
UGA Uganda	20	5	10	1	36	(38)
URS USSR	333	147	117	7	604	(591)
URU Uruguay	5	2	12	1	20	(25)
USA United States	285	128	97	24	534	(537)
VEN Venezuela	22	9	25	2	58	(78)
VOL Upper Volta	12	0	6	0	18	(15)
YUG Yugoslavia	87	5	37	2	131	(142)
ZAM Zambia	25	1	9	1	36	(17)
	5,159	1,376	2,723	259	9,517	
CAY Cayman Islands						(8)
GAB Gabon						(7)
GRN Grenada						(5)
TAN Tanzania						(18)
ZAI Zaire						(8)

(10,289)

* Forecast according to registration by name as of July 12, 1976.



If a delegation consisted of less than twenty-five members, it was necessary for the *chef de mission* or his liaison officer to refer to a central administration area to obtain the services required. This system had been established specially for the smaller delegations, and grouped together in one area — in the centre of each pyramid — all of the clerical and administrative facilities needed, for example, photocopying machines, messengers, translation services, a room reservation service, liaison officers, hostesses, transportation, etc., in much the same manner as those allocated to the larger delegations.

Extensive use was made of these main service areas, where, for example, messengers handled 47,095 parcels in 238 separate deliveries. The room reservation service was very useful also, since none of the smaller delegations had sufficient space in which to hold

meetings. A side effect of the latter was that there was a better degree of space utilization.

Visitors

The Olympic Village quickly became the centre of attention, with world class athletes strolling about the grounds, attracting the notice and admiration of the crowds of people who descended on the area. And it seemed everyone wanted to get close to them, talk to them, and even eat with them! Parents and friends of the athletes, journalists, sundry representatives of countless countries, all wanted to get into this restricted area. Unfortunately, access was wisely curtailed in accordance with stringent rules so as not to compromise the peace and tranquillity so necessary to the well-being of the athletes. After all, the Village had been designed for *them*, but, at the same time, some arrangement had to be worked out so they could meet with their parents and friends. Visitors were admitted, therefore, following IOC Rules which stipulate that never more than 1,000 may be permitted at any one time in an Olympic Village.

The number of passes varied from two to ten, depending on the size of the delegation, and it was only with the express permission of the *chefs de mission* that a pass could validly be issued. What the visitor had to do was to surrender his passport or valid identity papers to be issued a pass. His proper documents were returned on leaving, in exchange for the pass, and admission was limited to between the hours of 08:30 and 21:30 daily for the residential zone and from 08:30 to 23:30 for the international zone.

The Press

Accredited members of the press were treated in much the same manner as the general public, including the fact that access to the residential zone had first to be approved by a *chef de mission*. The procedure was for an invitation signed by the latter to be sent to the reception area in the International Centre, where the journalist exchanged his credentials for a special pass. He received his credentials in return for the pass when he left the area. Access to the international zone was, however, automatic upon presentation of a valid credential.

Another stipulation was that no more than 300 journalists were to have access at any one time to any part of the Village. And visiting hours were the same as for ordinary visitors. These

Table I
Personnel breakdown

Food service		
Service	781	
Maintenance	115	
Production	372	1,268
Health		34
Furniture & fixtures		92
Special installations		12
Director-general		27
Lodging		324
Maintenance		651
Admission		122
Information		100
Shops		130
Recreation		70
Tourism		38
Pastoral		8
Administration		98
Personnel		24
Secretariat		89
Management		332
Bromont		121
Total		3,540*

*Total does not include 1,200 Security personnel nor 300 people detached from other directorates to work in the Village.

rules were rigidly enforced both by the regular security people and the Olympic Village Directorate, and only the mayor, his two deputies, the security chief, and the *chefs de mission* could authorize admission.

All told, over 40,000 people were permitted access to the Olympic Village during the Games, save for July 17, when all admission was restricted to legitimate residents.

Management and Staff

An undertaking of any scope at all demands a team that is both determined and firmly committed to common objectives. And the Olympic Village was no exception, for the 5,000 or so people who were employed there showed the type of dedication required. In addition, their courteous attitude conveyed to residents and visitors alike that they were happy in their work and pleased to be welcoming the athletes of the world.

For this to be achieved, however, the staff had to be considered as something more than mere employees: rather like collaborators committed to produce the Olympic Games in the name of the Canadian people. And this attitude allowed the challenge to be faced with confidence: that of getting 5,000 people settled into a variety of tasks within a two-week period.

This was not an easy step, for it was with a certain amount of trepidation that one turned over the daily routine of a project like the Olympic Village to individuals who had only been hired a few weeks before! Thanks to the directorate, however, the newcomers were inspired with the Olympic spirit, the commitment to get the job well done, and the will to achieve those objectives that had been set for them.

Breaking down the total personnel figure quoted above, approximately 3,500 were occupied with a variety of tasks, and, of the remainder, about 1,200 — both male and female — were

attached to Security. And most of the latter were on loan for the duration of the Games from the Montréal Urban Community Police Department, the Québec Police Force, the Royal Canadian Mounted Police, and the Canadian Forces.

The remaining 300 were allotted various tasks in accordance with guidelines laid down by several COJO directorates and departments, for example, Hostesses and Guides, Transport, Technology, Communications, and Sports. In addition, some were assigned to the polyclinic. Those attached to Sports, for example, were responsible for registering athletes for competition and managing the sports information rooms (see Tables I and J).

Table J
Personnel hiring schedule

Date	Management	Middle management	Specialists	Clerical staff	General staff	Totals	Cumulative totals
1973	6			2		8	8
1974	4	1		5		10	10
1975	4	8	1	8		21	39
1976 January	3	5	2	2		12	51
1976 February		2	4	16		22	73
1976 March	2	4	1	11	4	22	95
1976 April	3	8	4	7	102	124	219
1976 May		20	53	19	44	136	355
1976 June		8	150	352	2,305	2,815	3,170
1976 July		1	37	27	305	370	3,540*
Total	22	57	252	449	2,760	3,540	

Management:
directors, assistants, coordinators, etc.
Middle management:
department heads, managers, personnel officers, etc.

Specialists:
personnel training officers, controllers, statisticians, archivists, etc.
Clerical staff:
secretaries, stenographers, clerk-typists, office clerks, etc.

General staff:
operators, messengers, maintenance staff, mail clerks, file clerks, salesmen, etc.

*Total does not include 1,200 Security personnel nor 300 people detached from other directorates to work in the Village.



At the very beginning, when most matters were at their earliest stages of planning, it was decided to centralize the management of the Olympic Village as much as possible. And, assuming a wide range of internal requirements for the Village as a COJO project with many hundreds of employees, it was found most useful to submit to an administrative control sector (called the Management Department) items like budgetary supervision, supply, employment, personnel training, the secretariat, and messenger service, including the billing department established for the delegations.

For, at the very core of the direction of Olympic Village activities, this same administrative group oversaw the entire management process according to what had previously been decided, including such things as dealing with public tenders and contracts of every kind, all the time bearing in mind the needs, requests, and suggestions of the directorate.

On the organization chart (see Table K) may be noticed the creation of an operations control centre for the duration of the Games so that decisions would always flow through the same channels, as circumstances warranted, in respect of the Village as it related to the athletes.

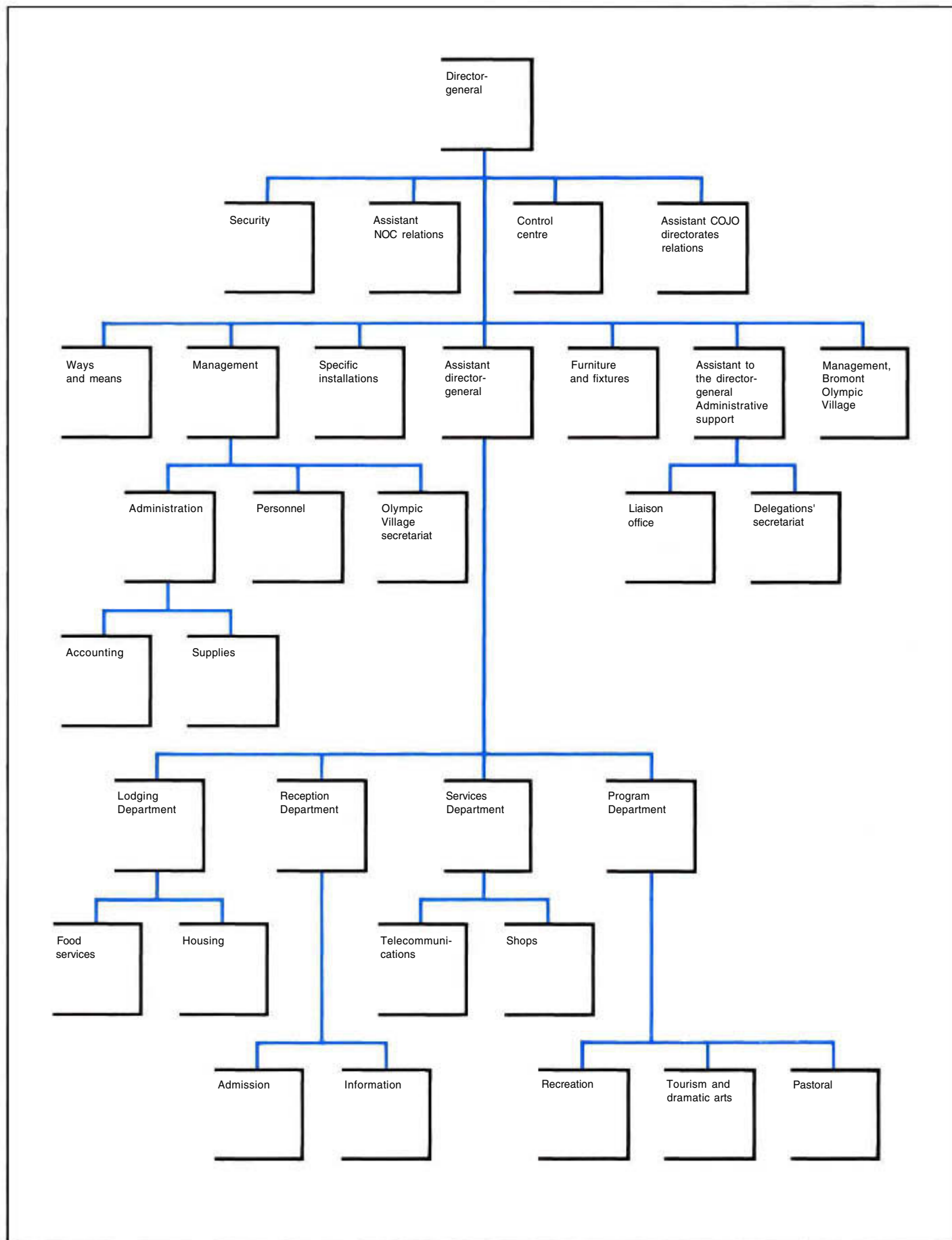
Ways and Means

Upon his arrival at the Village, each service chief underwent a special course given by a systems analyst who was directly responsible to the director-

general who was also the mayor. The purpose was to make sure that the various department heads were fully aware of the proper procedures to be adopted for the satisfactory functioning of the entire Village complex. It was also the analyst's task to standardize all forms intended for Village use.

The creation of a particular method or procedure involved first the adequate definition of overall corporate policy and administrative capacity. This policy then had to be approved by the directorate who had to make certain that it was within the scope of the Village generally. Afterwards, it remained to determine procedures in detail, taking into account human, material, and financial resources, and then to set up a systematized series of principles governing operations in general.

Table K
Olympic Village organization chart





During the training period, there was considerable assistance available for the indoctrination of executive staff, and the following are but a few examples of the forty-odd items that required the establishment of detailed procedures: admission secretariat, COJO accreditation card control, petty cash, repairs, distribution of keys, artists' fees, billing for Kingston and Bromont, and the repair and adjustment of television sets!

Bromont

The Olympic equestrian events had been arranged to take place at seventy-two kilometres southeast of Montréal, just outside the City of Bromont. For a variety of reasons, it simply was not feasible to even consider lodging both riders and mounts at any kind of distance from the scene of competition, so it was decided at an early date to set up an Olympic Village in miniature in this Eastern Townships locale.

As a result, a family-type atmosphere was created through the construction of a series of multi-unit residences similar to what are called town houses. Fifty-two such units were created to accommodate more than 280 athletes and officials from 24 countries. The 200 or so grooms that accompanied the former had their own quarters, and enjoyed virtually the same privileges and services as the riders themselves.

Furniture and furnishings were direct copies of those stipulated for the main Village in Montréal, and the entire site was characterized by the atmosphere of a true sporting community.

Kingston

Once Kingston had been determined as the location of the Olympic yachting regatta, it became essential that some form of self-contained residences be found for the many hundreds of competitors who would be descending upon this picturesque university city in the province of Ontario, some 290 kilometres west of Montréal.

Fortunately, it was possible to call upon past experience, for authorities at Queen's University had, on several previous occasions, housed large numbers of competitors during the annual CORK regattas (Canadian Olympic-training Regatta Kingston).

Accordingly, the campus of Queen's University was converted into an Olympic Village for the duration of the various events on nearby Lake Ontario. More precisely, certain of the student residences were turned into accommodations for the 512 athletes and officials from 40 countries, who found themselves less than one kilometre from Portsmouth Harbour, embarkation point for the various competition sites.

University personnel were most cooperative, and put all their facilities at the guests' disposal. The welcoming committee, especially, was most solicitous of the visitors' welfare, and, through audio-visual presentations, supplied them with as much information as could possibly be required.

From the comfort of the rooms to the abundant food to the comprehensive recreation program, the stay of the Olympic competitors can be looked back upon as a source of pride to the population of Kingston.

Security

Security for the 1976 Olympic Games was based on the principle of prevention, and nowhere was this more in evidence than in the various Olympic Villages, especially in Montréal. Naturally, there were a few criticisms about the all-too-obvious uniformed presence, even in areas like the magnificent green spaces surrounding the residential pyramids, but armed patrols of the Canadian Forces in that area day and night resulted in a total absence of serious incidents. And they doubtless had the same effect at other locations as well.

This conspicuous show of protective authority confronted the athlete from the moment he entered the Village. It supervised a thorough search of his luggage as well as his person; it verified his identity and checked his credentials; and it followed him from one competition site to another, always present, always ready; friendly, but firm.

Had the fact of armed protection been any less prominent, one may only speculate!

Suffice it to say that, of the two alternatives, the results obtained appear to limit the options open for discussion.

Commentary

Many significant changes were rung throughout the short history of the Games of the XXI Olympiad —athletes' meal tickets disappeared, perhaps forever; there was one Village for all — male and female — though the former have yet to acquire visiting privileges; and the special position of liaison officer was created to take much of the administrative burden from the shoulders of the *chefs de mission*.

But the criterion of a successful Games lies not in whether the tangibles were satisfactorily attended to, or whether there was a fractional increase in overall attendance, but whether the aims and objectives decreed by Baron de Coubertin were served in a manner and style that he would have applauded. In other words, in present-day terms, did Olympism survive yet again?

This and the accompanying chapters should provide sufficient notice that the answer to this question is an unqualified "yes!"



Official Ceremonies and the Olympic Flame

29

To create opening and closing ceremonies that would be original in their modernism and imposing in their traditionalism, Montréal organizers had only to follow the Olympic Rules of the International Olympic Committee (IOC) and the inspirational thinking of Baron Pierre de Coubertin.

Concerning the ceremonies, the founder of the modern Olympic era wrote:

"... the question of the "ceremonies" is one of the most important to settle. It is primarily through the ceremonies that the Olympiad must distinguish itself from a mere series of world championships. The Olympiad calls for a solemnity and a ceremonial which would be quite out of keeping were it not for the prestige that accrues to it from its titles of nobility.

"... People met at Olympia to make both a pilgrimage to the past and a gesture of faith in the future. This would be equally fitting for the restored Olympiads. It is their function and their lot to unite across the fleeting hour the things that were and the things which are to be. They are preeminently the festivals of youth, beauty and strength. In this keynote we must seek the secret of the ceremonies to be adopted."

The Olympic Rules on the subject carefully preserve this Olympic ideal while still giving the organizing committee freedom to impose its own particular mark and create unique artistic interludes during the ceremonies.

Although the Flame only became an official part of the ceremonies of the modern Olympic Games in 1928 at Amsterdam, eight years later it developed into one of the strongest symbols of the Games with the first relay of the Flame from Olympia to Berlin, the host city that year.

Today, the Flame and the official opening and closing ceremonies are so closely associated in the minds of athletes and sports enthusiasts that the kindling of the Flame at Olympia signifies, in fact, the official opening of the Games.

Fired by the spirit of Olympism, by the works of de Coubertin, and by the fine traditions of the IOC, COJO determined that the opening and closing ceremonies of the Games of the XXI Olympiad should indeed be "festivals of youth, beauty and strength." Furthermore, the relaying of the Flame should be that of a sacred light from Olympia that would illuminate the hopes of the world's youth.





"And you, athletes, remember the sun-kindled Fire which has come to you from Olympia to light and warm our lifetime. Keep the sacred flame alive."
— Pierre de Coubertin.

Olympia, Tuesday July 13, 1976, 10:30. Standing before the stele that contains Coubertin's heart, representatives from Greece, France, and Canada, and delegates from the IOC, COJO, and the national Olympic committees of Greece and Canada, observe one minute of silence for the man who revived the Games. Today, his message is addressed to athletes in the Games of the XXI Olympiad.

The official entourage for the Olympic Flame relay has entered the precinct of holy Altis — the sanctuary of Zeus — to witness the ritual lighting of the Flame. Surrounded by her vestal virgins, the high priestess, Maria Moscholiou, kneels near the temple of Hera and prepares to "draw a pure, clean flame from the sun's rays." At eleven o'clock in the morning, she places the torch of the Montréal Games at the focal point of a mirror that points towards the sun. Suddenly the Flame is kindled. The high priestess then rises and lifts the Olympic Flame towards the sky.

This is the moment of *fiat lux*, when one of the vestals presents the clay urn to the high priestess who then places the new fire in it. This is the Flame of the Montréal Games. In ancient Greece, "these vestal nuns who guarded nothing but this fire which never went out" and who enjoyed "high privileges and great prerogatives," took vows of chastity when they dedicated themselves to the fire cult. This ceremony is enacted in accordance with the customs of antiquity, as related by Plutarch in the life of Numa Pompilius.

The vestals form an escort for the Olympic Flame, here in this "city of athletics, art, and prayer," where the human body was exalted more than anywhere else, and where the most beautiful legends were born. They leave the temple of Hera, moving towards the ruins of the temple of Zeus, which once housed Phidias' gold and ivory statue of the king of the gods. Now the procession follows paths only lately edged with colonnades and porticoes. Then, moving eastward, it passes through the Echo Gate and arrives at the ancient stadium.

The cortege having broken up before the stands where dignitaries and spectators from all parts of Greece have assembled, the vestals arrange themselves in a semicircle around the high priestess who now performs the ritual offering of the Olympic Flame on the altar of Zeus. She raises her arms towards the sky, saying: "I come as a supplicant, O Zeus, to ask that Apollo's light sanctify this Flame which, when transported to Montréal's Olympic Stadium, will illuminate the noble spirit of participation in the peaceful games of the Earth's peoples."

Shouts of joy rise up from the stadium as the high priestess lights the torch of the Montréal Games and hands it to Tassos Psilidis, a high-jumper, who will carry it for the first kilometre of the Sacred Flame's journey. To a man, the crowd has rallied to the call, following addresses by Apostolos Nicolaïdes, president of the Hellenic Olympic Committee, and by COJO's representative, Rev. Marcel de la Sablonnière, and renders homage to the Flame, "the light of Olympia," as the writer, Takis Doxas, calls it in his poem recited by a Greek actor.



Surrounded by his honor guard of six, the torch-bearer leaves the stadium to the applause of the crowd. The relay of the Sacred Flame proclaims the Olympic Games, and, for the past forty years, has marked the beginning of the "quadrennial festival of human spring-time." But with the vicissitudes of history, the Olympic Flame lay dormant for some time beneath the embers! It was revived for the Amsterdam Games in 1928 and continued at Los Angeles in 1932. But the new tradition of carrying the torch in relays was established only in 1936 at the Berlin Games.

In the Pierre de Coubertin grove, everyone awaits the runner who will render homage a second time to this great man. He will place the Sacred Flame on the white marble altar, approach the stele, and raise the torch in a gesture of veneration. This salute to honor Pierre de Coubertin is a simple, moving gesture of ritual significance: it epitomizes the homage of youth to the world over. It salutes the visionary whose wish was that "the union of mind and muscle may be finally sealed for the sake of progress and human dignity."

This is the first time since 1936 that the Flame has passed through the towns of southern Peloponnesus. The journey is welcomed by the people of the region who have waited so long, and it enables the runners to follow, in the opposite direction, the route taken by King Ephitos of Elis, in 884 B.C., when he went to Delphi to consult Apollo, the king of Light. Through the voice of Pythia he was advised: "If you want peace with your neighbors, restore the Games, which are dear to the Gods." According to Olympic historians, the Games recommenced in 776 B.C., twenty-seven centuries ago.

At Krestena, people throw rose petals under the runners' feet. And in front of the town hall, the citizens have rolled the carpets out of their houses. Before lighting the urn, the torch-bearer salutes the north, south, east, and west. His action recalls to mind that of the herald of antiquity who, in the stadium, "turning towards the four points of the compass, presented the competitors one at a time, saying: 'Citizens, hear me! This is so-and-so, from such a nation and such a city!' And he would add: 'If someone in this assembly questions his status as a free man, let him rise!'."

The relay of the Flame is the response of young people to de Coubertin's call: "Athletes who will carry the symbolic torch in your eager hands... let your race be a happy one. It begins in the spirit of eternal Hellenism which goes on lighting a path down through the ages, offering ancient solutions to many modern problems. On my behalf, ask the assembled young people to accept the heritage of my labor and to complete what I have begun, which the pervading routine-mindedness and pedantry have prevented me from accomplishing in full."

The other runners take their places in the convoy, together with all the official delegates, managers, armorers, attendants, technicians, assistants, and journalists who escort the torch-bearers on the route through Peloponnesus and Hellas. Despite the heat and the difficulties of the mountain roads, each torch-bearer runs one kilometre in five minutes. When a runner has completed his stretch, he gives his torch to the armorers, who extinguish it and hand it back to him as a souvenir of his participation in the Sacred Flame relay of the Games of the XXI Olympiad.



In each town, the mayor and the COJO delegate make speeches. Songs, dances, and poems celebrate the Light of Olympia. At Kyparissia, young people place armor in front of the Flame. This symbolizes the sacred truce called by the ancients when the Games were announced. In each of those years, Elis was proclaimed "a neutral and inviolable zone." In the history of the modern Games, the truce was broken three times—in 1916, 1940, and 1944. Wars used to be stopped so that the Games could be celebrated, but now the *Games* are stopped to make *war*.

After thirty-six hours journeying over the roads of Zaharo, Kyparissia, Filiatra, Gargalioni, Nestor, Pylos, Messene, Kalamata, Sparta, and Tripolis, the Flame spends the night at Nauplia, watched over by guards. This inextinguishable Flame is fed by olive oil like the ancient one that used to burn on the altar of Zeus. And it continues to burn during the violent storm that swept down upon the convoy in the mountains of Arcadia. Neither wind, nor rain, nor hail extinguish the Olympic Flame and prevent the convoy from arriving at the appointed time.

At 07:20 on the morning of July 15, the Flame leaves Nauplia for Athens, passing through Argos, Corinth, Megara, and Eleusis. At every stage along the route, each town acclaims its own sons and daughters, whether torch-bearer or attendants, just as in ancient times, "all the towns were intent on being represented at the Games and aspired to the honor of seeing their champions triumph." A breach would be driven through the walls of a town so that the winner's chariot could pass through, for surely an Olympic champion was a hero who could ensure the defence of his town!

Every kilometre, the torch-bearer passes the Flame to another runner in an unbroken chain of light from Olympia to Athens. And the crowd increases along the route as the moment approaches when the Flame will leave Greek soil to illuminate the Montréal Games. Every Greek citizen who comes to greet the Flame is aware that it represents the soul of eternal Greece. This "Light of Olympia" has only symbolic value, yet it is the true light, ignited by the sun's rays to illuminate "the Games celebrated by the finest young people in the world."

At Corinth, facing the Mediterranean and its far-flung shores, the young people recall Coubertin's message: "I have dedicated my life's effort to the preparation of an educational revival, being convinced that no social or political stability could be obtained henceforth without prior pedagogic reform. The athletic cult now revived has not only bettered public health; it spreads a sort of smiling stoicism that helps the individual withstand the daily trials and tribulations of life."

At the gates of Eleusis where Demeter showed men how to grow wheat, the runner enters the Sacred Way to Athens. As the sun sets, one recalls these final words of Coubertin: "The mind must escape from oppressive narrow thought processes. The vistas available must be shown to everyone on the threshold of an active life, if only as a fleeting vision. The future belongs to those who will dare to be the first to transform the education of the young adult, for it is he, and not the child, who grasps and governs fate."



At 21:00, His Excellency, Constantin Tsatsos, president of Greece, has taken up his position in the Panathenean Stadium. Ancient trumpets herald the ceremony of the transmission of the Flame to Canada. An extract from Pindar is recited: it recounts the glory of Olympia, the triumphant entry of the athletes, and the renown of the victors. The crowd acclaims athletes from the fifteen Olympic cities where the Games have been held since 1896. At exactly 21:36, the torch-bearer, Kostas Kostis, a decathlon athlete, bursts into the stadium.

Having passed through his honor guard of athletes from Olympic cities, the runner deposits the Olympic Flame on the altar before thousands of spectators and journalists from around the world. Montréal will soon add its name to the list of cities that share the honor of elevation to the rank of Olympic city: Athens, Paris, St. Louis, London, Stockholm, Antwerp, Amsterdam, Los Angeles, Berlin, Helsinki, Melbourne, Rome, Tokyo, Mexico City, and Munich. Tradition is maintained in the Games of the XXI Olympiad.



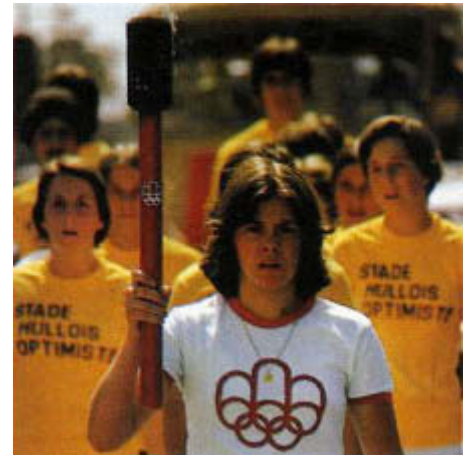
As the Olympic flag is raised, the orchestra and choirs perform the Olympic hymn created on the occasion of the first Games of the modern era, which were held in Athens in 1896. This cantata, written by Costis Palamas, was set to music by Spirou Samara. "Ancient and eternal spirit, majestic creator of beauty, grandeur and truth, descend here, appear, flash like the lightning, in the glory of the Earth and your sky."

The national anthems of Greece and Canada accompany the flying of both countries' colors. Mr. Nicoláides, president of the Hellenic Olympic Committee, hands over the Olympic torch of the Montréal Games to Father de la Sablonnière, the official representative of COJO and the Canadian Olympic Association, who declares: "We thank our Greek friends, who protect the Olympic ideals with resolute faith and maintain inviolable the holiness of this Flame. May it unite the athletes and youth of the world in fraternity, loyalty, joy, and peace."



On the occasion of the ceremony for the transmission of the Flame, Greece honors Canada, and especially the cities along the route of the Flame in Québec and Ontario. On behalf of the mayor of Montréal and all the mayors who will greet the Olympic Flame in their cities, His Excellency Arthur Andrew, the Canadian ambassador to Greece, receives a stone from Olympia, similar to those that will be given to the mayors of these Canadian cities. Canada responds to this courteous gesture by offering in return some red maple trees, the emblem of the country.

At 21:50, that is, at 14:50 Montréal Time, the delegate of the Organizing Committee for the Games of the XXI Olympiad gives the torch to a Canadian athlete with parents of Greek origin now living in her mother country. Upon receiving the torch, Angela Simota salutes the crowd. She then presents the Olympic Flame to the sensor, which detects the ionized particles, converting them into coded impulses that are transmitted by satellite to Ottawa, where they activate a laser beam which instantly recreates the Olympic Flame in its original shape.



The Flame of the XXI Olympiad puts yet another imprint of our era on the history of the Games. In welcoming it on Parliament Hill in Ottawa, Canada's Prime Minister, The Right Honorable Pierre Elliott Trudeau, declares: "If the ancient Greeks could have witnessed this instantaneous transmission of the Flame, they would have regarded it as an intervention by the gods. Never before has an Olympiad had such a direct relationship with Greece. Never before, perhaps, have we felt so closely the spirit of excellence and loyalty which the torch symbolizes."

The prime minister receives the Olympic Flame from the hands of Lise Litz, an Ottawa athlete, in the presence of Lady Killanin, and members of the diplomatic corps, the Senate, the House of Commons, and the Canadian Olympic Association. Mr. Trudeau adds: "In this Flame we can see a reflection of the courage and ardor employed by the champion athletes in reaching their goals. Runners will soon relay this Flame to Montréal so that, for two weeks, that city may become the universally acknowledged centre of excellence."

At 15:00, the prime minister gives the starting signal to the first runners in the Ottawa-Montréal relay. These athletes represent the ten provinces of Canada: Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Québec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia, as well as the Yukon and the Northwest Territories. A cluster of twelve bearers from different regions light more torches for the ceremonial one-kilometre run, then they reconstitute it as they pass it on to the runner who takes over the relay for the second kilometre.

In Canada, as in Greece, the relay of the Sacred Flame is organized in cooperation with the towns along its route. The statutes stipulate that the Games are awarded to a city, not to a province or country. The Flame is received with enthusiasm and respect by the mayors and citizens of Hull, Ottawa, Vanier, Gloucester, Orleans, Cumberland, Masson, Buckingham, Lochaber, Thurso, Plaisance, and Papineauville, before it stops for the night at Montebello. Between Ottawa and Montréal, two thousand athletes and sports enthusiasts accompany the bearers of the Flame.

This relay takes place in accordance with a plan and a schedule that respect and honor the sacred nature of the Flame. Between Ottawa and Montréal, the route passes through heavily populated towns along the Ottawa River. The torch-bearer and his attendants, together with managers, armorers, technicians, assistants, and journalists, form a convoy that is both mobile and functional.

Everywhere, there is unparalleled enthusiasm for the Olympic Flame, which Canada's prime minister referred to as "this ideal of perfection which athletes of all races pass on from generation to generation." Those who are not chosen to carry the Flame are bent on accompanying it. In view of their spontaneous action, COJO further honors the athletes by allowing them to wear the colors of their respective clubs. But it is not only young people who carry the Flame and accompany the torch-bearer, for people of all ages join in the task.



The Flame moves on, passing through towns and villages where it stops for only a few minutes, just long enough for a brief ceremony in a town or a greeting in a village. Here, a group of majorettes perform a routine full of rhythm and verve to greet its passage; there, firemen shoot jets of water. All these celebrations in honor of the Olympic Flame express the excitement and emotion of Canadians at this long-awaited moment.

During the evening of July 15, on the banks of the Ottawa River, the Olympic Flame is even more imposing. It glows against the sky in a vibrant appeal for a brotherhood beyond the reach of the world's differences and anxieties. The Flame moves on, radiant, borne by athletes who believe in it, like "the victorious athlete who is dedicated and purified, who becomes a kind of priest or minister of an athletic religion, and who, on the eve of the ancient Games at Olympia, was allowed the privilege of reviving the Flame on the altar of the goddess Hestias."

With this incredible symbol, the youth of Greece established continuity between the olden days and the new generation, for the strength and spirit of their ancestors were transmitted by the Flame. Along the route between Ottawa and Montréal, the athletes undergo a similar experience. The Flame creates a ribbon of light that links Olympia and Montréal. A runner awaits the torch-bearer after each kilometre. They greet each other and incline their torches at a certain angle until they touch. Then the new torch-bearer holds his torch aloft and begins his run.

When the Flame enters Montebello at half past midnight, the lights of the town are switched on and church bells peal. It is the beginning of nighttime festivities for all the people of the region. The Olympic Flame, this symbol of unity, draws together families, relatives, and friends. They all come to take part in the singing and dancing, and to hear poems that extol the virtues of light. Under a soft summer moon, scouts mount guard before the urn in which the Olympic Flame gleams. They are keeping a vigil which they will long remember.

At six o'clock on the morning of July 16, windows are opened in the countryside and villagers greet the torch-bearer making his way towards Montréal. This is the second leg of a 250-kilometre relay that is scheduled to pass through Fassett, Pointe-au-Chêne, Calumet, Grenville, Hawkesbury, Greece's Point, Watson, Cushing, Carillon, Pointe-Fortune, Rigaud, Dragon, Choisy, Hudson Heights, Hudson, Vaudreuil, Dorion, Pincourt, Ile Perrot, Sainte-Anne-de-Bellevue, Baied'Urfée, Beaconsfield, Pointe-Claire, Dorval, Lachine, La Salle, Verdun, and Westmount.

Male and female athletes are given the honor of carrying the Flame, and many amateur photographers immortalize these unforgettable moments. The day before the Flame's journey, some of them could be seen at the rehearsals, preparing themselves to photograph the real thing by pacing themselves against the athletes. All along the route, one can see people deeply moved who applaud, who encourage the bearers of the Flame and run with them, expressing their joy and pride at seeing the Olympic Flame in their own town or village.



Between Ottawa and Montréal, television and radio stations and the newspapers issue news bulletins and special broadcasts on the progress of the relay. Amateur radio operators contribute too, providing links between the convoy and COJO's communications network. Everything is done in an orderly manner, all according to plan. A song welcomes the Flame upon its arrival on the Island of Montréal: "Welcome to Montréal. Greetings from Montréal, an island chosen by the gods, the Olympic city. Now the Flame beckons us. It is a sign from the heavens."

It is worth recalling that whereas the winning athletes at the Games receive gold, silver, and bronze medals, all the mayors of towns along the route of the Flame in Canada are given a stone from Olympia as a souvenir of the relay. The stone is a piece of limestone similar to that used to build the temple of Hera and the other historic buildings of holy Altis, the site of the first Games. This gift from Greece will highlight many municipal collections, together with the mayor's torch which the torch-bearer lights upon his arrival in each town along the way.

At Dorval, torrential rain pours down on the runners, as well as on thousands of spectators who urge on the torch-bearers running between lines of multicolored umbrellas. The downpour momentarily dismays the crowd and the officials in charge, but it triggers a spontaneous reaction from the onlookers, who shout and challenge the athletes, encouraging them ever onward. And the athletes react by redoubling their efforts. Even in the rain, the Olympic Flame arrives on time at all the towns along the route.

After a welcoming ceremony in Verdun before a capacity crowd of 10,000 people in a covered stadium, the Flame continues on to Westmount, the last stage of its journey before the City of Montréal. One torch-bearer confesses upon completing his kilometre: "I had the feeling that I was up in the sky. I cut through the air. My feet barely touched the ground. I ran as never before." Another runner says: "I'm trembling with emotion. I'll never be able to run." But when the Flame arrives, he lights his torch and darts off towards Montréal.

Montréal gives the Olympic Flame a great ovation. At the foot of Mount Royal, thousands of athletes escort the torch-bearer. Kathy Kreiner, a gold medalist at the 1976 Winter Games in Innsbruck, reaches the top of Mount Royal and gives the torch to the representative of Canada's NOC who hands it to the mayor, Jean Drapeau. The mayor passes the torch to Gérard Côté, a Canadian participant in the London Games and four-time winner of the Boston Marathon. He has the honor of lighting the urn.

The Flame burns before the illuminated cross that dominates the City of Montréal. Surely it could not have found a more fitting resting-place! Msgr. Jean-Marie Lafontaine speaks of the Flame's spiritual meaning, and the Very Rev. Reginald Hollis invites the people to imitate athletes by outdoing themselves. This night is unique in the history of Montréal. The message of His Holiness Pope Paul VI affirms that "sporting activities should always fall back on their ideal of the genuine promotion of man and fraternity between all peoples without exception."



Between Montréal and Kingston, site of the yachting competition, the Flame follows a varying route, and is borne by torch-bearers employing different means of land and water transport that highlight the following sports: running, cycling, rowing, canoeing, and riding. Along one stretch of three kilometres, magnificent Amerindian canoes are used.

To carry the Flame to Kingston, a second convoy had been formed at Pincourt, on the stage between Ottawa and Montréal.

On the evening of July 16, the Flame arrives by car on the outskirts of Cornwall, and a torch-bearer carries it to city hall where it stays for the night. Early next morning, male and female torch-bearers run as far as Upper Canada Village following Route 2, the historic road of the pioneers. From there, the relay continues by canoe for

three kilometres before rejoining Route 2, this time travelling by bicycle through Morrisburg, Iroquois, Cardinal, Johnstown, Prescott, Maitland, and finally, Brockville. Then the Flame is rowed for three kilometres to the St. Lawrence Provincial Park. Here, the relay of horseback riders begins. They gallop and trot through Butternut Bay, Rockport, Ivy Lea, and Gananoque.

For the last leg of the journey to Kingston, the torch-bearers pass through Willowbank, Pitt's Ferry, and Eastview, arriving at Kingston city hall at about 15:00 on July 17, the day of the official opening of the Montréal Games.

On Sunday, July 18, the torch-bearers carry the Sacred Flame to Portsmouth Harbour. During the opening ceremony at the centre for the yachting competitions, James Richardson, a young sailing enthusiast, lights the urn, watched by Lord Killanin, Mr. Rousseau, and thousands of spectators, against a background of wailing sirens from ships and boats anchored in the harbour. The Flame is extinguished on Wednesday, July 28, during the closing ceremony that terminates this competition.



The Olympic Flame first appeared in the modern era at Amsterdam in 1928, but found its true role eight years later at the Berlin Games with the first relay of the Flame from Mount Olympia to the Olympic site.

The Berlin organizers had, in fact, fulfilled a sentiment expressed at the closing of the previous Games in Los Angeles, when an unknown hand spelled out on the Scoreboard:

May the Olympic torch pursue its way through the ages.

The tradition of the Olympic Flame relay has since descended from one Olympiad to the next as a symbolic prelude to both the summer and winter Games.

A Symbol

Together with the Olympic flag, the Flame is a powerful symbol of the Games; a symbol of unity and exultation respected by successive organizing committees. It stands for the union

between the fountainhead, Olympia, and the city hosting the Games, and, for the youth of the world, it represents a "spiritual renewal based upon the virtues of the Ancients."

Olympic Rules

The Flame is only mentioned twice in the Olympic Rules governing the organization of the Games of the XXI Olympiad, namely those approved by the International Olympic Committee at Varna in 1973.

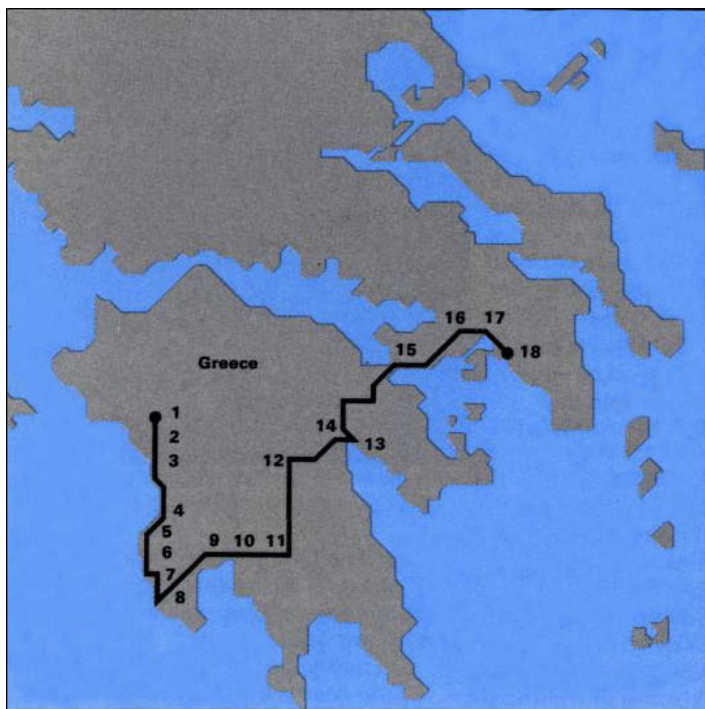
The first occurs in section 56 which deals with the opening ceremony. The fifth paragraph reads: "... A salute of three guns is fired, and then follows the symbolic release of pigeons. The Olympic Flame then arrives, brought from Olympia by a relay of runners, the last of which, after circling the track, lights the Sacred Olympic Fire which shall not be extinguished until the close of the Games."

And in section 58 which deals with the closing ceremony, the last para-

graph states: "A fanfare is then sounded, the sacred Olympic Fire is extinguished, and to the strains of the Olympic "Anthem" the Olympic Flag is slowly lowered from the flagpole and carried horizontally from the Arena by a squad of eight men in uniform..."

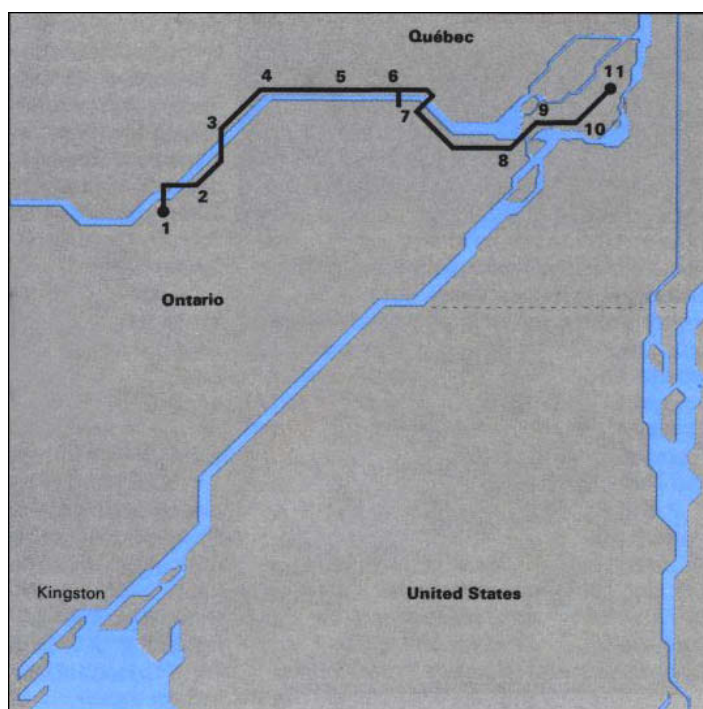
Thus, in its rules, the IOC stipulates the origin and departure points of the Olympic Flame, the moment of the runner's entry into the stadium during the opening ceremony, and the instant when the Flame must be extinguished during the closing ceremony.

This leaves the organizing committee responsible for the concept and execution of the Olympic Flame relay. This responsibility is shared with the Hellenic Olympic Committee (HOC) for that section which takes place in Greece, but becomes the sole responsibility of the organizing committee from the time the Flame leaves Greek territory until it is extinguished in the Olympic Stadium during the closing ceremony.



Program in Greece Olympia-Athens

- | | |
|---|----------------------|
| 1 Olympia
Departure July 13,
1976 | 10 Kalamata |
| 2 Krestena | 11 Sparta |
| 3 Zaharo | 12 Tripolis |
| 4 Kyparissia | 13 Nauplia |
| 5 Filiatra | 14 Argos |
| 6 Gargalioni | 15 Corinth |
| 7 Nestor | 16 Megara |
| 8 Pylos | 17 Eleusis |
| 9 Messene | 18 Arrival in Athens |



Relay Stages Ottawa-Montréal

- | | |
|--|------------------------|
| 1 Ottawa, Departure
Parliament Hill | 6 Hawkesbury |
| 2 Ottawa | 7 Rigaud |
| 3 Masson | 8 Vaudreuil |
| 4 Thurso | 9 St. Anne de Bellevue |
| 5 Montebello | 10 Lachine |
| Night stop | 11 Montréal |
| | Arrival on Mount Royal |

General Concept

COJO wished to respect tradition by maintaining the ceremonies for lighting the Flame at Olympia, as well as the relaying of the torch from Olympia to Athens and the reception ceremony for the Flame at the Panathenean Stadium of Athens. COJO also wanted to maintain this respect during the Canadian stages of the relay between Ottawa and the Olympic Stadium in Montréal, and between Montréal and Kingston, site of the yachting competition.

Each organizing committee, however, seeks a fresh, innovative format for the relaying of the Olympic Flame. At the Mexico Games, organizers decided to trace the route of Christopher Columbus and also used the Flame to revive the "New Fire" ceremony of the Aztecs at the Temple of Quetzalcoatl, in Teotihuacan, en route to the Olympic Stadium in Mexico City. (The "New Fire" ceremony, abolished

in 1507, evokes the forsaking of the past and the rising of the Sun God, dispenser of first blessings of a new era.)

For the Games of the XXI Olympiad in Montréal, COJO realized that following the itinerary of Jacques Cartier, discoverer of Canada, would have been merely an adaptation of a successful idea from the previous Games. Wishing to make a unique and fitting contribution to the tradition of the Flame relay, COJO turned to North American technology and used a highly advanced procedure to transmit the Flame instantaneously from Greece to Canada by means of satellite and laser beam.

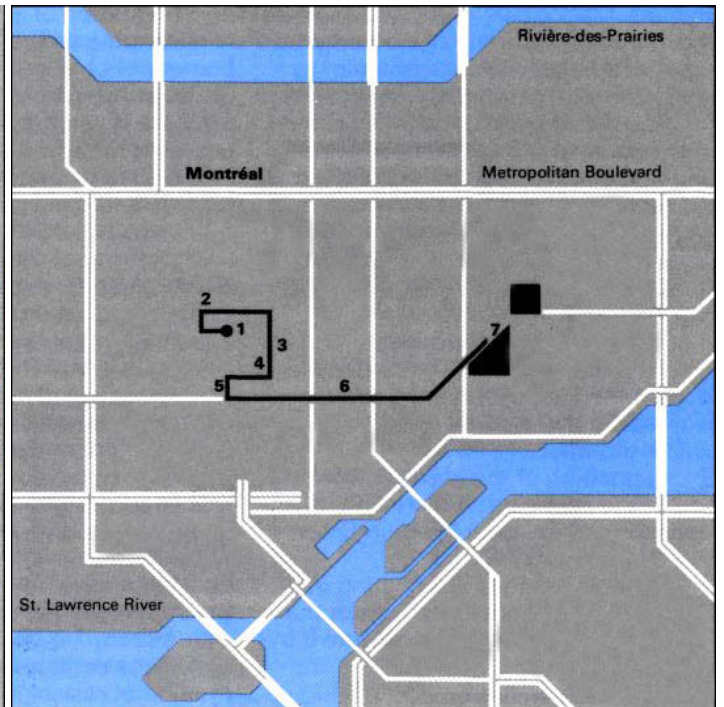
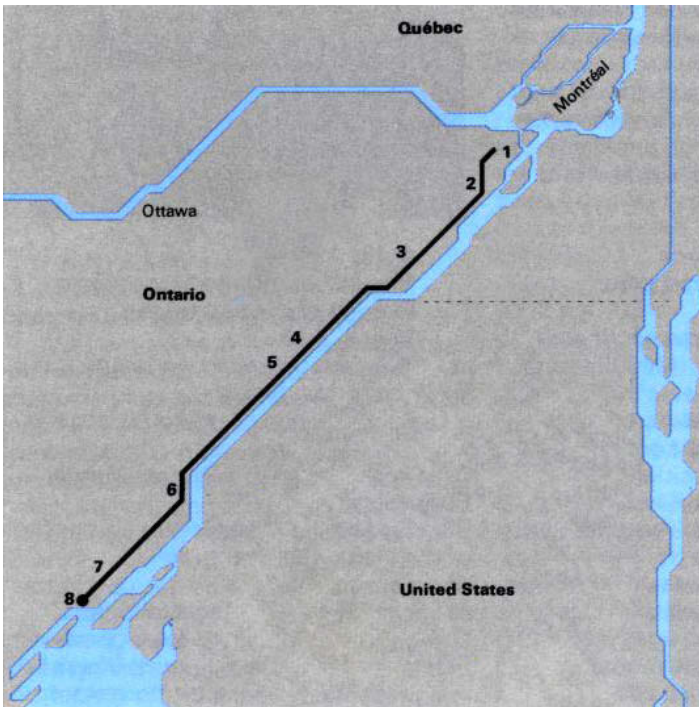
This extremely original format served as a reminder of Canada's geographical relationship to Greece within the same hemisphere, and also of the fact that Canada was one of the first countries in the world to put communications satellites into orbit around the earth.

The concept considerably reduced the total time required for the relay to

just five days, thanks to the satellite-laser beam transmission from Athens to Ottawa. It also facilitated mass participation by athletes and the population during the ground segments and ensured widespread media coverage of the relaying of the Sacred Torch.

COJO's proposal conformed to the Olympic regulations regarding the Flame relay and it also respected the wishes of Baron de Coubertin concerning the preservation of ancient traditions, rendering as it did continued homage to Greece, as the home of the Olympic Games, and to the Greek people. In addition, the extended exposure of the Olympic Flame in Canada would serve to strengthen national awareness of sports and provide the means for massive, direct participation by Canadians in the Olympic ideal.

This combination of the new and the traditional attracted the attention of the world to the Olympic Flame on the occasion of the Montréal Games.



**Relay Stages
Montréal-Kingston**

- | | |
|-------------------------------------|--|
| 1 Ile Perrot
Automobile | 6 St. Lawrence
Horseback |
| 2 Cornwall
Night stop
Runners | 7 Gananoque
Runners |
| 3 Long Sault
Canoeing | 8 Kingston
Runners |
| 4 Upper Canada Village
Bicycling | Arrival at Olympic
Yachting Centre,
Kingston |
| 5 Maitland
Rowing | |

**Stadium program
Montréal**

- | | |
|-------------------------------------|------------------------------|
| 1 Departure
Cross on Mount Royal | 5 Peel Street |
| 2 Camillien Houde
Parkway | 6 Sherbrooke Street |
| 3 Park Avenue | 7 Arrival
Olympic Stadium |
| 4 Pine Avenue | |

Administration and Management

Everything concerning the Olympic Flame was the responsibility of the Flame Relay Department under the direction of the Official Ceremonies Directorate.

The Flame Relay Department consisted of a director, two assistants, a scenario supervisor, and a security coordinator.

Four advisers were added to this basic team: the chief armorer, the signals and itinerary officer, the liaison officer (for liaison with the bearers and escorts), and the relay manager in Greece.

In May, 1976, this team was augmented by the supervisor for the Montréal-Kingston relay, and by armorers, managers, assistants, interpreters, liaison and communications officers, medical staff, and drivers. The Flame Relay Department was also assisted by a large number of volunteers, including three trainers for the bearers, twenty-one representatives of the Canadian Olympic Association (COA), the masters of ceremonies from the cities along the route, and liaison officers assigned to each kilometre of the relay itinerary.

The management committee met once a week and was responsible for planning and managing the program, and for supervising the critical path at every level, including the hiring of personnel and coordination of the work of the various teams.

Program Development

Principal stages in the development of the Flame relay program evolved chronologically as follows:

- September, 1973.
 - Launching of the idea of transmission of the Flame by satellite and its reconstitution by laser beam in Ottawa.
- October, 1974.
 - Approval at the IOC meeting in Vienna of the proposal to transmit the Flame by satellite and reconstitute it by laser beam.
 - Research on fuels.
 - Design of the torch prototype.
- February, 1975.
 - Demonstration of the torch prototype.
- April, 1975.
 - Definition of the telecommunication process for transmitting the energy of the Olympic Flame.
 - Study of possible relay itineraries.

June, 1975.

- Fuel and torch trials.
- July, 1975.
- First rehearsal of the relay from Mount Royal to the Olympic Stadium.
 - Tryout of the Flame transmission procedure.
 - Storage of fuel canisters in Greece to test the effect of heat on their performance.
 - First selection of relay itineraries.
- September, 1975.
- Draft of the agreement between COJO and the HOC.
- October, 1975.
- Rehearsal of the Montréal-Kingston relay (involvement of various sports: running, cycling, rowing, canoeing, riding).

November, 1975.

- Final selection of the torch, fuel, smoke producer, urns, and itinerary.
- Selection of sites for ceremonies in cities along the route.

December, 1975.

- Preliminary division of the relay route into one-kilometre sections.
- Formation of an *ad hoc* committee to determine criteria for the selection of bearers.
- Awarding of contracts for the manufacture of torches, fuel, smoke canisters, and urns.
- Drafting of registration forms for bearers and escorts.

January, 1976.

- Drafting of the *Flame Bearer's Guide*, posters, and certificates for the bearers and escorts.
 - Meeting of the security services.
- February, 1976.
- Awarding of contracts for laser equipment and telecommunications.
 - Formation of an *ad hoc* committee in charge of the composition of convoys and of securing the vehicles required.
 - Visits to cities where ceremonies will be held.
 - Final schedules for festivities and the supervision of convoys.

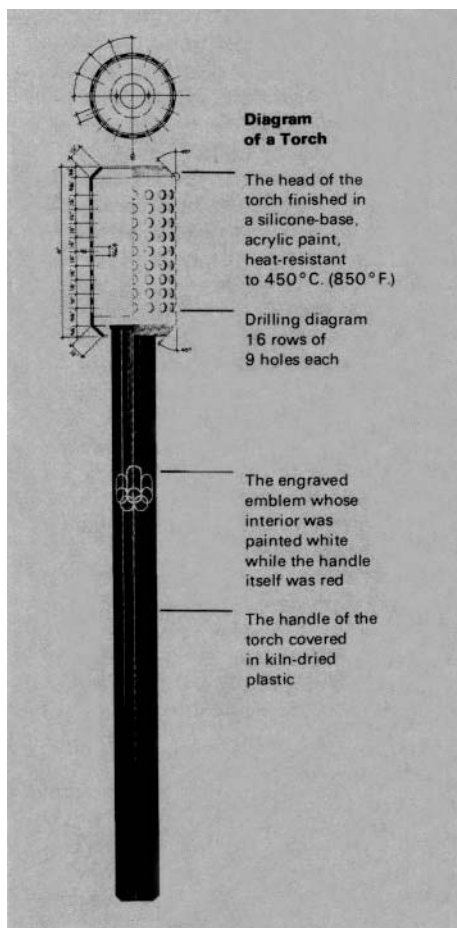
March, 1976.

- Press conference to announce the method of choosing the bearers.
- Distribution of registration forms.
- Final programs for festivities along the route.



April, 1976.

- Mayors' meeting in Montréal.
 - Receipt of the first torches.
- May, 1976.
- Deadline for receiving bearers' registration forms, May 1.
 - Final division of the route into one-kilometre sections.
 - Rehearsal of the Ottawa-Montebello relay.
 - Press conference for the launching of the Flame relay program.
 - Formation of the *ad hoc* committee to choose bearers for special duties.
 - Signing of the agreement between COJO and the HOC on the sharing of responsibilities, each party's special tasks, and delivery of the material required in Greece.
- June, 1976.
- General rehearsal: Montebello-Montréal relay, Montréal-Kingston relay.
 - Delivery of the torches, fuel, smoke cartridges, and urns.
 - Receipt of posters and certificates for the bearers.
 - Marking of the route.
 - Shipment of material to Greece.
 - Selection of bearers, including those for the Flame reception ceremony in Ottawa and for the relay between Mount Royal and the Olympic Stadium.



July, 1976

□ Selection of the last two torch-bearers to the Olympic Stadium.

Certain areas in the development and execution of the Flame relay program are of particular interest. These deal with the torch, fuel, urns, convoys, transmission between continents, maintenance, protection, communications, torch-bearers, and escorts. A summary of noteworthy features in each area follows.

The Torch

Being a primary symbol of the Olympic Games, the Flame demands an appropriate setting. With this uppermost in mind, Georges Huel and Michel Dallaire of COJO's Graphics and Design Directorate set out to create the torch that would carry the Flame.

Its design was functional. The torch was made of aluminium, and its weight did not exceed 836 grams, a significant factor as each bearer had to run one kilometre holding it with one hand. The top of the torch was designed to provide the required ventilation for the fuel. Painted black, it offered a contrast that accentuated the Flame's photogenic qualities.

In its function and design, this torch was a reminder of the ancient Greek torch, recreated in modern and refined lines.

The Fuel

Investigations on fuel to feed the Flame were entrusted to Dr. Lucien Piché of the University of Montréal Chemistry Department.

After study, the researchers chose olive oil because it contained all of the characteristics required, while evoking a tradition that linked it to ancient Greece. But first it had to be produced in a form that could be handled safely by bearers relaying the torch hundreds of times.

Other criteria governing the composition of the fuel were as follows:

- it had to ensure rapid lighting of one torch from another at each relay;
- the flame had to burn for a minimum of ten minutes in each torch (the average runner taking about five minutes to cover the kilometre between relays);
- the flame had to be resistant to wind and rain;
- the flame had to be a photogenic color for photographers and television cameras;
- the flame had to leave a white, non-toxic, and non-lacrimatory smoke trail;
- the Flame had to evoke a symbolic correlation with the sun.

The desired result was obtained by using natural, absorbent cotton kept at an optimal density in a small, perforated cylindrical cage housed in the chamber of the torch. When impregnated with the necessary amount of olive oil, the wad burned regularly, producing a reddish-yellow flame visible in sunlight or against back-lighting. The wad retained the olive oil, preventing leakage which could be dangerous for the bearers.

However, all of these properties required an additive mixed into the olive oil, primarily a starter and combustion promoter for the first few moments after the torch was lit. A second cartridge was developed which produced a trail of white smoke when the flame was ignited.

The Urns

To display the Olympic Flame, COJO had six urns made which were lit in different Canadian cities along the relay route. Two of the urns were 1.8 m in diameter, one of which was lit on top of Mount Royal and the other in the Olympic Stadium; four urns were 90 cm in diameter, including one for Parliament Hill in Ottawa, lit by a laser beam, and one for the City Hall in Kingston; the other two were portable urns for the relay ceremonies. All the urns were fed by propane gas.

The Convoys

The composition of each relay convoy (Ottawa-Montréal, Montréal-Kingston, and the convoys in Greece) differed slightly according to specific requirements. The composition of the Ottawa-Montréal convoy, however, gives an indication of the elements involved in each, and was as follows:

- bus for bearers
- truck for torches
- camera car
- motorcycle outriders, torch-bearers, and escorts
- replacement-flame truck (carrying three backup flames)
- telecommunications bus
- vehicle for collecting torches
- vehicle for collecting bearers
- spare minibus
- repair minibus
- convoy manager's car
- vehicle carrying first portable urn
- vehicle carrying second portable urn
- spare telecommunications truck
- food supply truck
- film, radio, and television bus (Canadian Broadcasting Corporation)
- press bus.



Transmission of the Flame to Canadian Soil

Upon arrival in Athens, the Flame was deposited in the ancient urn of the Panathenean Stadium. The sequence of trans-Atlantic transmission began when a torch was lit at the urn and the Flame relayed to a bowl equipped with an electronic sensor.

The sensor detected the ionized particles released by the Flame, and these were transformed into a sequence of coded impulses which were transmitted to Ottawa by satellite. There they activated a laser beam that recreated the Olympic Flame in its original form in a fraction of a second. The laser beam was made by a Québec company, one of only two Canadian enterprises that use it. The laser beam was reflected in a parabolic mirror, similar to the one used by the high priestess at Olympia, and then ignited the fuel in the urn installed on Parliament Hill.

Maintenance of the Flame

The advance vehicle preceded the convoy by one kilometre and the waiting runner was given a torch ready to be lit.

The vehicle carrying spare flames followed the bearer during his run.

After each transfer, the bearer who had completed his run climbed into the extinguishing vehicle with his torch, where the armorers extinguished and cleaned it. At the next transfer this bearer, carrying his clean torch, left the vehicle, making way for the next runner, and got into the runners' pick-up bus.

Protection of the Flame

There were at least three replacement flames per convoy: one burning propane gas (researched and designed by the chief armorer), and two burning a commercial lamp oil.

Three replacement flames were also maintained throughout the duration of the Games, at the Olympic Stadium and at the operations centre located at COJO headquarters, so that the urn could be relit with the original Flame if necessary.

Communications

Constant communications were maintained between the convoys, the Flame Relay Department control centre, and COJO's operations centre.

In each convoy one of the vehicles was designated as a control centre and was in radio contact with all the other vehicles in the convoy.

All changes, moves, stops, etc. were the responsibility of the control centre, which comprised the following persons: the assistant director of the Flame Relay who was responsible for the operation; the person responsible for the police escort; the manager, who advised the relay officer on events and supervised the times and distances so that the timetable was respected; and the announcer who broadcast all communications from the officials.

The Torch-bearers and Escorts

More than 700 persons were chosen to relay the Flame from Ottawa to Montréal, and from there to Kingston where the yachting competition was held. Those who were not chosen as bearers could be part of the escort that accompanied the torch-bearers from one kilometre to the next.

This escort consisted mainly of members of associations, or sporting or recreation clubs.

More than 4,000 people replied to COJO's invitation contained in pamphlets distributed to sporting and leisure groups and associations in different cities across the country as well as to regional city halls.

The basic criteria for the selection of bearers and escorts had been established in such a way as to ensure a balanced participation among all sectors of physical and sports activity, while respecting the norms set forth by the International Olympic Committee.

Preference was given to potential bearers who had organized their own escorts from physical-activity or sports organizations. Candidates for bearers had to be:

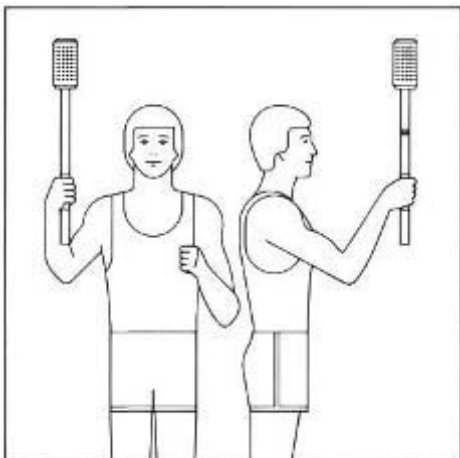
- a Canadian citizen;
- an amateur athlete or a physical activity enthusiast;
- preferably recommended by a physical-activity or sports organization (regional, provincial or federal);
- born before July 15, 1961;
- able to run one kilometre in five minutes or less;
- be available for rehearsals in the spring and summer of 1976;
- have had a recent medical examination; and
- candidates were required to submit an application form before May 1, 1976, and enclose a photograph and birth certificate with it.

Applicants meeting all these requirements passed the first stage. Applications were then submitted to a selection committee of the Olympic Flame Relay Department.

Since 1936, the torch-bearers have been chosen from among athletes of the countries along the Flame's route. An innovation for the Montréal Games was the selection of bearers by computer, which took into account the aforementioned criteria.

Finally, every bearer and escort in Greece and Canada received, at the end of the relay, a certificate signed by the presidents of COJO and the HOC attesting to their participation in the Flame Relay of the Games of the XXI Olympiad. The uniform, consisting of a T-shirt bearing the COJO emblem and shorts, remained the property of the bearer, together with the torch.

Several months before the Games, COJO published a pamphlet entitled *Flame Bearer's Guide* which covered the following points:



How to Carry the Torch

The torch had to be carried in the left or right hand, with the arm parallel to the ground. The emblem of the Games on the handle of the torch had to be visible to spectators.

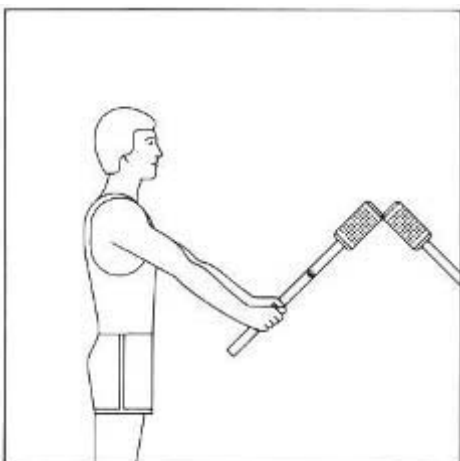
The torch had to be held slightly outwards and carried far enough away from the body so as to be separated from the silhouette of the bearer. The base of the head of the torch had to be kept level with the head of the bearer.

How to Transfer the Flame

The bearer had to hold his torch in both hands, with his arms extended. The torches were then to be held head to head for five seconds to accomplish the transfer of the Flame.

Since the weather could change at any time (strong winds, rain, etc.), the basic method could be altered.

After the bearer had completed his kilometre and the transfer of the Flame, he was to stay on the side of the road behind COJO's kilometre marker, where he was to stand facing the road and await transportation for himself and his torch.



Lighting of Urn and Welcoming Ceremony

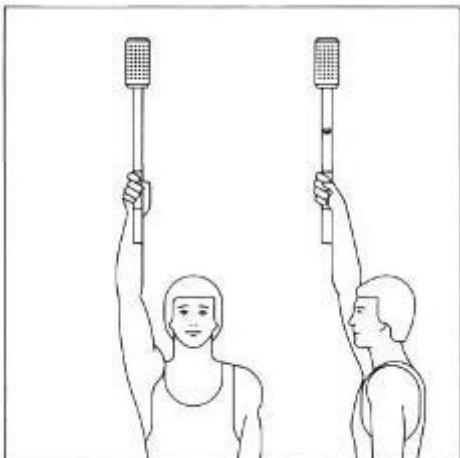
The arm had to be held high and straight so that everyone could see the torch.

The bearer was to arrive at the urn and light it, allowing five seconds for the flame to ignite. He was then to go to the master of ceremonies who would present him to the mayor. The bearer then faced the crowd and saluted. After having saluted the crowd, the bearer would then join the officials in the grandstands and await the end of the ceremony.

This section of the guide also contained the following note:

"Bearers must assume their own transportation costs and those of their companions; they must use their own resources to reach their assigned starting points. In addition, bearers are responsible for returning by themselves to their starting points, or the vehicles assigned to pick them up will leave them behind.

"Bearers must also look after their uniforms (white T-shirt, COJO insignia, and shield) in the same way as the torch. It is suggested that all bearers wear white socks and running shoes."



Extinction of the Flame in the Olympic Stadium

In spite of the infinite precautions taken by organizing committees, incidents can always occur in the organization of the Olympic Games. On July 22 in Montréal, a violent storm caused the Olympic Flame to go out. This incident took place at 13:55 and the Flame was relit at 14:57 using the replacement flame kept in the Olympic Stadium.

The storm caused too much water to collect in the stadium's technical ring, situated just above the urn, and this caused the temporary extinction of the Flame.

COJO's Invitation to Mr. Paul Anspach

An important footnote to the history of the Flame at the Games of the XXI Olympiad was COJO's invitation to the most venerable athlete of the Olympic Games, Mr. Paul Anspach of Belgium, to take part in the ceremony for the transmission of the Flame from Athens to Ottawa. Unfortunately, this intimate friend of Pierre de Coubertin had to decline COJO's invitation; his doctors felt that the journey from Brussels to Athens and back would be too tiring for the ninety-year-old Belgian, who, however, said he was honored and moved by this very special invitation.

Paul Anspach is the founding president of the *Fédération internationale d'escrime* (FIE), Olympic medal winner, and the former world fencing champion. He was selected to transmit the Flame from Athens to Ottawa because of his unique background, and above all as a symbol of the Olympic past relaying the Flame to the future. His selection symbolized Canada's homage to the founders of the modern Olympic era.

The Olympic Flame, the first book devoted to the Flame, was published by a Montréal publishing firm in cooperation with COJO's Flame Relay Department. This bilingual work contained a preface by Mr. Otto Szymiczek, dean of the International Olympic Academy.

Opening Ceremony

Montréal, Saturday, July 17, at 15:02. There is a fanfare of royal trumpets and, in the Olympic Stadium, decorated with the colors of one hundred and thirty-two countries, members of the IOC, the announcer says:

"*Mesdames, messieurs, Sa Majesté la Reine.* Ladies and gentlemen, Her Majesty the Queen." Meanwhile, television viewers on five continents see 73,000 spectators applaud the arrival of Her Majesty Queen Elizabeth II, accompanied by H.R.H. Prince Philip, Duke of Edinburgh, and H.R.H. Prince Andrew. Lord Killanin and His Excellency Roger Rousseau, president of COJO and commissioner-general of the Games, conduct the Queen to the royal box where she is greeted by dignitaries.

The entire ceremony unfolds to the applause of a delighted, happy crowd. Canada's national anthem, *O Canada*, is played by a world youth orchestra composed of musicians from young people's orchestras of thirty countries in Europe, Africa, Asia, Oceania, and the Americas.

The announcer declares:

"In accordance with Olympic rules and tradition, the contingent representing the country that gave the Olympic Games to the world has the honor of leading the parade of ninety-four participating nations." This announcement is a repetition of the French, and fanfares of Olympic trumpets then summon the athletes to the march-past of the Games of the XXI Olympiad.

On the other side of the stadium, opposite the stand of honor, the Olympic Orchestra, under the baton of Victor Vogel, strikes up the first bars of the *March of the Athletes*. The sign-bearer, flag-bearer, officials, and athletes from Greece march through the marathon gate, and, as the announcer gives the name of the country in French and English, the name of Greece appears in French in illuminated letters on the huge displayboard. This sequence is repeated with the entry of each delegation. The crowd, exhilarated and carried away by the music, greets the athletes with unparalleled enthusiasm. This *March of the Athletes* is a symphonic suite composed from themes in the works of the late Montréal composer, André Mathieu. The score has a powerful effect on the athletes and spectators. This vibrant, communicative music of the neo-romantic school brings out the joyous, ardent, and exuberant nature of a ceremony that unfolds with "pomp, dignity, and grandeur."

The majestic parade continues in a sequence that respects tradition and the Olympic rules. First, the sign bearing the name of the country is carried through the marathon gate. Then the flag-bearer follows four metres behind. Three metres further back are the officials of the delegation; next, the first row of athletes follows at a distance of two metres. Behind them, a distance of one metre separates each row of athletes. The next delegation's sign-bearer walks ten metres behind the last row of athletes in the preceding delegation. The signs and flags were provided by COJO and are all of the same size. Each delegation's sign is carried by a young woman dressed in white, and each contingent has chosen one of its best athletes to carry its colors.

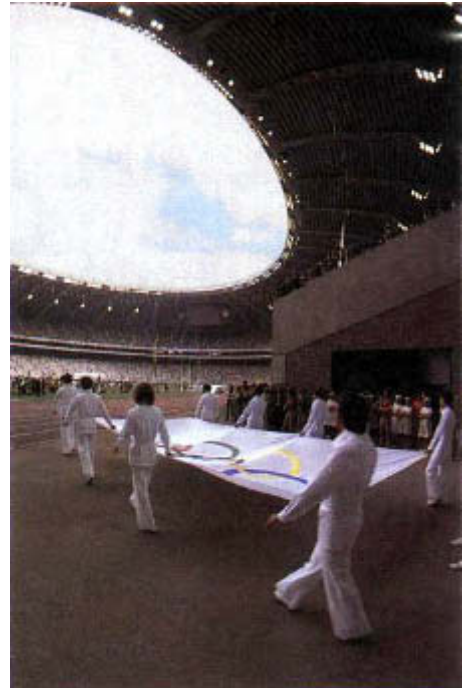
To the strains of the *March of the Athletes*, the ninety-four contingents march by at a speed of one hundred and twenty paces per minute, a rate that gives the procession a stately pace yet allows the athletes to keep time to the brisk, lively music. The marching order of the delegations also respects tradition and the Olympic rules. The athletes march past in single file, or two, three, four, five, six, eight or ten abreast, depending on whether their contingent contains from one to five athletes or more than five hundred, as is the case for the USA, the USSR, and Canada.

The proclamation of the opening of the Games, the speeches, the athlete's oath, the judge's oath, and the announcements are given in French and English, in accordance with Olympic rules and in keeping with the status of Canada's two official languages, as well as the French character of the City of Montréal.

The Queen remains standing during the entire parade, and receives the salutes of the athletes. Each contingent marches towards the south of the running track, following the lanes, and stops on the central lawn opposite the stand of honor. A three-metre lane divides the field from north to south, and a six-metre lane divides it from east to west. The Greek delegation takes up a position on the northwest side of the field, then the other delegations line up in deep columns to the left of it.







The first row is made up of athletes from the following forty-two countries: Greece, Andorra, Antigua, Netherlands Antilles, Saudi Arabia, Argentina, Australia, Austria, Bahamas, Barbados, Belgium, Belize, Bermuda, Bolivia, Brazil, Bulgaria, Cameroon, Cayman Islands, Chile, Colombia, Korea, Costa Rica, Ivory Coast, Cuba, Denmark, Dominican Republic, Ecuador, Spain, United States, Federal Republic of Germany, Fiji, Finland, France, Great Britain, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Hungary, India, and Indonesia.

The athletes in the remaining fifty-two contingents line up in the second row as follows: Iran, Ireland, Iceland, Israel, Italy, Jamaica, Japan, Kuwait, Lebanon, Liechtenstein, Luxembourg, Malaysia, Mali, Morocco, Mexico, Monaco, Mongolia, Nepal, Nicaragua, Norway, Papua-New Guinea, New Zealand, Pakistan, Panama, Paraguay, Netherlands, Peru, Philippines, Poland, Puerto Rico, Portugal, German Democratic Republic, Democratic People's Republic of Korea, Romania, San Marino, Senegal, Singapore, Sweden, Switzerland, Surinam, Swaziland, Czechoslovakia, Thailand, Trinidad and Tobago, Tunisia, Turkey, USSR, Uruguay, Venezuela, Virgin Islands, Yugoslavia, and Canada.

The entry of the contingent from Canada provides one of the most stirring moments, as befits this parade of nearly 8,200 people. When all the contingents have taken up their positions on the field, the crowd gives the athletes a long ovation, and warmly applauds the Olympic orchestra as it plays the final chords of the *March of the Athletes*.

The chief of Protocol, Charles de Lotbinière Harwood, accompanies the presidents of the International Olympic Committee and the organizing committee to the rostrum, and the announcer introduces Mr. Roger Rousseau, who delivers the first address:

"Your Majesty, Mr. President, Heads of State, Prime Ministers, members of the Olympic family, Your Excellencies, Ladies and Gentlemen: "The Organizing Committee for the Games of the XXI Olympiad is pleased and honored to extend a warm welcome to those who have come to represent their countries at this brotherly gather-

ing of the youth of the world, in the same city that in 1967 hosted "Man and His World."

"Today, we are celebrating an anniversary. Eighty years ago, Baron de Coubertin's dream of bringing together the young people of the world became a reality when the first Olympic Games of the modern era were held in Athens in 1896.

"The Olympic movement has come a long way since then. It has met and overcome many obstacles. This was made possible by the faith and determination of de Coubertin's spiritual sons. They, like him, were called visionaries, but they were able to keep their dream alive in the face of crisis and upheaval.

"Let us pay tribute today to our predecessors, those who painstakingly raised the unique monument embodied in the Games. The Olympic movement has succeeded in reaching across political, religious and racial barriers to bring hundreds of nations together around a single Flame, a Flame that symbolizes man's eternal need to gather for warmth and comfort around a common hearth.

"We should also pay tribute to the more than 10,000 athletes and officials who have come from every continent. These athletes are the sports elite of the world, the flower of its youth, but they are also much more: They represent millions of other athletes around the world who were perhaps unable to realize their hopes of competing on their national teams, but who are no less worthy of our respect and admiration. Their participation is the cornerstone of the world amateur sport and the very essence of the Olympic movement.

"Of course, the Olympic movement does not claim to solve all the problems that tend to divide mankind. Unlike the Games of antiquity, the modern Games are no longer marked by a holy truce. But through them we hope to give young people from around the world an opportunity to get to know and to understand one another a little better.

"We are honored that it is here in Montréal, Québec, and Canada that Lord Killanin is attending his first Summer Games as president of the International Olympic Committee...

"...In accordance with tradition and the regulations, it is now my privilege to introduce the president of the International Olympic Committee, Lord Killanin. "

The president of COJO moves to the back of the rostrum. Lord Killanin then comes forward and delivers this brief address:

"On behalf of the International Olympic Committee which awarded the Games to Montréal, I would like to welcome everyone here, first, the individual

athletes for whom the Games are created; and then the officers and officials of the international federations and national Olympic committees; also the president and officials of the organizing committee, without whom the Games cannot be held; and finally, the spectators and all those concerned with communicating the Olympic Games to the world. I hope all those to whom I referred will celebrate the Games in a true Olympic spirit.

"I have the honor to ask Her Majesty to proclaim open the Games of the XXI Olympiad of the modern era initiated by Baron Pierre de Coubertin in 1896."

At exactly 16:34, the athletes, the crowd in the stadium, and countless television viewers on five continents see Her Majesty the Queen utter these ceremonial words from the Olympic Rules: *"I declare open the Olympic Games of Montréal, celebrating the XXI Olympiad of the modern era. "A long ovation greets the royal proclamation.*

The cheering and applause of the crowd are intermingled with a trumpet fanfare announcing the entry of the Olympic flag. To the music of Spirou Samara's *Olympic Hymn*, eight male athletes enter the stadium carrying the white flag with five interlaced rings in the colors blue, yellow, black, green, and red. They are accompanied by four female athletes. These twelve athletes represent Canada's ten provinces and two territories. In front of the royal box, the flag-bearers salute the Queen by raising the Olympic flag to shoulder height. Following the lanes on the track, they continue on and hoist the flag on the pole at the southern end of the stadium. The Orpheus choir, formed of Canadians of Greek origin or ancestry, afterwards sings the original unaccompanied version of the *Olympic Hymn* by Spirou Samara and Costis Palamas. This is a moment of intense emotion shared by all.

All eyes are turned towards the Olympic flag when the announcer declares: "The mayor of the City of Munich, Mr. George Kronawitter, will now hand the president of the International Olympic Committee, Lord Killanin, the official flag given to the Olympic movement in 1920 by the Belgian Olympic Committee. Lord Killanin will then pass the flag to the mayor of the City of Montréal, Mr. Jean Drapeau. According to Olympic regulations, this flag will be kept in Montréal city hall during the next Olympiad." The official Olympic flag is a symbol of the perpetuity and continuity of the Olympic Games, and its care is entrusted to the host city.



To the strains of the *Bayrischer Defilir* march, the bearer of the official Olympic flag enters the stadium through the marathon gate, heading the Munich delegation made up of 64 dancers, 16 musicians, and 8 singers dressed in Bavarian folk costumes.

At the same time, the Montréal troupe enters through the northwest gate. It consists of the same number of dancers, musicians, and singers wearing folk costumes of the St. Lawrence River Valley. When they are in front of the royal box, the Munich artists perform a rondo to the melody of the *Stern* polka.

This is the moment when George Kronawitter, the mayor of the City of Munich, gives the official Olympic flag to Lord Killanin, who hands it to the mayor of Montréal, Jean Drapeau. This historic moment is marked by a long ovation, then the mayor of Montréal in turn gives the flag to the flag-bearer of Canada's delegation.

In front of the Queen, the Montréal dancers perform to a suite of Québec music: the *Danse de la plongeuse*, *Auprès de ma blonde*, *Marianne s'en va-t-au moulin*, *Danse des ceintures*, and *Reel des cinq jumelles*.

Next, the Munich and Montréal dancers combine to perform a set of waltz-lancers to Bavarian and Québec tunes.

And finally, headed by the Olympic flag-bearer, the two groups leave the field on a traditional Québec march step, and move towards the northwest exit to the rousing applause of a crowd that is delighted at this demonstration of fraternity between folklore groups and this union of the delegations from the two Olympic cities of Munich and Montréal. The Bavarian dances were

directed by Franz Bauer-Pantoulier, and the Québec dances by Michel Cartier.

The Salute takes the prescribed form of a salvo of three cannon shots, which are fired from the Olympic Park by a troop of the 5th Light Artillery Regiment of the Canadian Forces.

As the third shot is fired, eighty young women release pigeons that carry a message of friendship to the peoples of the world. This act symbolizes two facets of Olympism. The group of young women recalls to mind the retinue of virgins who, according to ancient tradition, accompanied the athletes as far as the gate of the stadium. They are a reminder, too, of the eightieth anniversary of the first Games of the modern era.

While the pigeons turn and wheel in the sky, heading upwards, the Olympic fanfare announces the arrival of the Olympic Flame. But to everyone's surprise, it is held by two athletes, a girl and a boy — Sandra Henderson of Toronto and Stéphane Préfontaine of Montréal — both fifteen years old. They carry the Flame into the stadium to the applause of athletes and spectators. This is a first in the history of the modern Games! These young athletes symbolize Canada's two founding peoples. The torch-bearers run around the track, and, when they reach the other side of the stadium, opposite the royal box, they move through a corridor six metres wide in the middle of the athletes and climb the stairs to the Olympic urn erected in the centre of the stadium. They salute the four points of the compass and light the urn.

As they do this, the *Olympic Cantata* is performed by the Olympic Orchestra and Choir made up of members of the choirs of the *Petits Chanteurs du mont Royal*, the *Disciples de Massenet*, and singers from the *Union des artistes de Montréal*. This cantata was written for the 1976 Games by the Montrealer, Louis Chantigny. Its music and words celebrate the spirit of the Games, their fervor, their glory, and their humanity.

The music was inspired by themes from André Mathieu's *Romantic Rhapsody for Piano and Orchestra*.





The Olympic Cantata

"Sing in praise of the Olympian Flame, lit from the rays of the sun. And the victor's laurels woven from the branches of the olive.

"Joy, love and glory shall be your rewards in this contest supreme, this fraternal gathering.

"All the world breathes as one to the beat of your heart; the brotherhood of man pays homage with this song.

"From the summit of Olympus, Apollo's divine oracle proclaims this day through my voice: citius, altius, fortius.

"Thus was the truth spoken: 'When mortals must strive, their true worth is always proven, and athletes will rise to the heights of Gods.'

"All the world breathes as one to the beat of your heart; the brotherhood of man pays homage with this song.

"Joy, love and glory shall be your rewards in this contest supreme, this fraternal gathering.

"Brightly shine the Olympian Flame, lit from the rays of the sun. "

While the musicians accompany them, adults and children sing of "the



mobility of feeling, the creed of unselfishness and honor, the spirit of chivalry, the manly energy and peace" which were so dear to de Coubertin, the restorer of the Olympic Games. During this unique and unforgettable moment, everyone shares in the ideal of the international Olympic movement.

When the announcer calls out: "With the young people of Canada, let us pay homage to the athletes of the world," young people from Montréal-area schools, clad in blue and white costumes and holding flags, sashes, and blue or yellow silk squares run onto the field and form twelve groups, which are then entered by gymnasts from the Kalev-Estienne School of Modern Gymnastics of Canada and twelve international gymnasts from the Federal Republic of Germany, Austria, Brazil, Bulgaria, Denmark, Spain, Japan, New Zealand, Romania, Sweden, Czechoslovakia, and the Soviet Union. The students and gymnasts perform a seven-minute ballet created and directed by choreographer Hugo de Pot. The ballet's theme music was inspired by the second movement of André Mathieu's *Concerto No. 3*, called the *Québec Concerto*. To the sounds of this joyous, heady music, the magic of the ballet weaves its hypnotic effect around the athletes. On the final chords which express the homage of Canadian youth, the students and gymnasts take up positions in the semicircles at the ends of the central lawn, while the crowd applauds.

The flag-bearers of the ninety-four delegations form a semicircle behind the rostrum. Then the Canadian team's flag-bearer, and one of its athletes, and a judge mount the rostrum. Weightlifter Pierre Saint-Jean, bare-headed, facing the Queen, and holding a corner of the Canadian flag in his left hand, raises his right hand and takes the following oath in French and English:

"In the name of all competitors I promise that we will take part in these Olympic Games, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams."





The athlete steps back, and the judge, Maurice Forget, in turn takes the oath of the judges and officials:

"In the name of all judges and officials, I promise that we will officiate in these Olympic Games with complete impartiality, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship. "

The Olympic chorus and orchestra perform the national anthem, *O Canada*.

At the conclusion of this opening ceremony, the announcer invites the crowd to: "Applaud the athletes of the ninety-four nations participating in the Montréal Games. Let them be assured of our presence, our participation, and our enthusiasm."

The crowd responds warmly to this invitation, and the contingents leave the stadium to the strains of the *March of the Athletes*. The Queen, Prince Philip, Prince Andrew, Lord Killanin, Mr. Rousseau, Mayor Drapeau, and the other dignitaries leave the royal box and the stand of honor, and the spectators give the athletes a long ovation before leaving the stadium.

The Games of the XXI Olympiad have begun.



Closing Ceremony

Montréal, Sunday, August 1, 1976. At exactly 21:00, the announcer issues this invitation to the crowd: "Let us join Lord Killanin, president of the International Olympic Committee, in welcoming our friends and brothers, the athletes." Accompanied by Mr. Roger Rousseau, Lord Killanin takes up his position in the royal box, beside His Excellency Jules Léger, governor-general of Canada.

The Olympic fanfares ring out, and five hundred white-cloaked school-girls forming a huge rectangle on the central lawn perform a choreographic routine directed by Hugo de Pot. Upon the final bars of the ballet, these secondary-school youngsters turn their cloaks inside out and form five colored rings in blue, yellow, black, green, and red, like the Olympic flag.

The lights dim, and, under the direction of the conductor, Victor Vogel, the Olympic orchestra plays the *March of the Athletes*, a symphonic suite performed on traditional instruments augmented by Amerindian folk instruments such as tom-toms, rattles, and small bells. To the strains of this march, whose rhythms evoke the chants of the American Indians, a group of seventy-five Amerindians in full dress enter the stadium by the marathon gate, under the glare of spotlights sweeping across the field.

Moving in arrowhead formation, they escort the athletes of the Games of the XXI Olympiad.

They are followed by the sign-bearers and flag-bearers for the delegations of the participating countries in French alphabetical order.

Then, accompanied by 525 Amerindians in festive costumes, the athletes enter "eight abreast, without separation by nationality, united solely by the fraternal links of Olympic sport." This parade produces remarkable, iridescent effects, with its Amerindian costumes, its plumes and feathered flags, and its drums and colored wigwams, all surrounding the athletes. The crowd gives a long ovation to the sumptuous procession, which is made even more exciting by the play of lights and the theatrical music based on André Mathieu's *Danse sauvage*.

When the parade ends, the sign-bearers and flag-bearers form a semicircle behind the rostrum, while the Amerindians enter the five rings formed by the young women. There they erect their wigwams, which are the same colors as the rings. The production of this

closing ceremony was arranged by choreographer Michel Cartier.

The chief of Protocol leads Lord Killanin to the foot of the rostrum, and the announcer introduces him: "Lord Killanin, president of the International Olympic Committee." The crowd gives him a particularly warm reception. Then he turns towards the three flagpoles placed at the southern end of the stadium.

Two children dressed in Greek folk costumes raise the flag of Greece, the country that originated the Olympic Games, while the Olympic orchestra plays the Greek national anthem.

Next, two children in folk costumes of Canada raise the Canadian flag while the anthem *O Canada* is played.

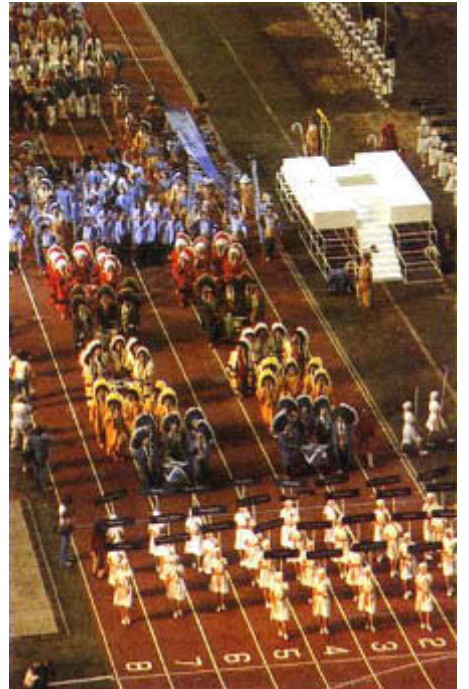
And, finally, two children dressed in folk costumes of the USSR, host of the next Olympic Games, raise the Soviet flag while the Olympic orchestra plays the national anthem of the USSR.

Once the three flags have been raised, Lord Killanin mounts the rostrum and proclaims the closing of the Games with these words:

"In the name of the International Olympic Committee, I offer our deepest gratitude to His Excellency the governor-general of Canada, the people and government of Canada, the government of Québec, the president and members of the organizing committee, the mayor of the City of Montréal (long ovation), and all the participants, officials, and spectators.

"I declare the Games of the XXI Olympiad closed, and, in accordance with tradition, I call upon the youth of all countries to assemble four years from now at Moscow, there to celebrate with us the Games of the XXII Olympiad. May they display cheerfulness, and concord so that the Olympic torch will be carried on with ever greater eagerness, courage and honour for the good of humanity throughout the ages."







To the acclaim of the crowd, the four Amerindian chiefs, Andrew T. Delisle, Mike McKenzie, Aurélien Gill, and Max Gros-Louis, wearing full tribal dress, accompany Lord Killanin to the royal box.

The Orpheus choir sings Spirou Samara's *Olympic Hymn* without accompaniment. And, under a powerful spotlight, the Olympic flag is lowered while all the athletes and spectators stand at attention.

Drumrolls mark the beginning of the farewell song, which is performed by the choirs and the Olympic orchestra, while eight athletes, accompanied by an escort of four other athletes, carry the flag horizontally and take it out of the stadium.

A salvo of five cannon shots, fired from the Olympic Park, punctuate this slow, noble, melancholy march. The main theme of this music is taken from André Mathieu's symphonic poem, *Mistassini*.

To mark the end of the Montréal Games, the Olympic Flame is extinguished slowly to the sound of a trumpet solo played by the Montréal jazz musician, Maynard Ferguson.

Through the semidarkness of the stadium, the announcer says: "Now, live from Moscow, here are some scenes from the city of the next Olympic Games." And immediately, to the acclaim of the crowd, a panoramic view of Moscow at sunrise appears on the stadium's giant screens, followed by views of Lenin Stadium, Kalinin Avenue, the Bolshoi Theatre, the Saviour's Tower in the Kremlin, Red Square, and St. Basil's Cathedral, and a choir singing the song *Kalinka*. A young Muscovite performs the ritual of bread and salt while a voice says in Russian, French, and English: "Welcome to Moscow." Some dancers join the singers and form the five Olympic rings before presenting a huge candle in close-up.

Upon this signal, the crowd in the Montréal stadium waves luminous green sticks, candles, and sparklers. Under this soft friendly light, the young girls on the field crown the athletes of the XXI Olympiad, to whom the Amerindians give headbands and feathered headdresses as souvenirs of the Montréal Games.

The athletes, Amerindians, and young girls dance the *farandole* and leave the stadium while the Olympic orchestra plays and spotlights shine down on them.

The Games of the XXI Olympiad have ended.



The Official Ceremonies Directorate: Background and Mandate

After an in-depth study of the official ceremonies and the Olympic Flame, and after numerous meetings and consultations with officials from COJO and the City of Montréal, an *ad hoc* committee presented a brief to the president and commissioner-general and to the mayor of Montréal on January 30, 1974.

This document described the Olympic Flame, its lighting at Olympia, its transportation, and its arrival in Montréal on the evening of July 16, 1976. It then described how, on the following day, athletes would carry the torch to the stadium, where they would ignite the urn during the opening ceremony of the Games, and then how it would be transported to Kingston, where the yachting competition was to be held. It was the hope of the committee that, with the aid of contemporary technology, the whole world would participate in this journey of the Sacred Flame from Olympia to Montréal and would pay tribute to the Olympic spirit.

Furthermore, the document stipulated that the ceremonies must present a common image which would express the unique spirit of the Montréal Games. As the sports competitions of the Games program were subject to very strict rules, only the ceremonies, festivities, and cultural events offered COJO, the City of Montréal, Québec, and Canada an opportunity to express their own spirit, their own feelings, and their own traditions.

Finally, the document recommended the creation of a special committee responsible for developing these concepts, and a department responsible for their execution, with all decisions to be first approved by COJO's board of directors.

Besides this document, the *ad hoc* committee compiled four appendices including an organization chart, a critical path report regarding official ceremonies, a hiring and work distribution schedule, documentation summarizing the opening and closing ceremonies of

the Munich Games, Rules 56 and 58 of the IOC (Varna, 1973), and some reflections of Baron de Coubertin on Olympic Games ceremonies.

The person in charge of the Official Ceremonies Directorate started work with the *ad hoc* committee in March, 1974, and assumed full control on July 1. That October, the director-general's assistant, the director of the Flame Relay, and the director of the Arts and Culture Program formed the management team. In June 1975, the Arts and Culture Program became an autonomous directorate.

On October 22, 1974, at the 75th session of the IOC in Vienna COJO submitted a report dealing with various points, including the ceremonies of the XXI Olympiad.

COJO stated it would adhere to Olympic Rules regarding the opening and closing ceremonies of the Games and the transportation of the Sacred Flame from Olympia to Montréal and Kingston.

Inspired by that magnificent idea of ancient Olympia where the Olympic fire was created directly from the sun's rays, COJO proposed that Ottawa, the capital of Canada, should receive the Sacred Flame directly from Athens, the capital of Greece, by means of modern scientific methods. Thus on July 15 in Athens, it was arranged that a sensor would transform the ionized particles of the Flame into coded electronic impulses which would be transmitted instantaneously to Ottawa by satellite. The impulses were then to be decoded and a laser beam would recreate the original Flame.

COJO's board of directors unanimously agreed on this method of transporting the Sacred Flame across the seas, and this decision was approved by the IOC. COJO stressed, however, that it did not intend to eliminate the relaying of the Flame by young people from Olympia to Athens nor from Ottawa to Montréal, to Kingston and possibly to other places in Canada.

In respect of cultural matters, exhibitions of Canadian folklore and art were expected to be part of the ceremonies to emphasize not only the international Olympic spirit but also Canadian and Québec culture.

The Montréal delegation also announced at the meeting of the cultural commission that the opening and closing ceremonies would also be organized as television spectacles, in anticipation of a world-wide audience of 1,500,000,000. To this end, the Official Ceremonies Directorate entrusted the production of the opening and clos-

ing ceremonies to two television directors. And finally, to enhance the uniform character of these ceremonial presentations, and to create a bond between the athletes and the stadium crowd, the directorate decided to select music from the neo-romantic school which would combine depth and popular appeal that matched the occasion. Consequently, a special musical arrangement would be commissioned to fit the character of the event.

Mr. Giulio Onesti, a member of the cultural commission, moved a vote of congratulations to the Montréal delegation, recalling that ever since the 1960 Games in Rome he had been promoting the opening and closing ceremonies as shows that should be aimed at the entire world through television.

Concept of the Opening and Closing Ceremonies

The person in charge of the official ceremonies met with leaders of the Olympic movement, sports associations, and the entertainment world in order to develop an overall concept for the opening and closing ceremonies, all the while scrupulously respecting Olympic Rules.

At the end of these meetings, COJO accepted the unanimous recommendations of its advisers. Briefly, this meant shortening the opening ceremony appreciably to give it pace and to avoid tiring the athletes. For the closing ceremony, the advisers suggested inviting the athletes to become part of the production not just by their presence, as the rules require, but through an active, pre-determined role in the proceedings. They also suggested that COJO bear in mind the fact that the ceremonies would be telecast live and that artistic scenarios should, therefore, be developed that best lent themselves to television viewing. Finally, it was recommended that an original approach be taken to all elements of the scenarios; that the participants should be provided with the opportunity to enter fully into the spirit of the 1976 Games, and that the proceedings should be able to communicate the spiritual significance of the Olympics throughout the world through the media.

Acting upon these recommendations, the directorate set out to bring a personal touch to each element of the ceremonies.



The Musical Concept

One of the most important aspects was the musical score. To meet the objectives described, the directorate opted for an "integrated theme" structure similar to film background music, in which descriptive passages would reflect varying scenes and moods and yet still convey a primary musical theme. This theme would be established by a composer capable of interpreting the mood of the scenarios and of reflecting the emotions of the athletes, the stadium crowd, and the millions around the world who would follow the ceremonies on television or radio.

The nature of the ceremonies themselves, of the choreographed interludes and scenarios, and the personal involvement of both the athletes and the public, all led the directorate to seek a composer of the neo-romantic school, considered the one school of music which best reflects the unique and universal appeal of the Games.

But time was short. And before it could begin to create the artistic productions which would directly influence the final score of some three and a half hours, the directorate had to find a Canadian composer whose repertory demonstrated the abundance, variety and wealth of inspiration required.

The schedule left no time for a competition to resolve the issue. Finally, after consulting with specialists, the directorate decided upon André Mathieu, a composer who died in 1968 leaving over one hundred works, including symphonic and vocal pieces, chamber music, and music for solo instruments.

To illustrate the flexibility of the "integrated theme" concept, the moment of lighting the urn in the Olympic Stadium could be supported by either a choral or instrumental work, while still respecting the tradition of the moment. Anxious to show Canadian singers to advantage, the directorate, after consultations, decided upon a cantata in order to pay tribute to the Sacred Flame.

This cantata was to be the first element in the total score, and would be based upon three themes taken from Mathieu's *Rhapsody for Piano and Orchestra*, which also formed the thematic base for the Olympic fanfare sequences and the song of farewell. The latter also incorporated one of the themes from the symphonic poem *Mistassini*.

The next element in the score was to link all the choreographed sequences of the ceremonies with Mathieu's work, using the same process of extracting compatible themes.

These two would then be combined to create a third, more intricate, element which would form the musical base for the cantata, the Olympic fanfares, the song of farewell, and the *Song of Welcome*.

To execute this work required a composer from the same school as Mathieu who would also be arranger and orchestrator. This person would have to write the descriptive passages that matched the scenarios without betraying Mathieu's original work, but transposing it to emphasize the brass and percussion that have become associated with Olympic music. Finally, the composer would have to work to an extremely limiting timetable.

The person to whom the directorate entrusted this work was Victor Vogel, a native of Montréal and a composer, arranger, orchestra leader, and instrumentalist capable of writing and directing the "integrated theme" score that would match the spirit of the ceremonies themselves in interpreting the Olympic ideal.

The Opening Ceremony

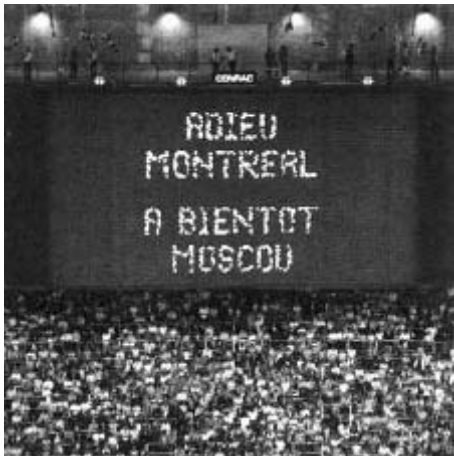
COJO followed the Olympic Rules to the letter with regard to the opening ceremony of the 1976 Games.

Considering the number of delegations at the Montréal Games and the design of the stadium, it was decided to arrange the athletes in two rows opposite the tribune of honor, in the manner adopted at the Munich Games.

The shield-bearers were recruited among female students from Montréal and Toronto. These 135 candidates underwent a training period lasting 85 hours, such being the preparation required for the opening and closing ceremonies.

Release of Pigeons

A group of 96 young women underwent 35 hours of rehearsals for this event to achieve perfect synchronization.



Entrance and Exit of the Olympic Flag

COJO worked with the Canadian Olympic Association (COA) and the Flame Relay Department to select candidates for these sequences which required twenty hours of rehearsal.

Handing over of the Official Flag

Some twenty hours of rehearsal were needed for the Munich and Montréal folklore groups to perfect this choreography, prepared by Franz Bauer-Pantoulier for the Munich dancers and Michel Cartier for the Montrealers.

Tribute of Canadian Youth to the World's Athletes

This ballet, directed by choreographer Hugo de Pot, called for the participation of 1,380 young volunteers and the creation of six modules integrated into the overall choreography. The participants came from Montréal, Toronto, and twelve countries in Europe, America, and Asia. Altogether, 220 hours of rehearsal were required for the 52 groups of participants, who used fifty gymnasiums between January and July, 1976, in Montréal and suburban schools. Of particular note was the participation of members of the Canadian Federation of Modern Gymnastics, under the direction of Mrs. Evelyn Koop of Toronto, who also assisted in selecting the twelve international soloists invited to participate in the opening ceremony.

Only at the beginning of June, 1976, forty-five days before the opening ceremony, was COJO able to gather together 75 percent of the participants. Then twenty rehearsals followed, to ensure the smooth presentation of this gymnastic ballet.

Closing Ceremony

For the closing ceremony, COJO obtained permission from the IOC to reverse the sequences dealing with the lowering of the Olympic flag and its exit from the stadium and the extinguishing of the Olympic Flame. This change created a more natural link with the sequence that followed, in which Moscou invited the world to the Games of the XXII Olympiad.

The choreography of the closing ceremony was aimed at uniting the athletes and the stadium crowd in a gay and orderly ceremony. There, 500 students formed the Olympic rings, which a group of 550 American Indians en-

tered, 300 of whom were from various tribes living in Québec. Some 250 amateur and professional dancers from the Montréal area made up the complement of 550 performers determined by choreographer Michel Cartier, who had overall responsibility for this ceremony. Choreographer Hugo de Pot was responsible for the performance of the young women, and worked closely with Mr. Cartier.

The participation of the American Indians, represented by the Indians of Québec Association, was an important factor in the success of this ceremony, which brought together members of the eight tribes of American Indians in Québec for the first time in 200 years.

The finale of this closing ceremony was based on a *farandole*, which in this case was a simple Indian dance in which athletes, dancers, Indians, and COJO hostesses formed a friendship chain and left the stadium in oddly shaped, curving lines. This permitted the athletes to participate wholeheartedly without interfering either with the choreography or the schedule of the ceremony. At a given moment, the dance stopped and the young girls and Indians crowned the athletes with feathered headbands which they could keep as souvenirs.

Lowering the Flags

This sequence linked the host city with both the country that gave the Games to the world — Greece — and the city of the next Olympiad, Moscow. Beforehand, COJO sought the aid of the embassies of the two countries for the selection of two children aged 12 to 13 years. The selection was made from among the candidates proposed. The young Canadians were chosen from among those participating in the ballet of tribute by Canadian youth to the athletes of the world. The three couples wore folk costumes of the cities of Athens, Moscow and Montréal.



Extinguishing the Flame

One of the most moving moments of the closing ceremony comes when the Olympic Flame is extinguished. The solemn and nostalgic character of this event calls for an appropriate setting and, consequently, COJO invited noted jazz trumpeter, Maynard Ferguson, a native of Montréal, to sign this page in the history of the Montréal Games.

Moscow-Montréal Sequence

The Montréal Games were innovative in the closing ceremony by presenting, live from Moscow, film of the city that would host the Games of the next Olympiad. COJO and the USSR cooperated in this sequence, which allowed the organizers of the Games of the XXII Olympiad to issue an invitation to the whole world, and to associate the citizens of Moscow with the closing ceremony of the Montréal Games by a symbolic offering of bread and salt and the lighting of a huge candle.

Execution of the Musical Concept

Composer Victor Vogel was the musical director and orchestra conductor of the Montréal Games, and, as such, he was responsible for writing the music that accompanied the opening and closing ceremonies. He worked in close cooperation with another Montréal musician, Art Phillips, for the arrangements and the orchestration.

In order to ensure the best sound reproduction in the Olympic Stadium, COJO decided to record the music. Under the labor laws and collective agreements then in force in Canada, this decision had other benefits for COJO, which retained musicians in the stadium during the ceremonies in case of any technical failure. COJO was also able to make a record which allows the public to listen to fifty minutes of the music of the Games of the XXI Olympiad.

A year before the Games, COJO published two records (one in French and one in English) of the song *Welcome to Montréal* sung by René Simard, winner of the international song competition in Tokyo in 1974, and first winner of the Frank Sinatra award. This record was accompanied by another containing the signature tunes promoting Olympic news on radio and television stations.

The Official Ceremonies Directorate comprised 10 people. Another 291 were hired to work in the following fields: production (37), design (21), administration (139), and technical services (94). The 72 people working on the Tribute by Canadian Youth and the Olympic Rings sequences brought the total to 373.

Inspiration for the Music of the Montréal Olympic Games

The musical themes of the Montréal Olympic Games are based on the works of Canadian pianist-composer André Mathieu.

Mathieu's compositions, still relatively little-known in his country of birth, were chosen for the Montréal Games not only for the richness of their themes, but also for their quality of universality. His style of writing, very much of the romantic school, lends itself magnificently to the grandeur of the Olympics.

André Mathieu was an outstanding figure on the landscape of Canadian music history. A child prodigy, he began his musical studies at the age of three, writing his first compositions at four. He received a government scholarship at seven and gave his first recitals in Paris at that age. After one such concert at *Salle Pleyel* in Paris, one of the most eminent critics of the time wrote: "I do not yet know if young André Mathieu will become a greater musician than Mozart, but I am certain that at this age Mozart had not created anything comparable to what has been played for us here, with such extraordinary spirit, by this remarkable young boy. If the word genius has any meaning, it surely deserves to be applied to André Mathieu."

Mathieu received similar acclaim in America when he made several tours. Among his many accolades was first prize at the 1942 International Competition for Young Composers for his *Concertino for piano and orchestra No. 2, Opus 13*. He later performed the work with the New York Philharmonic Orchestra at the age of 13.

In all, André Mathieu composed more than 100 works, including four concertos (including his *Romantic Symphony*), two concertinos, several symphonic poems, ballet music, chamber music, piano pieces, sonatas and music for trio and quintet.

André Mathieu died in 1968 at the age of 39.



30

The organizers of the 1976 Olympic Games understood from the very beginning that an event of such scope required the creation and display of a graphic and esthetic unity which would reflect its special character.

The Official Emblem of the Games of the XXI Olympiad

In May, 1972, COJO chose a symbol proposed by graphic artist, Georges Huel, and made it the official emblem of the Games of the XXI Olympiad. The selected design consisted of five Olympic rings with a podium at the top, which was a graphic interpretation of the letter M, for Montréal. In its centre was the athletics track, for many, the heart of the Games.

This emblem evoked the universal brotherhood of the Olympic ideal, the triumph of the winners, the spirit of fair play in their struggles, and the elevation of Montréal to the rank of Olympic city.

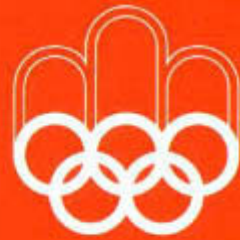
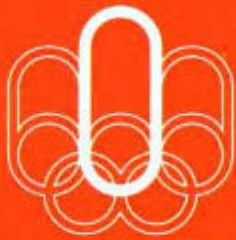
With its simplicity and formal clarity, the emblem of the 1976 Olympic Games embodied COJO goals. Its graphic homogeneity and purity made it suitable for the most diverse applications. The rules which governed its design also influenced the whole image of the 1976 Olympic Games. For example, its style influenced the choice of the Univers typeface which was officially adopted as part of the COJO graphics program; this typeface, used in the logotype "Montréal 76," under the emblem, was used for the logotypes and all publications relating to the 1976 Olympic Games. The square in which the emblem was inserted served as the basis for the modular grid system for the layout of printed materials. Finally, its red color became the official color of the Olympic Games.

The Graphics and Design Directorate

With its desire to create a special image for the Montréal Games well established, COJO was aware of the need for developing a "graphics and design" department to be responsible for advising different departments and agencies associated with COJO regarding the definition, design, production, and achievement of the visual identification of the 1976 Olympic Games.

The board of directors entrusted the creator of the emblem with the responsibility for fixing the guidelines for this department which later became the Graphics and Design Directorate.

In the process of trying to draw up a detailed program of its future operations, the Graphics and Design Directorate quickly became aware of the advantages of proceeding according to a formula that called for recruiting a minimum number of permanent employees, and confiding a large number of jobs to outside specialists. It would thus be possible to guarantee coherent and integrated visual identification throughout the program, while retaining the services of recognized designers who would be reluctant to join a temporary organization.



List of Projects

The team responsible for designing the overall image of the 1976 Olympic Games submitted a complete plan of its operations to COJO. This document described the principles it intended to follow in applying the visual identification concept it had devised. The list of projects in which it intended to involve itself was impressive:

Graphics

Administration

Stationery
Invitations
Identity cards
Forms
Personnel brochures
COJO telephone directory
Reports to IOC

Arts and Culture

Posters
Exhibition catalogues
Artist invitations
Activity program
Commemorative publication

Graphics and Design

Graphics Manual
Sign Manual
Symbol grid
Pictograms
Mascot

Communications

Presto newsletter
Olympress newsletter
Rendez-vous 76 Montréal magazine
Montréal, Olympic City brochures
All About the Games brochure
I know pamphlets
Olympic calendar
Official guide
Press guide
Participation certificate for members of the Press
General information
Thematic posters
Program and admission prices
Kingston brochure
COJO reports
Daily programs
Bromont brochure
Press releases
Press notebooks
Press kits

Protocol

Commemorative certificates
Winners' certificates
Protocol information booklets
Program for the opening of the 78th session of the IOC
Programs of the congresses of the international sports federations
Travel questionnaires
Parking permits
Identity cards for the international sports federations
Invitations
Insignia
Press kits

Revenue

International marketing program brochures
Standards for the mascot
Certificates
Olympic articles catalogue
Souvenir plaques

Services

Medical guide
Information guide for each competition and training site
Information guide for security forces
Hostess handbook
IOC medical checks
Medical check sheets
Chauffeurs' instructions
Vehicle authorization system
Parking tickets
Luggage tags
Metro (subway) map

Youth Camp

Guide
Delegate's handbook
Bonjour! newspaper
Press kits
Poster
Lapel button
Publicity stickers

Spectators Services

Tickets to sports events
Passes
Forms
Ticket displays

Sports

Technical brochures
Sports posters
General information handbook
Sports equipment catalogue
Yachting brochure
Kingston nautical chart
Routes of the cycling road races and the marathon
Competition program
Progress reports
Calendar of sports competitions
Registration form instruction booklet
Registration forms
Results sheets
Judges' scoring sheets
Facilities summary for each competition and training site
Swimming program

Technology

List of participants
Results publications
Results newspaper
Forms

Olympic Village

Poster
Athlete's pamphlet
Journalist's pamphlet
Visitor's pamphlet
Administrative information brochure
Guide to the Olympic Village
Le Village daily newspaper
Kingston Olympic Village brochure
Menus
Meal tickets
Place mats
Forms

Design

Uniforms

Hostesses and Guides
COJO Executives
Technical Delegates
Jury Members
Intermediate Executives
Medal Presenters
Auxiliary Officials
Photographers
Timekeepers
Ticket and Program Sellers
Ushers
Messengers
Drivers
Watchmen
Maintenance personnel

Decorations and flags

Montréal, Kingston, Toronto, Ottawa, Sherbrooke, Bromont, L'Acadie, Joliette, and Québec
All competition sites
Montréal, Kingston, and Bromont
Olympic Villages
Mirabel and Dorval airports
Windsor and Central railway stations
The participating countries

Signs

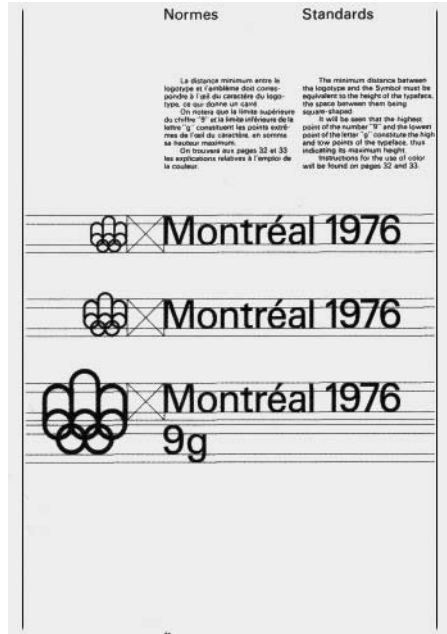
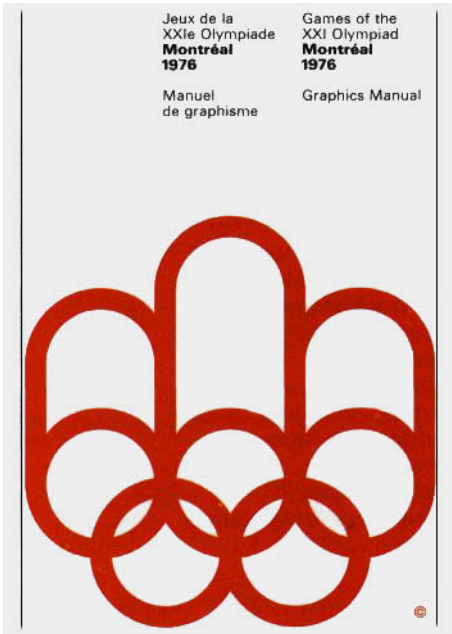
Autoroutes and main highways
Montréal and other Olympic cities
Olympic Villages
Inside and outside competition sites
Airports
Metro (subway)
Buildings
Parking lots

Temporary buildings

Souvenir stands
Post Office trailers
Snack bars
First aid stations
Ticket booths
Reception centre
Information booths

Miscellaneous

Winners' medals
Commemorative medal
Olympic coins (1st series)
Mascot
Winners' podiums
Olympic Village furniture
Outdoor furniture
Olympic torch
Olympic urns
Commemorative plaque



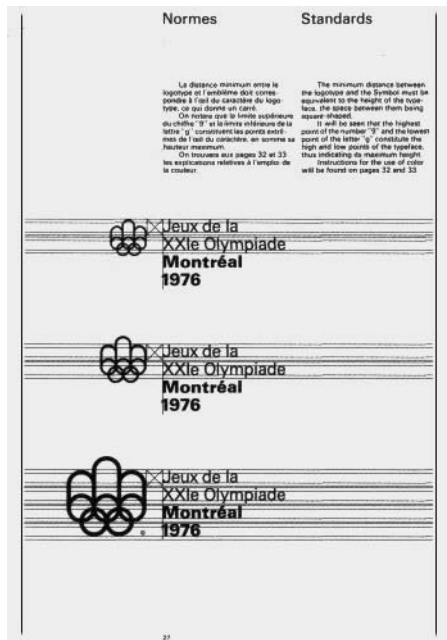
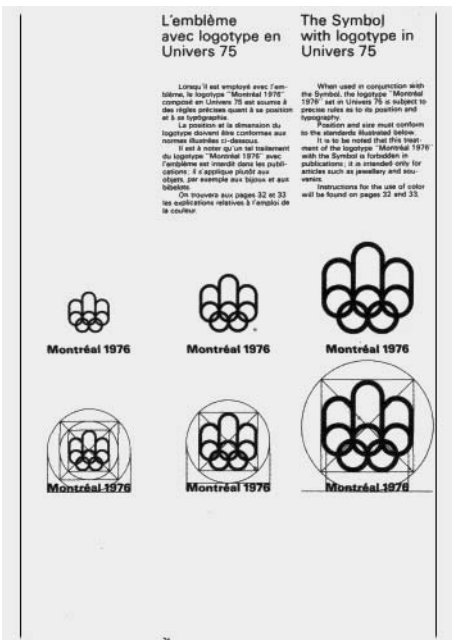
Graphics Manual

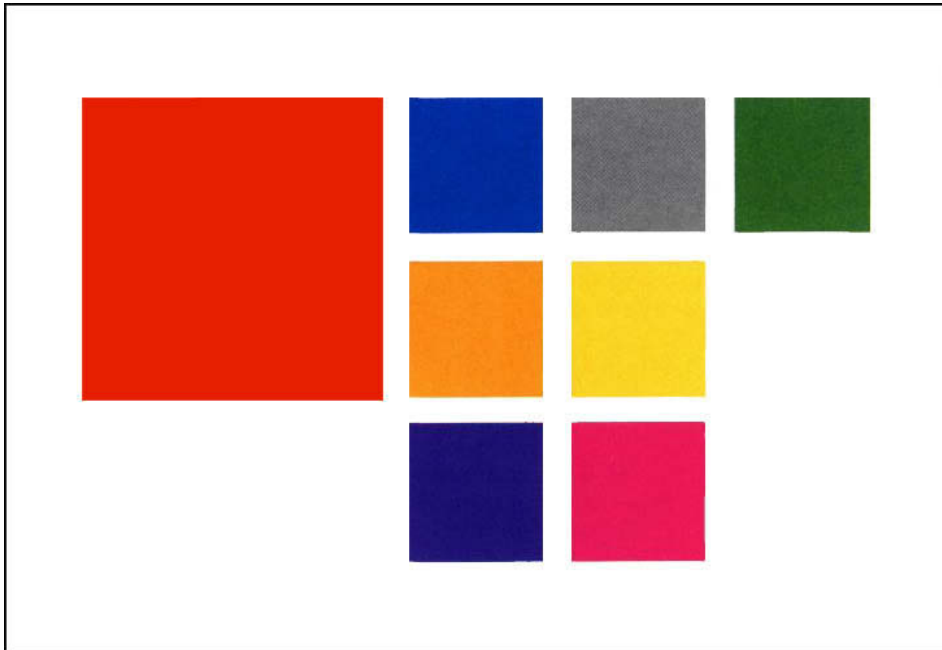
Once established, the Graphics and Design Directorate had to develop its operational philosophy as quickly as possible. This was embodied in a manual setting out standards for the proper use of the official emblem and other graphic representations. This manual was addressed to all potential users of the emblem, as well as to COJO graphic artists.

To be able to freely use the official emblem and logotypes, COJO had taken all the necessary protective measures in respect of national and international copyright, trademark, and industrial design law. This meant that the emblem could not be modified in any way, and its use required COJO's written authorization.

While the *Graphics Manual* first explained the licensing system which COJO had established, its main purpose was to set forth the rules affecting the emblem and logotypes, suggesting various possibilities to designers and informing them of certain restrictions. Also included were standards to be followed in print layouts, with two modular grids corresponding to two printed formats. The manual defined the main typographical applications and different combinations of texts and pictures for each grid. It also stated the typographical standards for titles and texts. Finally, a table was included of the Univers 55 and 75 type faces, which had to be used for all texts related to the 1976 Olympic Games.

COJO received eloquent praise for the quality of this publication. In September, 1975, the Canadian Beautiful Book Committee gave the Graphics and Design Directorate an award of excellence for its *Graphics Manual*.

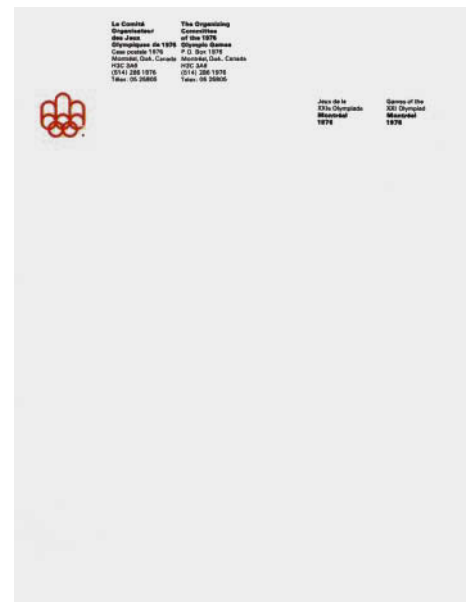
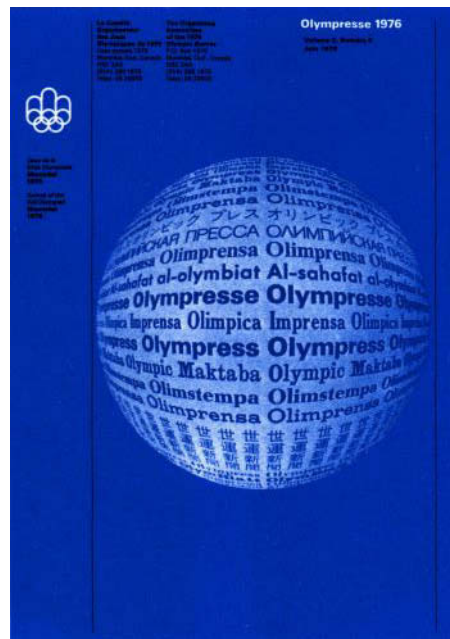




Official Colors

In putting the finishing touches on its symbolic representation program for the Montréal Games, COJO chose its official colors: blue, grey, green, orange, yellow, lavender, and purple. Red remained the main official color of the Games, while the seven others were used for various purposes, such as the designation of different departments or services.

While completing the *Graphics Manual*, the Graphics and Design Directorate also had to plan many different things and study or commission a host of other projects. It was also involved in important immediate tasks, such as the design of official stationery, forms, report binders, brochures, etc.



Graphics

The Thematic Posters

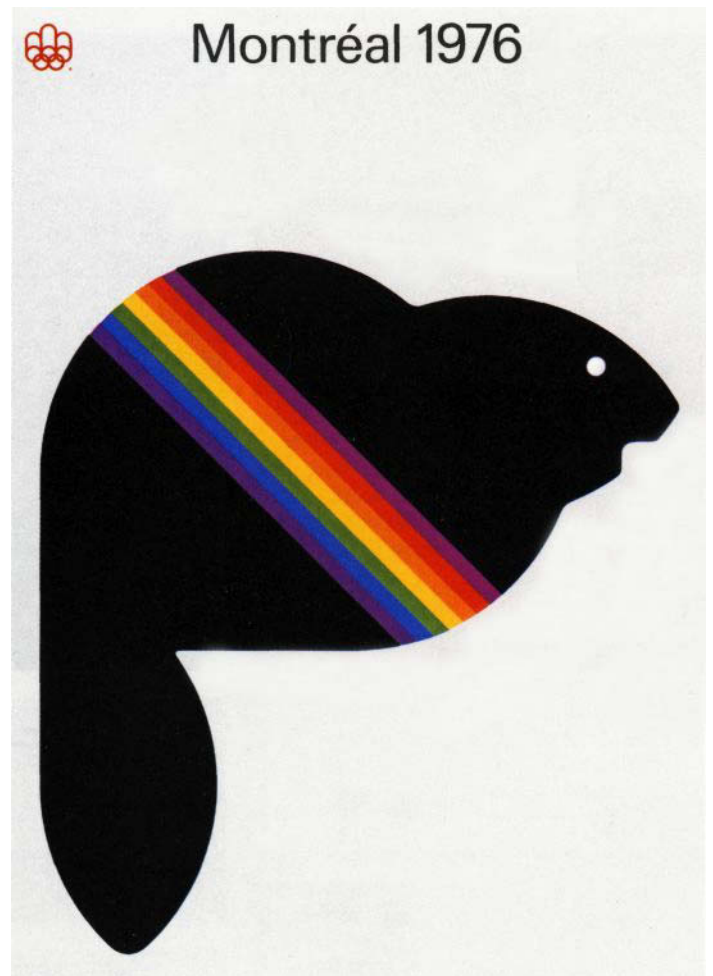
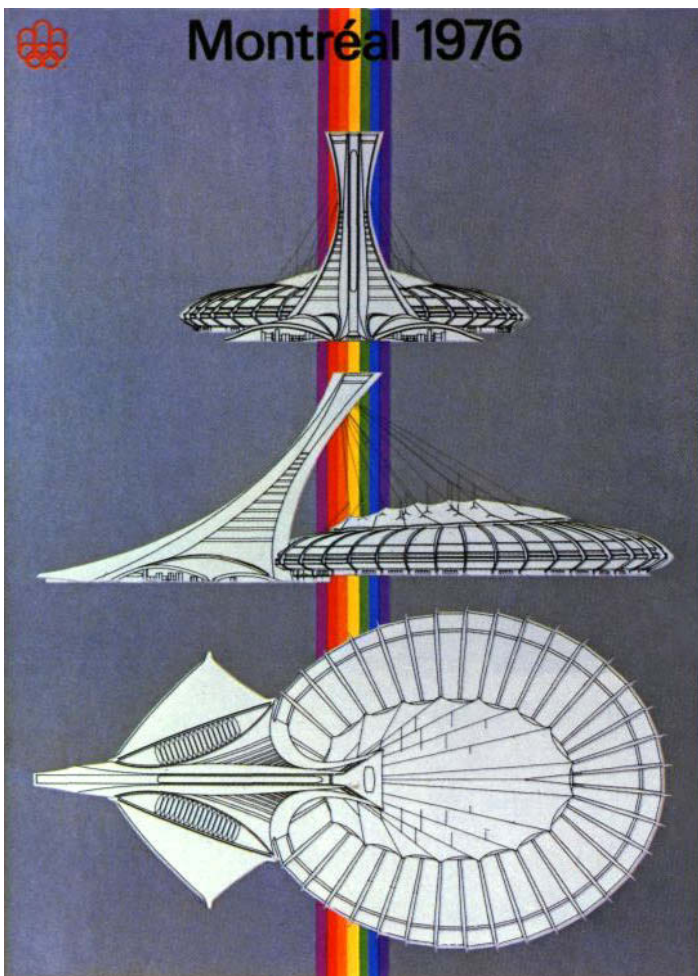
Posters seem to have played an important role in the image which recent Olympic organizing committees have sought to project. COJO followed the same path, ordering two main series of posters from the Graphics and Design Directorate. The first series illustrated eight themes which the organizers of the Montréal Games wanted to stress in particular.

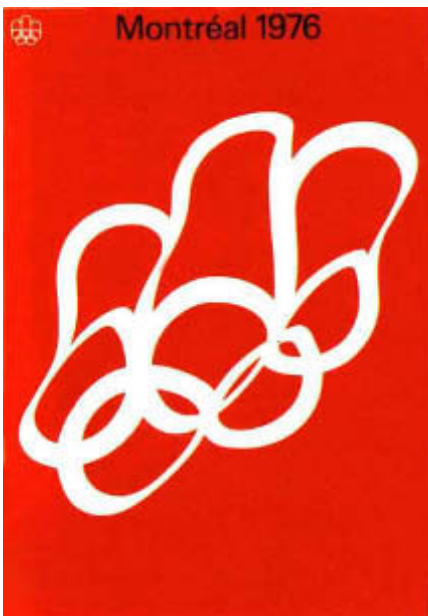
Olympic Stadium

The Olympic Stadium is shown in a synthesis of geometrical drawings and colors.

Mascot

The beaver, called "Amik," was the mascot of the Montréal Olympic Games. It appears on this poster wearing a ribbon of COJO colors.





Invitation

The five Olympic rings resound symbolically in successive waves, inviting athletes from all continents to the 1976 Olympic Games.

Flag

This poster is a schematic representation of the official emblem in motion. Flying in the wind, the COJO flag acts as a rallying point suggesting mobility.

International Youth Camp

The swarm of ideas and attitudes characteristic of modern youth is illustrated on a background of blue jeans, the favorite dress of young people. Worn on them are buttons symbolizing love, equality of the sexes, return to nature, the search for spiritual values, personal harmony, and the need for brotherhood.

Olympia and Montréal

The historical tie which now links Olympia and Montréal is represented by the sculptured head of a Greek athlete on a background of the Montréal coat-of-arms.

Kingston 1976

The six boat classes in the yachting program appear on this poster. Water is represented by waves in COJO colors.

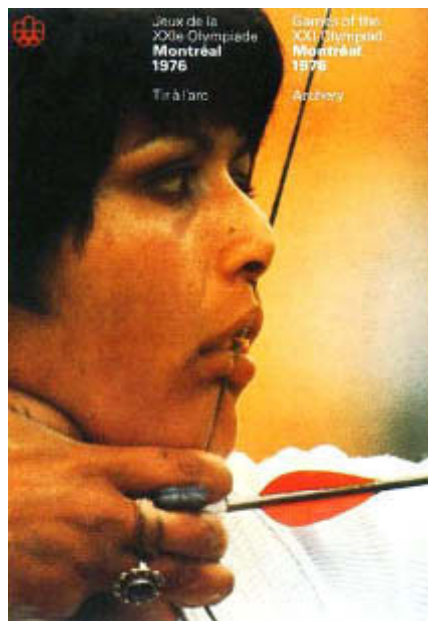
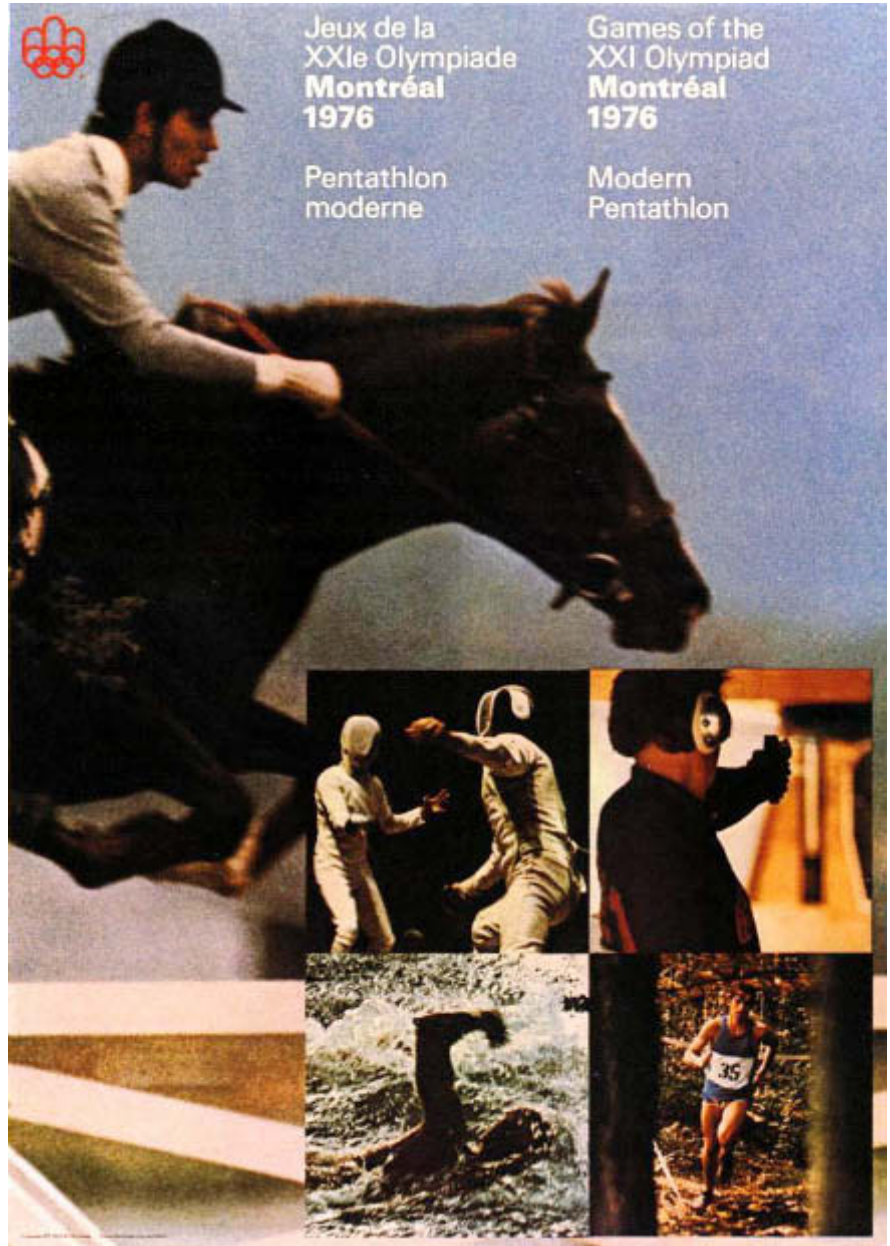
Olympic Flame

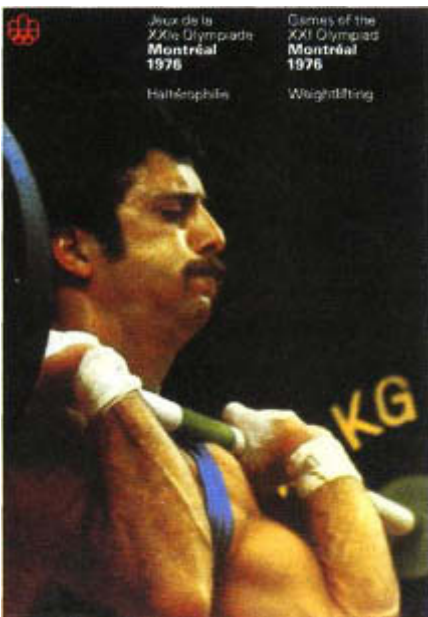
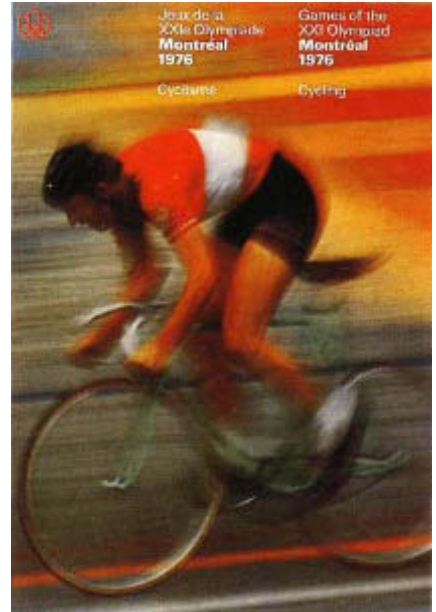
Like a goddess from Olympus, a young Greek woman is a reminder of the origin and antiquity of the Olympic Flame, the sacred fire which inspires the runner and leads him to victory.

Sports Posters

The second series of posters commissioned by COJO illustrated the twenty-one sports on the program of the Games of the XXI Olympiad. Each was intended to communicate the action and immediacy of its sport. The Graphics and Design Directorate, therefore, preferred photographic techniques to drawings, where the results might have been colored by the artist's personal interpretation.

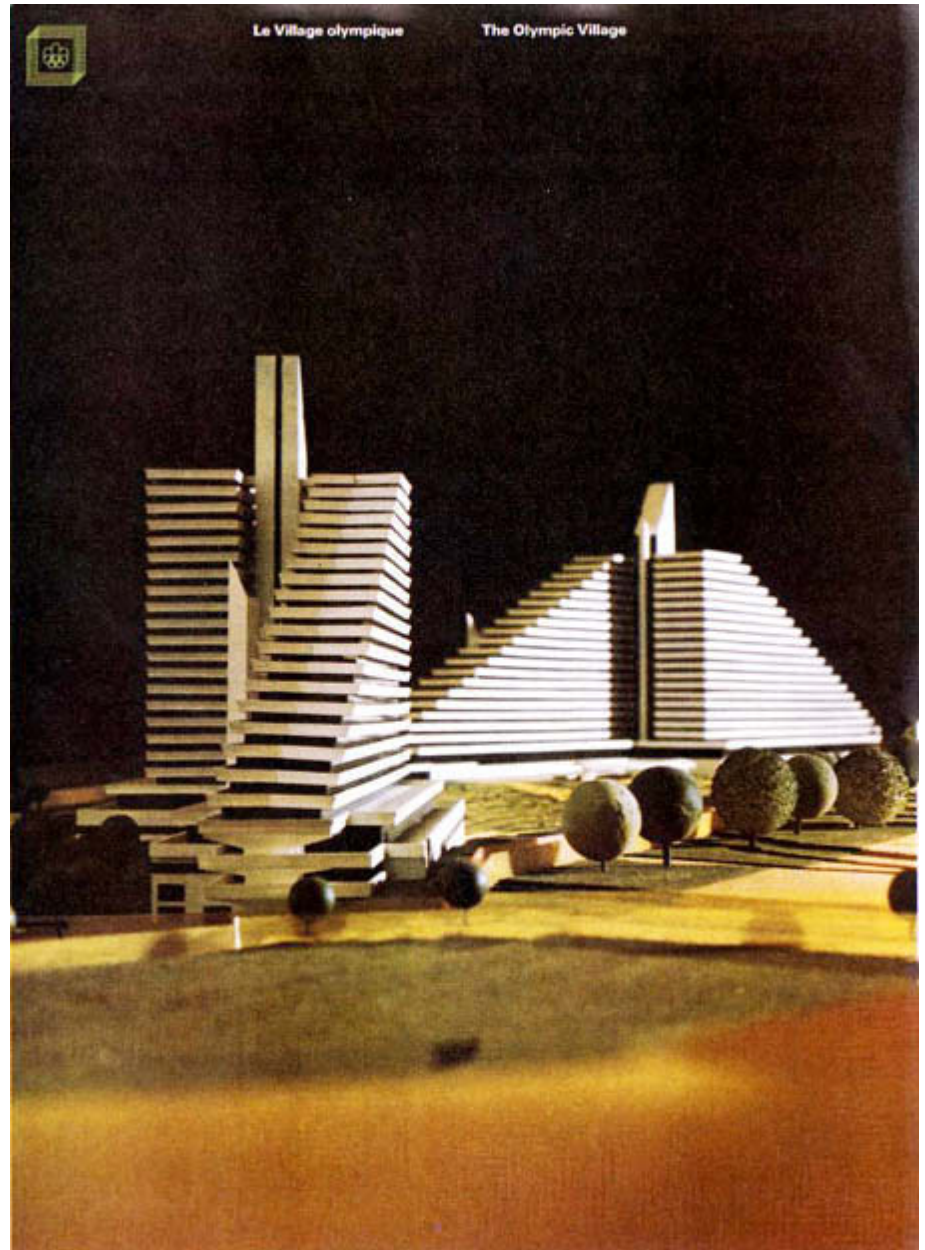
In the search for authenticity and using well defined selection criteria, COJO representatives visited Olympic sites in Munich and selected twenty-one color transparencies from among some 200,000 photos. Each photo had to be suitable for enlargement and reproduction, show readily apparent motion not contrary to the rules or special techniques of the sports, and be as spectacular as possible.





Other Posters

The route of the Olympic Flame, the Olympic Village, the hostess and guide recruiting campaign were also sources for the design of several other posters. Special themes were also treated, such as Montréal welcoming its guests.





Jeux de la
XXIe Olympiade
Montréal
1976

Games of the
XXI Olympiad
Montréal
1976

Lieux de
compétition

Competition
Sites

1	Stade olympique Pav. olympique	Olympic Stadium Olympic Park	7	Centre Claude-Robitaille Claude Robitaille Centre	13	Stade Michel de l'Université McGill McGill University Stadium	19	Stade de Sherbrooke Sherbrooke	Shotputto Stadium Shotputto
2	Piscine olympique Pav. olympique	Olympic Pool Olympic Park	8	Centre Étienne-Dominique Étienne Dominique Centre	14	Circuit Falardeau Falardeau Circuit	20	Pavillon des sports de Sherbrooke Sherbrooke	Sherbrooke Sports Pavilion Sherbrooke
3	Vallée olympique Pav. olympique	Olympic Stadium Olympic Park	9	Arena Louis-Michel St. Michel Arena	15	Circuit Marc-Roy Marc-Roy Circuit	21	PPFS, Université Laval Dufferin	PPFS, Laval University Dufferin
4	Arena Maurice-Richard Pav. olympique	Maurice Richard Arena Olympic Park	10	Forum Forum	16	Stade de tir olympique L'Acadie Olympic Shooting Range L'Acadie	22	Stade Varsity Toronto	Varsity Stadium Toronto
5	Centre sportif Maisonneuve Pav. olympique	Maisonneuve Sports Centre Olympic Park	11	Centre Paul-Sauvé Paul Sauvé Centre	17	Centre équestre olympique Boulevard Olympic Equestrian Centre Boulevard	23	Pav. Lansdowne Ottawa	Lansdowne Park Ottawa
6	Bassin olympique Île Notre-Dame Olympic Basin Notre-Dame Island	Olympic Basin Notre-Dame Island	12	Stade d'hiver de l'Université de Montréal University of Montreal Winter Stadium	18	Terrain de tir à l'arc olympique Joliette Olympic Archery Field Joliette	24	Centre olympique de voile Kingston Olympic Yachting Centre Kingston	Olympic Yachting Centre Kingston



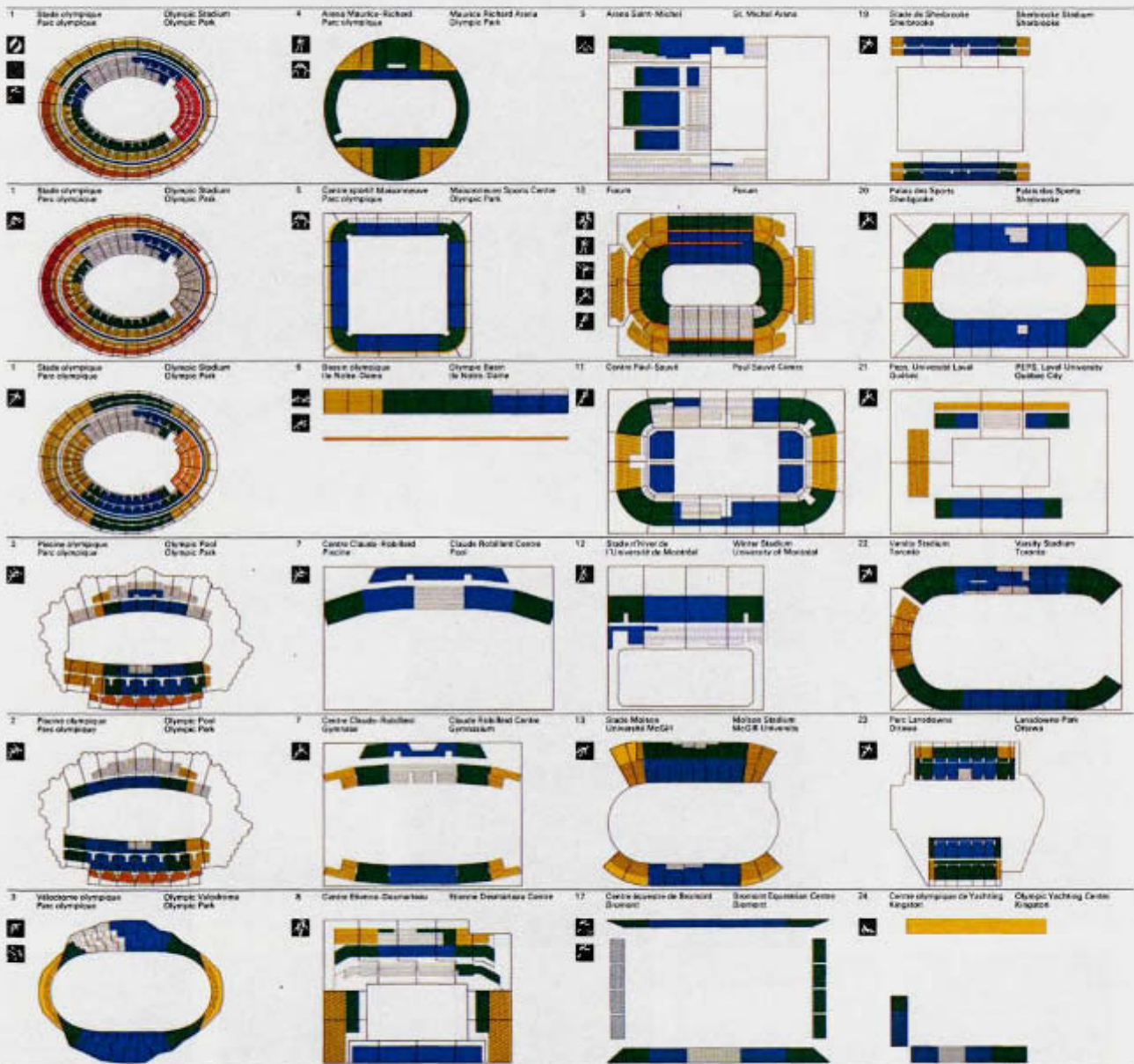


Jeux de la XXI Olympiade Montréal 1976

Games of the XXI Olympiad Montréal 1976

Lieux de compétition

Competition Sites



Catégorie	Category
Première	First
Deuxième	Second
Troisième	Third
Quatrième	Fourth
Cinquième	Fifth
Sixième	Sixth

Apparaissent sur ce plan les lieux de compétition où sera tenu un seul ou plusieurs des événements suivants :

12 Stade d'été de l'Université de Montréal (Pavillon moderne)

13 Circuit Mont-Royal

14 Grand de la Acadie L'Acadie

15 Grand de la Acadie L'Acadie

16 Centre de la Acadie L'Acadie

17 Centre de la Acadie L'Acadie

18 Centre de la Acadie L'Acadie

19 Centre de la Acadie L'Acadie

20 Centre de la Acadie L'Acadie

21 Centre de la Acadie L'Acadie

22 Centre de la Acadie L'Acadie

23 Centre de la Acadie L'Acadie

24 Centre de la Acadie L'Acadie

The following competition sites for which there will be only one admission price, are not shown on this plan.

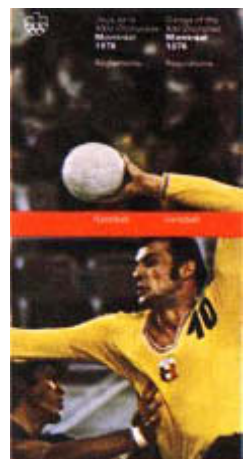
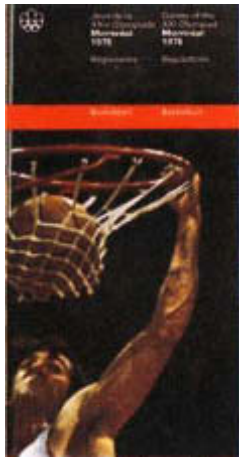
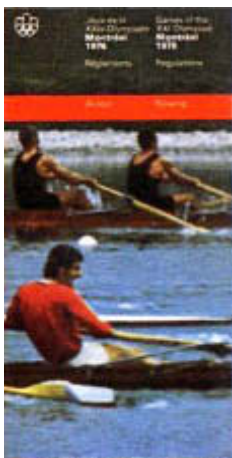
Wintar Stadium
University of Montreal
(Modern Pavilion)

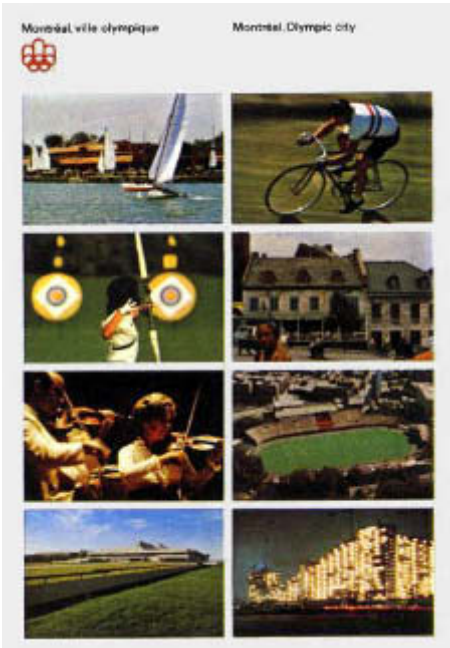
Mont Royal Circuit

L'Acadie Sports Centre
L'Acadie

Jolene Arches Club
Jolene

Seating arrangements for diving events only.





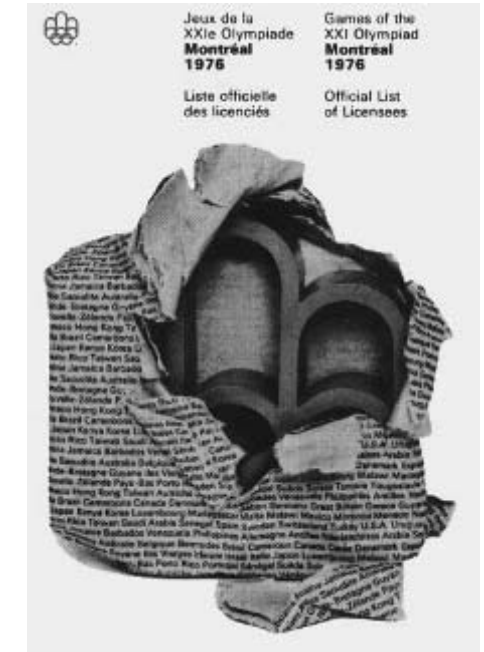
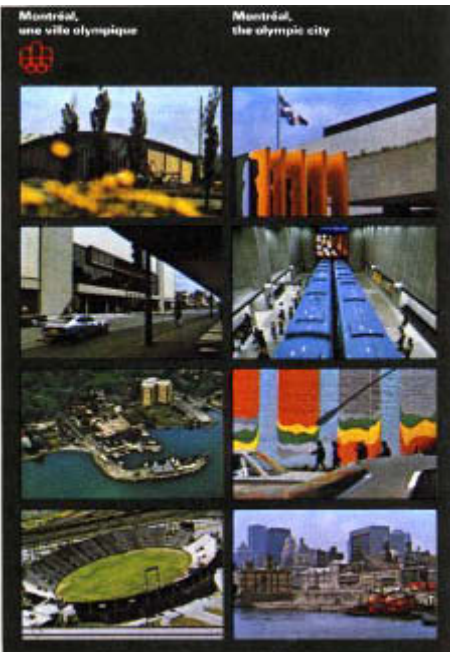
En français et en anglais, ainsi qu'en espagnol, on peut lire les sports olympiques. Les 11 sports olympiques sont regroupés en deux groupes de six et de cinq sports. Les sports sont regroupés en deux groupes de six et de cinq sports. Les sports sont regroupés en deux groupes de six et de cinq sports.

While the 1976 Olympic Games in Montreal will feature the full suite of 21 summer Olympic sports, the program actually consisted of a total of 25. Athletics includes the founding sports of track and field as well as the newly included and historic "Olympic" events in the very neighborhood of the Olympic Games.

Swimming and canoeing events are contained solely in aquatic competition.

The modern pentathlon is a unique competition created by an historical inspiration. It is a blend of five sports: fencing, shooting, equestrian, swimming and modern pentathlon.

The Olympic Games in Montreal is unique in North America as canoe and triathlon, as well as hockey, were included in the 1976 Games. Hockey is a traditional winter sport, but the French name and location is different in Montreal in contrast to France who gave the Games their modern identity.



Je sais... Les Jeux Olympiques d'été de Montréal 1976, du 17 juillet au 1er août 1976, ont été organisés par le Comité olympique canadien. Les sports olympiques sont regroupés en deux groupes de six et de cinq sports. Les sports sont regroupés en deux groupes de six et de cinq sports.

Je sais... The 1976 Olympic Games in Montreal will feature the full suite of 21 summer Olympic sports, the program actually consisted of a total of 25. Athletics includes the founding sports of track and field as well as the newly included and historic "Olympic" events in the very neighborhood of the Olympic Games.

Je sais... Swimming and canoeing events are contained solely in aquatic competition.

Je sais... The modern pentathlon is a unique competition created by an historical inspiration. It is a blend of five sports: fencing, shooting, equestrian, swimming and modern pentathlon.

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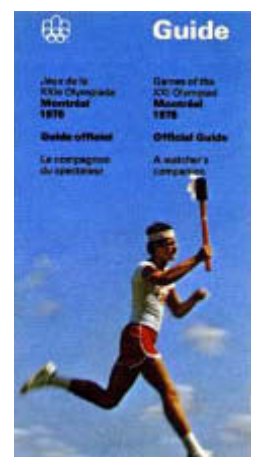
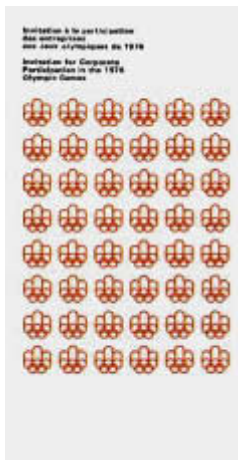
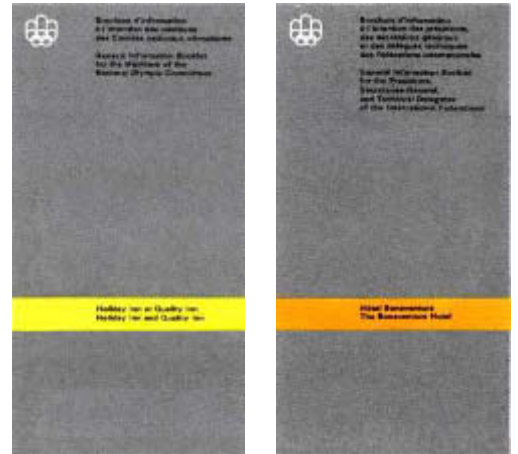
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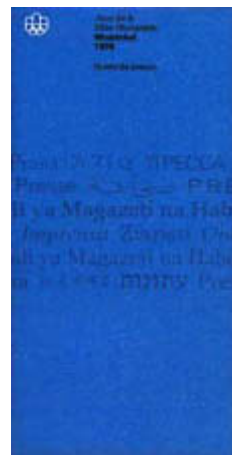
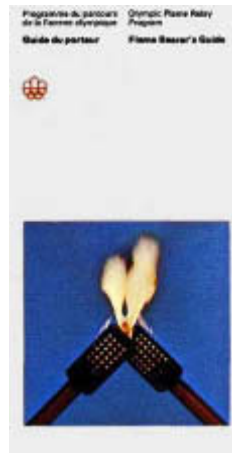
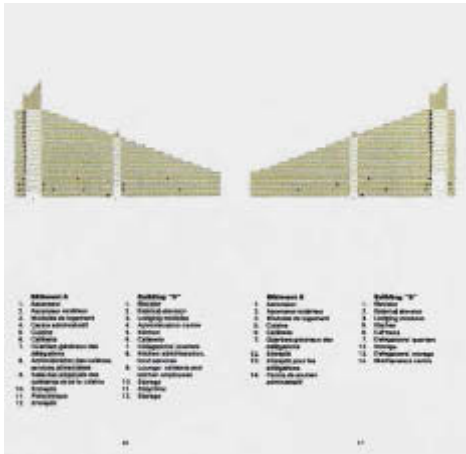
Je sais... The Olympic Games in Montreal is unique in North America as canoe and triathlon, as well as hockey, were included in the 1976 Games. Hockey is a traditional winter sport, but the French name and location is different in Montreal in contrast to France who gave the Games their modern identity.

The intention of COJO was to create a simplified, efficient, and sufficiently flexible system with a harmonious and logical organization of all the elements that formed the public image of the 1976 Olympic Games. As far as printed material was concerned, COJO graphic artists had to do the most varied kind of work imaginable, from brochures containing instructions for drivers to the format of the Olympic Village daily newspaper. Publications on the cities of Kingston and Bromont (the competition sites for yachting and equestrian sports) were also part of their work.



During the preparatory stages of the Games, COJO published a considerable quantity of information in accordance with the standards laid down by the Graphics and Design Directorate. These pocket-size brochures were similar in style and covered a wide variety of subjects.





Jeux de la
XXI^e Olympiade
Montréal
1976

Games of the
XXI Olympiad
Montréal
1976

Programme Arts et Culture Arts and Culture Program

Jeux de la
XXI^e Olympiade
Montréal
1976

Games of the
XXI Olympiad
Montréal
1976

Programme Arts et Culture Arts and Culture Program

Orchestre symphonique de Montréal

Neil Chislem
Chef d'orchestre/Conductor
Ti-Jean Carignan
Violoncelle/Folk Fiddler
Rafael Frühbeck de Burgos
Directeur artistique/Music Director

Les Musiciens Comédiens
Impresario COOJ

Salle Wilfrid-Pelletier
Place des Arts
22 et 23 juillet, 20h30
July 22nd and 23rd, 20:30
Billets/Tickets: \$6, \$5, \$4, \$3
Aux guichets et aux comptoirs TRS
At Box office and TRS outlets

Jeux de la
XXI^e Olympiade
Montréal
1976

Games of the
XXI Olympiad
Montréal
1976

Programme Arts et Culture Arts and Culture Program

**Les Ballets Modernes
du Québec**

Salle Maurice O'Breedy
Université de Sherbrooke
2 juillet, 20h30
July 2nd, 20:30
Billets/Tickets: \$6, \$4, \$3
Aux guichets et aux comptoirs TRS
At Box office and TRS outlets

Jeux de la
XXI^e Olympiade
Montréal
1976

Games of the
XXI Olympiad
Montréal
1976

Programme Arts et Culture Arts and Culture Program

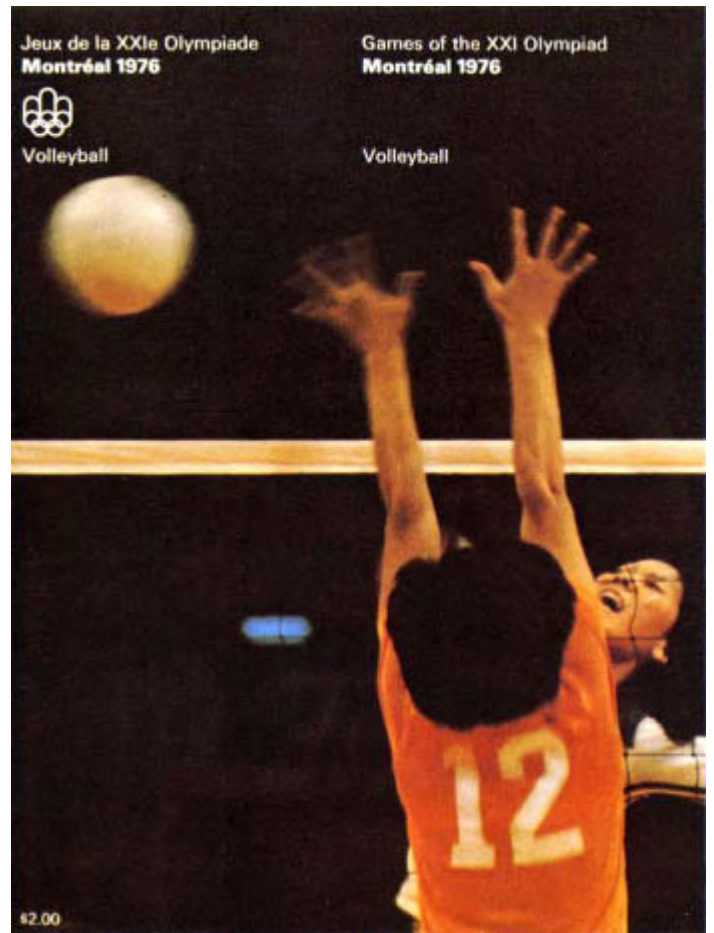
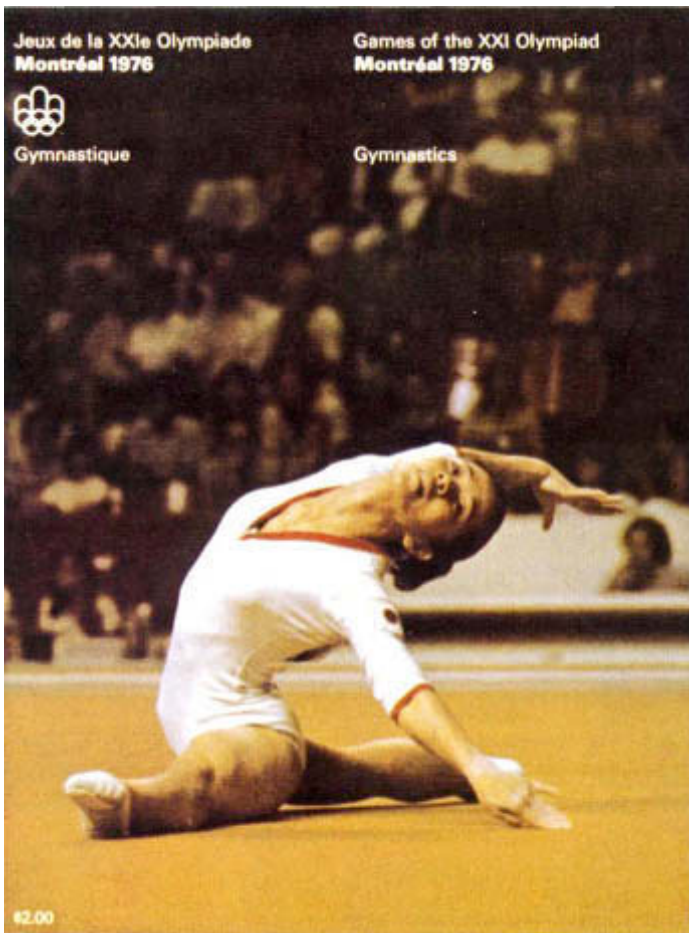
Le Chapeau Magique

Marionnettes

de Pierre Régimbald
et Nicole Lapointe
avec:
Gaétan Gladu
Michel Sébastien

Théâtre du Rideau Vert
Direction: Pierre Régimbald
Musique: Gaétan Gladu
Personnel: J. Dubois

Théâtre du Rideau Vert
1 au 31 juillet, 14h00
July 1st to 31st, 14:00
Billets/Tickets: \$1.25
Aux guichets et aux comptoirs TRS
At Box office and TRS outlets



The Daily Programs

During July, 1976, COJO published twenty-four large format brochures sold at the competition sites for the sixteen days of the Olympic Games. These daily programs, with numerous color illustrations, were for the opening and closing ceremonies and the twenty-one sports on the program. (Water polo had its own because it was not included in the swimming program.) Each contained a fixed 32-page section dealing with various subjects such as the Olympic movement, Montréal's Olympic destiny, and other information about the organization of the 1976 Games. Another section of variable length dealt with the particular sport, listing the participation requirements and rules, describing the events, or perhaps offering a brief historical review.

Every day, inserts giving the results of the previous day's competition and the participants in the day's events were inserted inside the program for each sport.

Table 1: Medalists in the 1976 Summer Olympics

Table 2: Medalists in the 1976 Winter Olympics

Table 3: Medalists in the 1976 Summer Paralympics

Table 4: Medalists in the 1976 Winter Paralympics

Table 5: Medalists in the 1976 Summer Olympics (Continued)

Table 6: Medalists in the 1976 Winter Olympics (Continued)

Table 7: Medalists in the 1976 Summer Paralympics (Continued)

Table 8: Medalists in the 1976 Winter Paralympics (Continued)

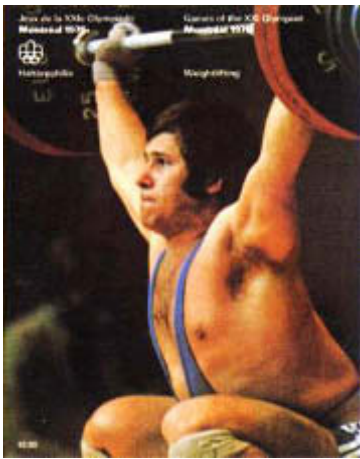


Table 13: Medalists in the 1976 Summer Olympics (Continued)

Table 14: Medalists in the 1976 Winter Olympics (Continued)

Table 15: Medalists in the 1976 Summer Paralympics (Continued)

Table 16: Medalists in the 1976 Winter Paralympics (Continued)

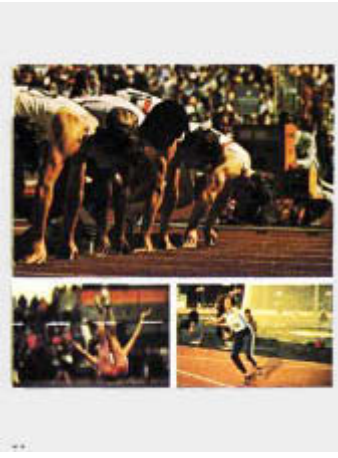
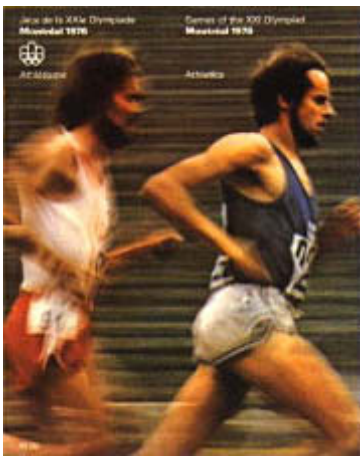


Table 21: Medalists in the 1976 Summer Olympics (Continued)

Table 22: Medalists in the 1976 Winter Olympics (Continued)

Table 23: Medalists in the 1976 Summer Paralympics (Continued)

Table 24: Medalists in the 1976 Winter Paralympics (Continued)



Table 29: Medalists in the 1976 Summer Olympics (Continued)

Table 30: Medalists in the 1976 Winter Olympics (Continued)

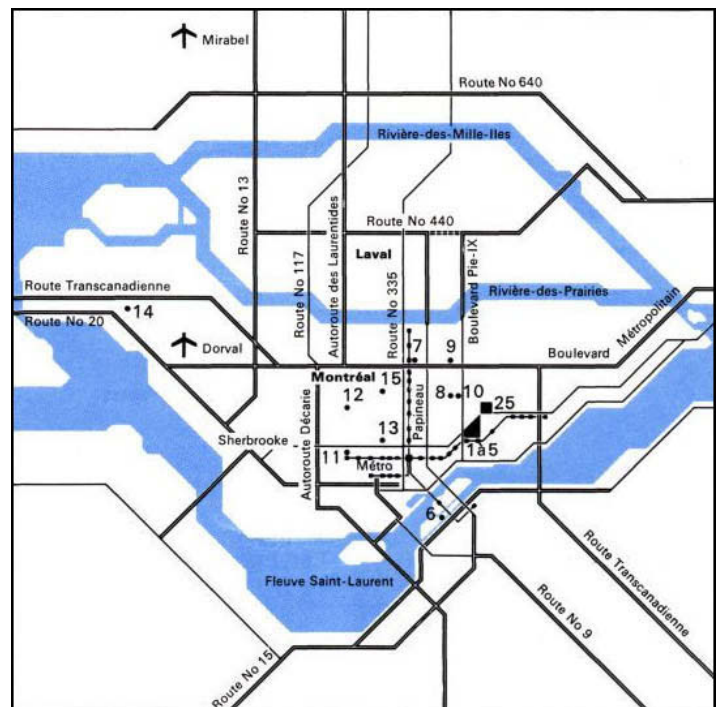
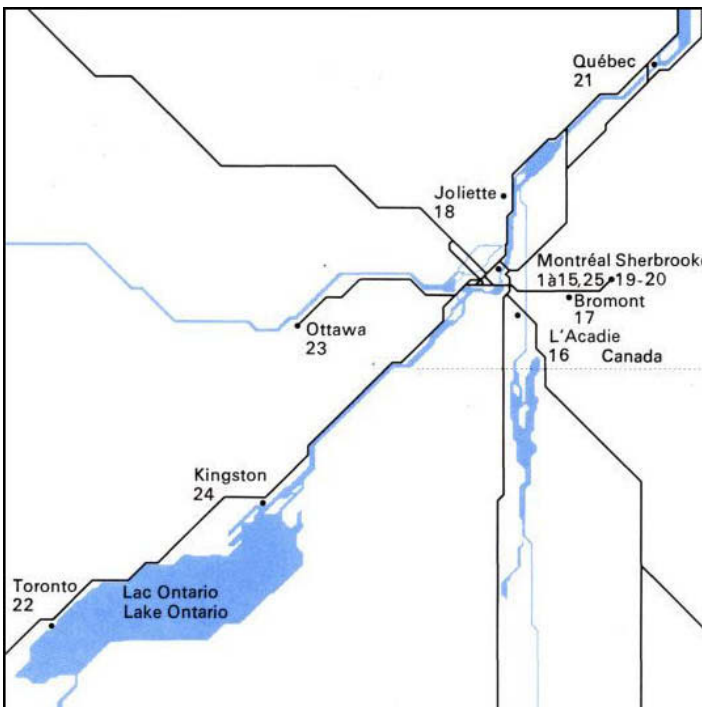
Table 31: Medalists in the 1976 Summer Paralympics (Continued)

Table 32: Medalists in the 1976 Winter Paralympics (Continued)

Mapmaking

When the Graphics and Design Directorate had to make maps or overall plans for various sectors, it did so according to a graphic layout which conformed to the general principles of the COJO symbolic characterization program.

An initial series of diagrams included overall modular, stylized views of Montréal and other cities hosting Olympic competitions, as well as a map of the road system linking these communities. Another series included plans in three-dimensional modular perspective, with simplified views of the Olympic Park and Village. The final series showed each of the competition sites on the same overall plan, with buildings and neighboring roads indicated.

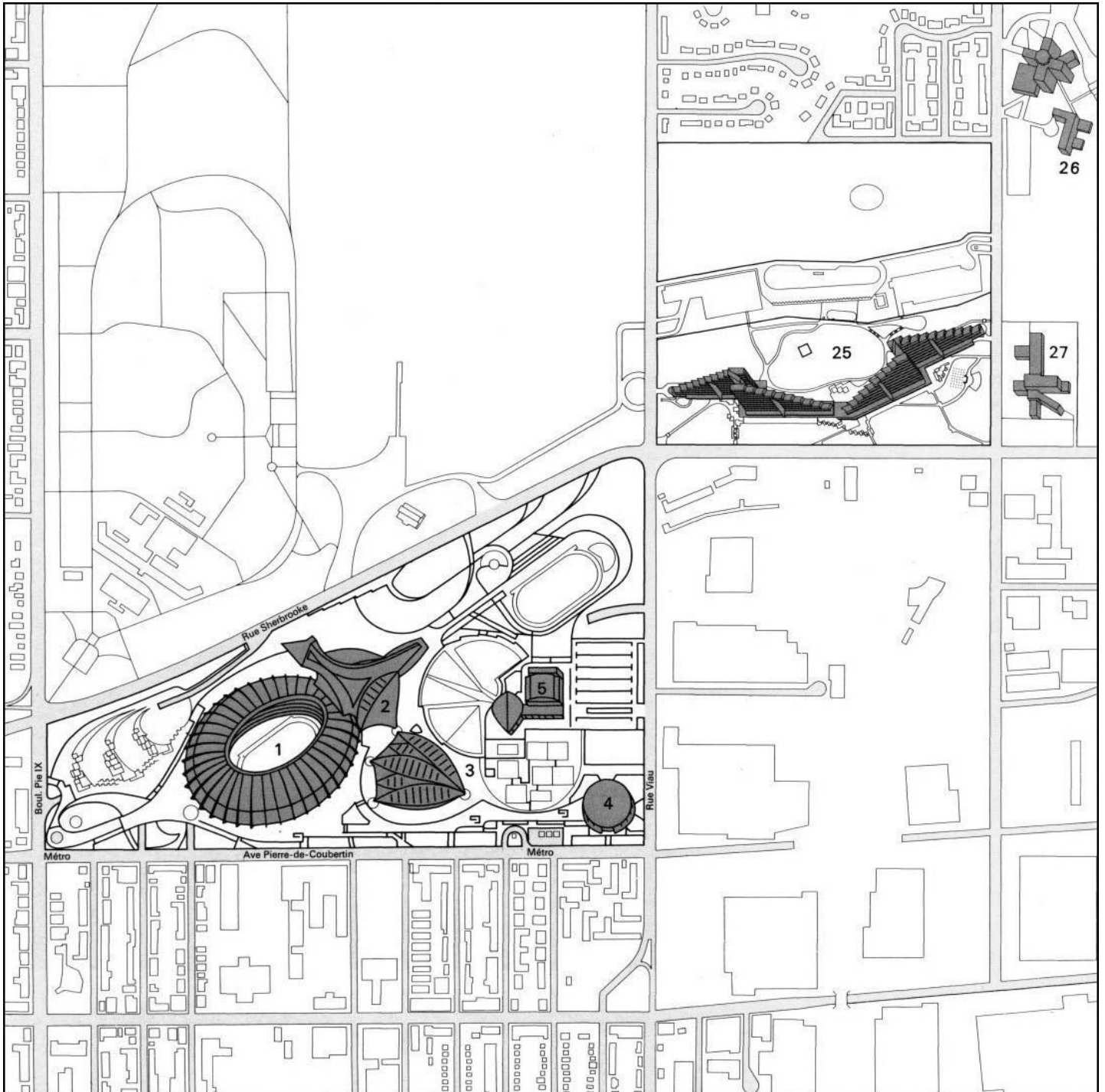


Outside Montréal

- 16 Olympic Shooting Range, L'Acadie
- 17 Olympic Equestrian Centre, Bromont
- 18 Olympic Archery Field, Joliette
- 19 Sherbrooke Stadium
- 20 Sherbrooke Sports Palace
- 21 PEPS, Laval University Québec City
- 22 Varsity Stadium, Toronto
- 23 Lansdowne Park, Ottawa
- 24 Olympic Yachting Centre, Kingston

In Montréal

- 1 Olympic Stadium
- 2 Olympic Pool
- 3 Olympic Velodrome
- 4 Maurice Richard Arena
- 5 Pierre Charbonneau Centre (formerly Maisonneuve Sports Centre)



- | | |
|--|---|
| 6 Olympic Basin | 15 Mount Royal Circuit |
| 7 Claude Robillard Centre | 25 Olympic Village |
| 8 Étienne Desmarteau Centre | 26 Maisonneuve-Rosemount Hospital |
| 9 St. Michel Arena | 27 Olympic Village International Centre |
| 10 Paul Sauvé Centre | |
| 11 Forum | |
| 12 Winter Stadium University of Montréal | |
| 13 Molson Stadium McGill University | |
| 14 Fairview Circuit | |

Design

The Olympic Village Furniture

Of all the projects in which the Graphics and Design Directorate shared responsibility, the design of the furniture for the Olympic Village was undoubtedly one of the most important.

Studies determining the choice of design had to take several different objectives into account. First, the furniture had to be well adapted to the athletes' needs, as far as comfort, privacy, and space were concerned, and, at the same time, respect the occupancy rates for each apartment. Likewise, several different types of apartments were to be furnished. A flexibility was, therefore, required which took future use into account, whereby the furniture could be resold to a variety of users. Thus, it was necessary to obtain the best possible product quality while respecting a limited budget, which meant minimal production costs. Finally, since the project was being sponsored by the Québec Ministry of Industry and Commerce, it was necessary to use the opportunity to stimulate the Québec furniture industry by favoring provincial manufacturers, as well as available materials and technology.





The solution chosen by COJO designers gave each occupant of the Olympic Village a bed of 2 or 2.13 m in length, a chest with lock for his personal effects, a container, and a cupboard.

The rooms also had stackable chairs and a work table. Luggage could be stored beneath the beds. For maximum space utilization, "split-level" beds (only partially superimposed) were used instead of traditional bunk beds. A screen separated each group of beds.

The materials chosen, such as maple (whose natural appearance was kept), pressed wood panels, and sheet steel, are in common use in the Québec furniture industry. Finally, bright colors gave the furniture groupings a youthful touch.



Signs

COJO gave the Graphics and Design Directorate a mandate to design a sign program for roads, cities, and Olympic competition sites.

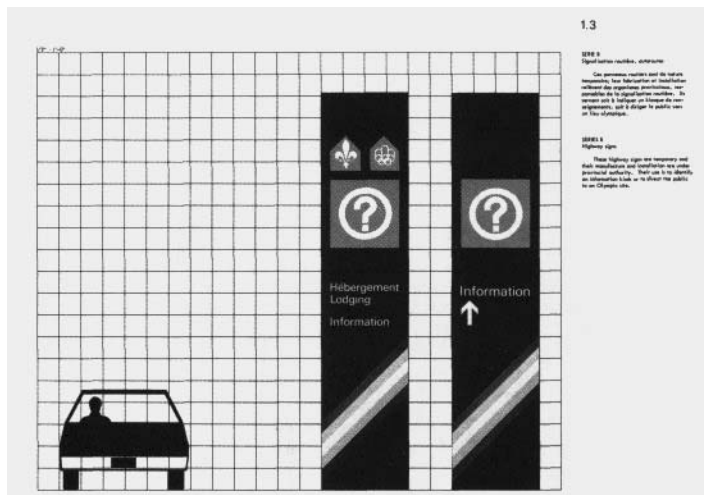
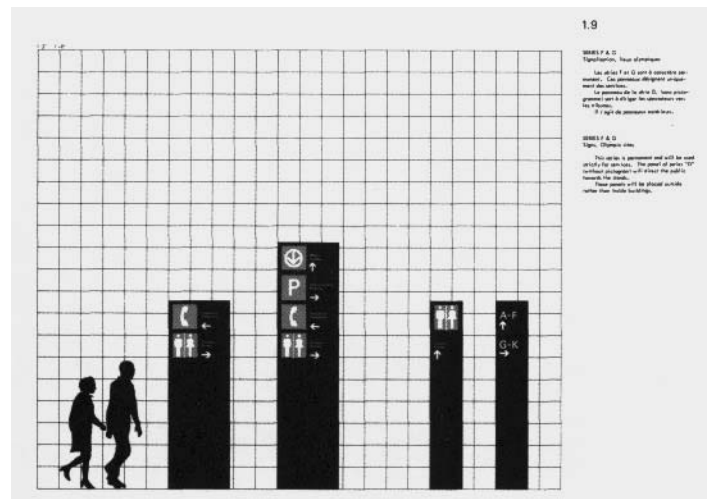
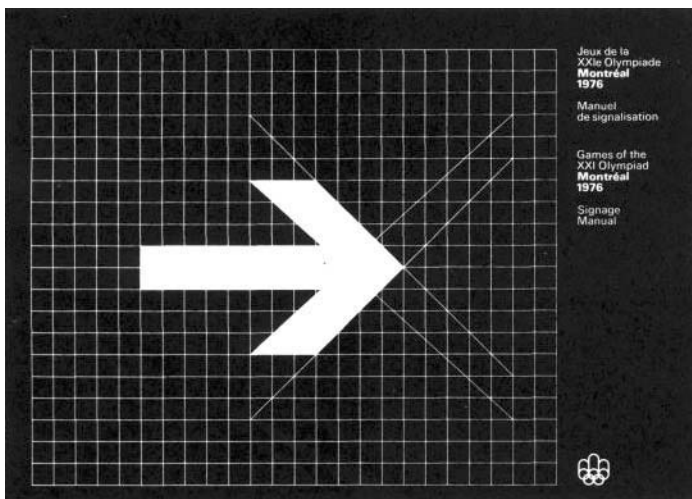
One team developed an "outside" sign concept, while a second group worked on a system for dividing the various stadiums into sections and seat arrangements, planning the signs needed. In November, 1975, the directorate was able to present the results of its research to the COJO executive committee. The project later was part of the vast sign manual published in order to make everyone familiar with each element of the sign program, thus guaranteeing their rational and efficient application in conformity with the overall projection of the 1976 Olympic Games image.

The sign system selected was based on pictograms generally accompanied by an explanatory text in both official languages. COJO used the pictograms from the Munich Games in

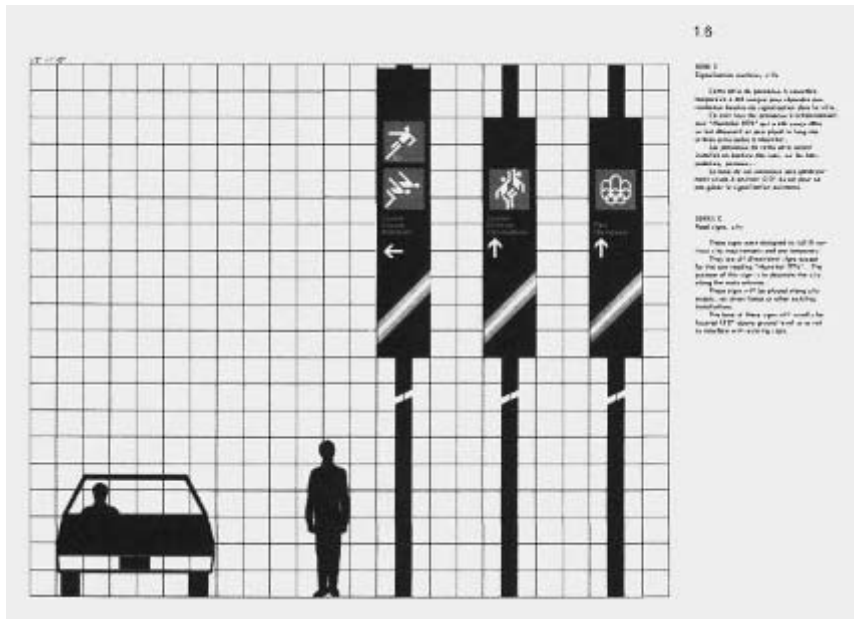
order to assure continuity in symbolic language. Some service pictograms, however, had to be modified for North American needs.

The manual included precise instructions about the design of the sign panels. Types and formats were reduced to a minimum, first, for uniformity, and, second, to reduce manufacturing costs. Permanent panels, mounted at the actual competition sites, were of prefinished aluminium, while temporary road signs were made of plastic. The inscriptions were stenciled on and cut from adhesive vinyl sheets.

The rules of composition for the panels were as follows: all featured a dark blue background. The pictograms designating the sports were in white on a red base; those related to services were white on a green base, and the letters in the texts and the arrows were white.

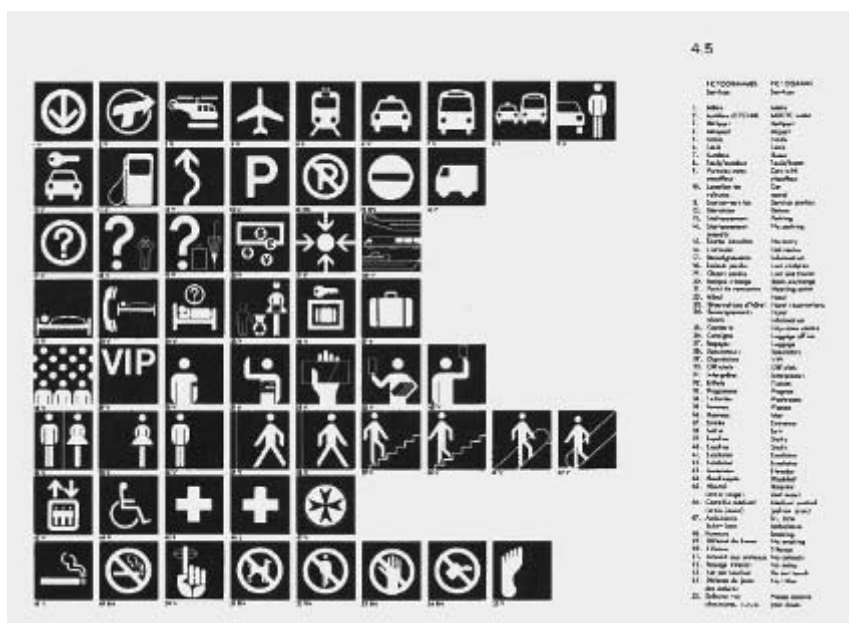






The designers wanted the various elements of the sign system to offer a festive aspect and thus be readily integrated into the other decorations put up in the various cities for the Games. Five diagonal bands in official COJO colors were thus added to brighten the road signs.

For stadium signs, letters and numbers as universally understood signs were used. The letters indicated the sections, the numbers the levels, rows, and seats. This sign system was introduced at all competition sites, replacing whatever systems were already in use.



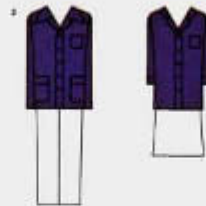
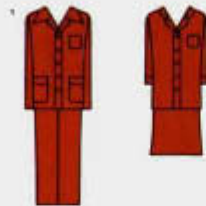




Le Cajo a confié à sa direction générale du Graphisme et Design la conception des uniformes officiels du personnel des Jeux olympiques de 1976. Ce travail a été fait en collaboration avec la direction générale des Services du Cajo. La conception des uniformes devait répondre à l'objectif suivant: permettre aux visiteurs de repérer facilement les membres du personnel des Jeux olympiques. Les couleurs et les coupes des uniformes varient selon le service auquel appartiennent les membres du personnel et les fonctions qu'ils occupent. Quatre couleurs spécifiques, Michel Rabichaud, Léo Chevalier, Marcelle Fleury et John Warden ont travaillé au design des uniformes. La coordination globale du projet a été confiée aux Producteurs Dean Morgan Ltd.

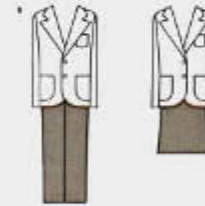
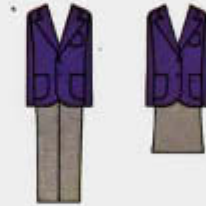
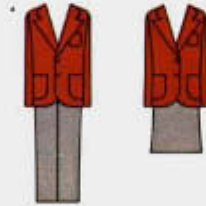
COJO's graphics and design division, in collaboration with its Services division, was given responsibility for the creation of the official uniforms for personnel of the 1976 Olympic Games. Guidelines laid down required that the six major job categories had to be recognizable by the kind of uniform worn, with specific colors indicating the actual area of responsibility. Four well-known Québec designers, Michel Rabichaud, Léo Chevalier, Marcelle Fleury and John Warden, assisted in the actual design of the different uniforms. The job of co-ordinating the whole project was given to Dean Morgan Productions Ltd.

1. Coton et polyester
2. Personnel administratif des médias



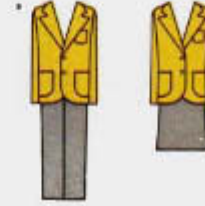
1. Coton et polyester
2. Média (personnel administratif)

3. Coton, polyester, Cash
4. Collège technique et membres du jury
5. Coton et Polyester
6. Personnel infirmier



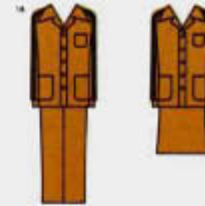
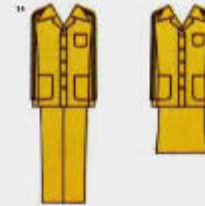
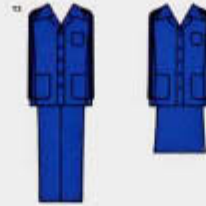
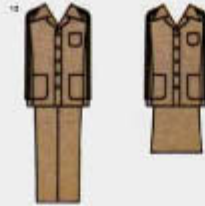
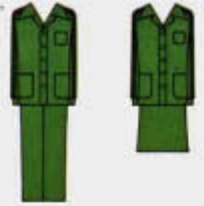
3. COJO center management
4. Techniciennes infirmières
5. Personnel d'office
6. Medical personnel

7. Personnel (CASH, Sports)
8. Chef de presse et staff de presse (CASH)
9. Arrière et coupe des vêtements administratifs
10. Coton et polyester (Cash)



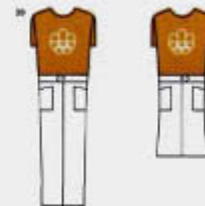
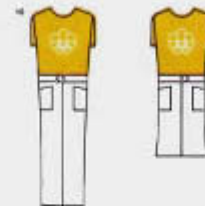
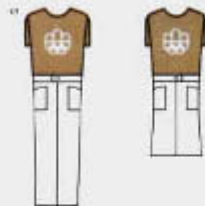
7. Sports division management
8. Press chief and assistant press chief
9. Arrière and coupe of administrative uniforms
10. Service managers (cash)

11. Coton et polyester
12. Personnel (Cash, Sports)
13. Personnel infirmier
14. Coton et polyester
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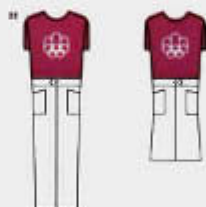
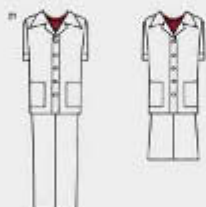
11. Olympic village press management
12. Sports division security
13. Personnel infirmier
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23. Personnel de soutien
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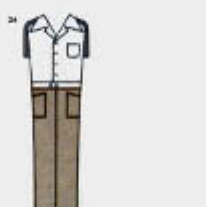
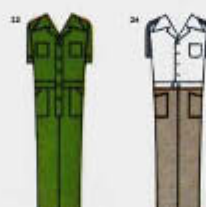
16. Olympic village support personnel
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Uniforms

The Graphics and Design Directorate was breaking new ground when, with COJO approval, it retained the services of four Montréal fashion designers to work as a team to design uniforms for the 23,000 people expected to be employed during the Olympic Games. The uniforms had to identify different types of employees, so the colors varied according to the service and the style according to the job.

Red was reserved for official functions and blue for the press and photographers. Green designated functions related to the Olympic Village; orange, the various services; yellow, Technology; lavender, Arts and Culture, and Protocol; purple, the Youth Camp. Grey was the complementary color chosen for skirts and pants. Beige, which was not an official color, was worn by the personnel of the Sports Directorate. These colors were chosen by the Graphics and Design Directorate.

Through the use of head scarves, sneakers, T-shirts, cardigans, striped belts, and blazers, the designers showed the desire to give all the uniforms a comfortable, simple, and contemporary quality.

For example, the most visible employees, the hostesses and guides, wore red. The men's jacket was in the style of an open-collar shirt; the hostesses' jacket was of the cardigan type with a rounded neckline. The knotted belt in rainbow colors was reflected in the visored head scarf. Striped shirts completed the costume. The hostesses had leather and canvas shoulder bags and bracelets in the official colors.



Olympic Torches and Urns

The torch to transport the Olympic Flame was the object of extensive study. COJO felt that this most eloquent symbol of the Olympic Games deserved a vehicle in keeping with its importance. This point of view guided the Graphics and Design Directorate in designing the Olympic Torch.

Weight and safety were important considerations, since the bearers had to run a kilometre holding it in one hand.

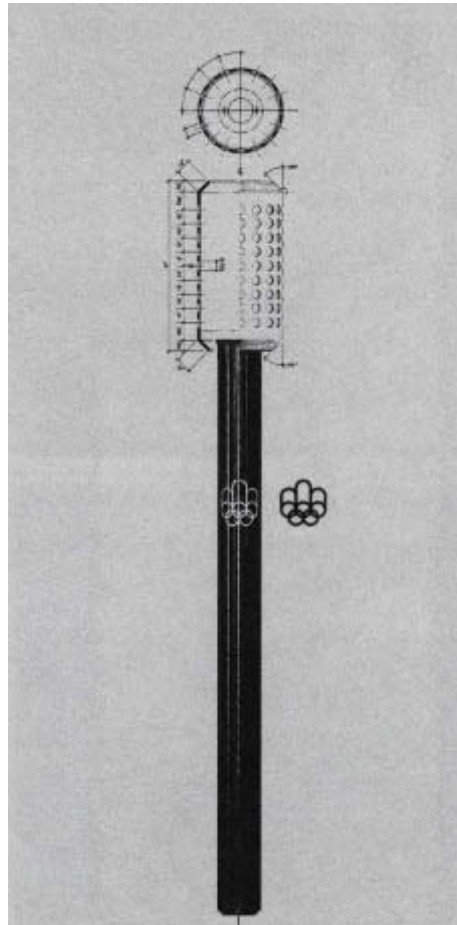
Made entirely of aluminium, the torch weighed only 836 grams. Its head was designed in such a way as to provide the ventilation needed for olive oil to burn and yet allow the flame to shine in all its intensity. Painted black, the torch amplified the photogenic qualities of the flame by contrast. The handle was the official color of the Games and the COJO symbol was engraved on it in white.

This torch evoked the long tradition of the Olympic Flame, while its modern, pure lines kept faith with the 20th century.

The Olympic Urns were designed in the same spirit, as their simple and clean forms testify. COJO made six different containers, which were lighted in several cities after the Olympic Flame reached Ottawa from Greece.

Two were 1.80 m in diameter and made of aluminium. One of these was lighted at the foot of the cross on Mount Royal and the other was installed in the Olympic Stadium. The four others, made of stainless steel and 60 cm in diameter, were located in some of the cities on the route of the Olympic Flame.

The development of the necessary prototypes for determining the final form of the torches, the manufacture of the various elements and their installation were the work of a private company operating under COJO supervision.





The Design Quality Control Office

When the Revenue Division developed five official company participation programs for the 1976 Olympic Games, the Graphics and Design Directorate proposed that COJO create a Design Quality Control Office to guarantee that the participants in the various programs maintained the highest design standards.

Each supplier, sponsor, participating company, or licence holder had to obtain a conformity certificate for their advertising or products that carried Games publicity. To obtain this certificate, they had to submit designs, models, and prototypes on which the official symbols of the Games, such as the emblem and logotypes, appeared. Any graphic treatment had to meet the standards listed in the COJO *Graphics Manual*. If a company experienced difficulty in this area, it could count on the advice of a team of designers to suggest a possible solution.




Jeux de la XXI^e Olympiade Montréal 1976
 Articles olympiques officiels

Games of the XXI Olympiad Montréal 1976
 Licensed Olympic merchandise





Statistiques de la compétition		Statistiques des athlètes		Statistiques des pays	
Nombre de participants	2 250	Nombre de pays	95	Nombre de médailles d'or	101
Nombre de nations	95	Nombre de médailles d'argent	101	Nombre de médailles de bronze	101
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Mascot of the 1976 Olympic Games

Several reasons justified the choice of the beaver as mascot of the 1976 Olympic Games. Recognized for its patience and hard work, this animal has occupied an important place in the economic development of Canada from the time when the fur trade was the major activity in North America. It has been honored as the national symbol of Canadians and appears on coins and stamps.

Closely associated with the history and folklore of Canada, the beaver also appears on the coats-of-arms of both Montréal and Kingston.

The mascot of the 1976 Games was called "Amik," a word meaning beaver in the Algonquin language, the most widespread among the Amerindians of Canada.

The mascot bore the emblem of the Montréal Games and a red sash representing the ribbons to which Olympic medals are attached.





Decorations and Flags

In September, 1975, the Graphics and Design Directorate presented COJO with a plan for decorating the streets of Montréal and other cities where Olympic competitions would be taking place. COJO adopted this proposal, which was characterized by simplicity. Its main element consisted of streamers two, three, or five metres in length, with nine of a given size hanging on a circular hoop. Either red or in rainbow colors, they were eye-catching as they fluttered in the wind.

On the competition sites, COJO hung banners in rainbow colors as well as red pennants on which the pictograms of the sport or the emblem of the 1976 Olympic Games appeared.



Booths and Outdoor Furniture

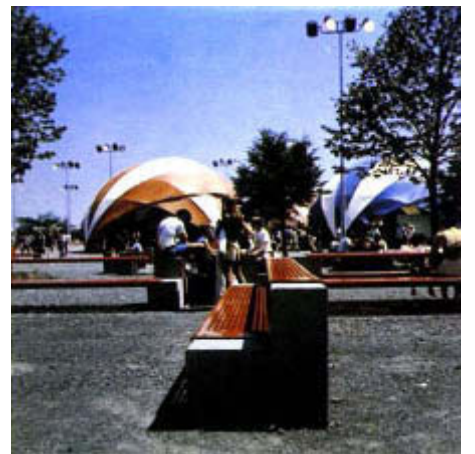
COJO also called upon the Graphics and Design Directorate to design the booths to be installed at Olympic Park. Giant tents were arranged over the refreshment stands, first aid stations, and the Olympic information booths. The color of the tents varied according to services available.

The directorate also designed the outdoor furniture which decorated the gardens of the Olympic Village and Park. Green or red benches were provided with an upper part which could serve as either a table or a seat.

Podiums

Clean of line and white in color, the large winners' podiums carried many an Olympic warrior into history.





Medals

The medals awarded to the winners at the Montréal Games were the responsibility of the Graphics and Design Directorate. These medals, 60 mm in diameter and 6 mm thick, show on their face the design by Giuseppe Cassioli for the Amsterdam Games in 1928. Victory, Fraternity, and Universality are the dominant symbols. The only modifications made were of the number of the Olympiad, the name of the host city, and the date. The name of the sport appears on the rim. On the reverse, in an intentionally uncluttered style, appears the victor's laurel wreath of the ancient Games and the emblem of the 1976 Olympic Games.





COJO also gave all participants and officials a commemorative medal of the 1976 Games. The Olympic Stadium appeared on the face and the emblem of the 1976 Games on the back.

Olympic Coins

The Olympic coins were one part of the main program for financing the 1976 Olympic Games. The complete collection consisted of twenty-eight in seven series of four each, issued at the rate of two series per year from the end of 1973 to the opening of the Games.

The four first coins were designed by the Graphics and Design Directorate. The director-general of Graphics and

Design was among the eight members of the committee for Olympic coin design responsible for choosing the artists to work on later coins and for monitoring the quality of their work.

The first series of coins was inspired by four geographic themes: Canada in the World, the City of Montréal, Canada and North America, and the City of Kingston.

The second series depicted some Olympic symbols: Zeus (supreme being in the Greek hierarchy), the temple of Zeus, the torch bearer, the laurel wreath, and the intertwined Olympic rings.

The third series presented those sports with an historical tradition in Canada: lacrosse, canoeing (both of which were handed down by the Amer- indians), cycling, and rowing.

The fourth series was dedicated to Olympic disciplines related to athletics: the obstacle course, the marathon, the shot put, and the javelin throw.

In the fifth series were illustrated the water sports: rowing, diving, sailing, and swimming.

And Olympic body contact sports were dealt with in the sixth: hockey, fencing, football, and boxing.

Finally, there appeared a series that highlighted the principal features of the Montréal Games: the Olympic Stadium, the athletes' Village, the Velodrome, and the traditional Olympic Flame.



Conclusion

How can *anyone*, be he athlete or guest, journalist or spectator, ever hope to communicate to his friends the emotional impact of an Olympic Games experience? Or, how can he possibly give a clear picture of the frenetic world in which he spent perhaps two short weeks? And how is he supposed to remember the myriad shapes and colors that bombarded his senses and were gone in an instant? And, finally, what is there left of the thumb-worn pamphlets and programs and booklets he devoured but then let slip through his fingers forever?

One cannot truly answer these questions, for, what really counts are the feats they actually performed or the performances they witnessed firsthand, the despair for victory, the despair of defeat, in short, man at his most intense, enveloped in an athlete's sheer force of will.

Perhaps, somewhere, sometime, if a certain cachet is found lingering among a participant's souvenirs, could not at least some of it be attributed to the projection of the image that gave the Montréal Olympics their special charisma?

And this charm did not come easy, for, from the registration of the first athlete to the awarding of the final medal, from official programs to Olympic Village furniture, *everything* had to be created and produced while on the horns of a considerable dilemma: the avoidance of tedious monotony in uniform graphic design.

But the very quantity as well as the diversity of the projects underway inspired COJO with the solution: even with several major preoccupations, it became the task of the permanent staff to be the cohesive force behind the overall visual program, while obtaining the creative talent and the competence to go with it from outside the confines of COJO itself.

And it was from this association that the entire machinery of graphic and design support was able to concentrate on the development of the trademark of the Games of the XXI Olympiad.

Montreal's Olympic image was conceived and executed through the combined efforts of the following individuals:

Arcand, Jean	Lafond, André
Beauchesne, Jean	Lalonde, Michel
Beaudoin, Johanne	Laroche, Yvon
Beaupré, Georges	Lessard, Pierre
Bellemare, Raymond	Malenfant, Clermont
Carbone, Ken	Morin, Jean
Charette, Jacques	Moureaux, Alain
Chevalier, Léo	Paprocki, Chester
Corriveau, Jacques	Pelletier, Pierre-Yves
Coutu, Jacques	Pinard, Jean
Dallaire, François	Rivard, André
Dallaire, Michel	Robert, Gilles
Dallégret, François	Robert, Gilles
Daoust, Jacques	Robichaud, Michel
Ducharme, Michel	Roy, Jacques
Fleury, Marielle	St-Arnaud, Guy
Fontaine, Pierre	St-Cyr, Jean
Gagnon, Jacques	Sasseville, Pierre
Gagnon, Jean-Pierre	Séguin, Réal
Gottschalk, Fritz	Slater, Norman
Hobbs, Antony	Smith, Morly
Huel, Georges	Tapanainen, Keijo
Jarry, André	Théroux, André
	Warden, John

The following participated as photographers:
Beaudin, Jean-Pierre
Dumouchel, François
Frund, Jean-Louis

as technicians:
Dion, Jacques
Lamoureux, Michel
Racette, Jean-Luc

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By their very nature, the Olympic Games give rise to a phenomenon of unimagined dimensions in the realm of international communications. For, day and night during two frantic weeks, the eyes and ears of the world are focused on the host city — the attention is rapt, the interest unwavering.

To meet this challenge of world-wide dissemination of information, therefore, the resources of the latest that technology has to offer must be marshalled to the fullest. From the sophisticated satellite to the humble transistor, from the marine cable to the press agency teletype, the tiniest link in the chain plays a vital role.

During the Games, the Olympic information network reached out to 1.5 billion people the world over, who had their eyes glued to television sets and who read the reports of thousands of representatives of the written and electronic press.

And it was not only people with an avid interest in sport who found the Games interesting. Indeed not. Because the theatrical nature of the many competitions and the colorful ceremonies — especially the emotional ritual of the Olympic Flame relay — have deep and lasting significance. And to watch athletes from nearly every nation on earth fraternize as well as compete with each other, savor the same joys as well as suffer the same disappointments, is an object lesson in human behavior somewhat alien to day-to-day life on this planet!

Even though the output of Olympic Games information reached its peak during the Games proper, the need for it arose quite some time before. Since, even before a city offers itself as a candidate for the privilege of hosting the Games, a certain amount of planning and organization is necessary, and close links have to be established with the international Olympic authorities. The fledgling organizing committee accordingly had to be prepared to field virtually any queries from the world press.

What this means, then, is that, in any Games organization, communications play a rather unique role in that whatever system is chosen must be fully operational almost before any other service. For example, where other departments normally plan, *then* execute, it seems that the communications

staff is always faced with doing both simultaneously! For the broadcast of information — the "execution" part — draws an almost immediate reaction, which, in turn, becomes yet another tool in the hands of communications officials.

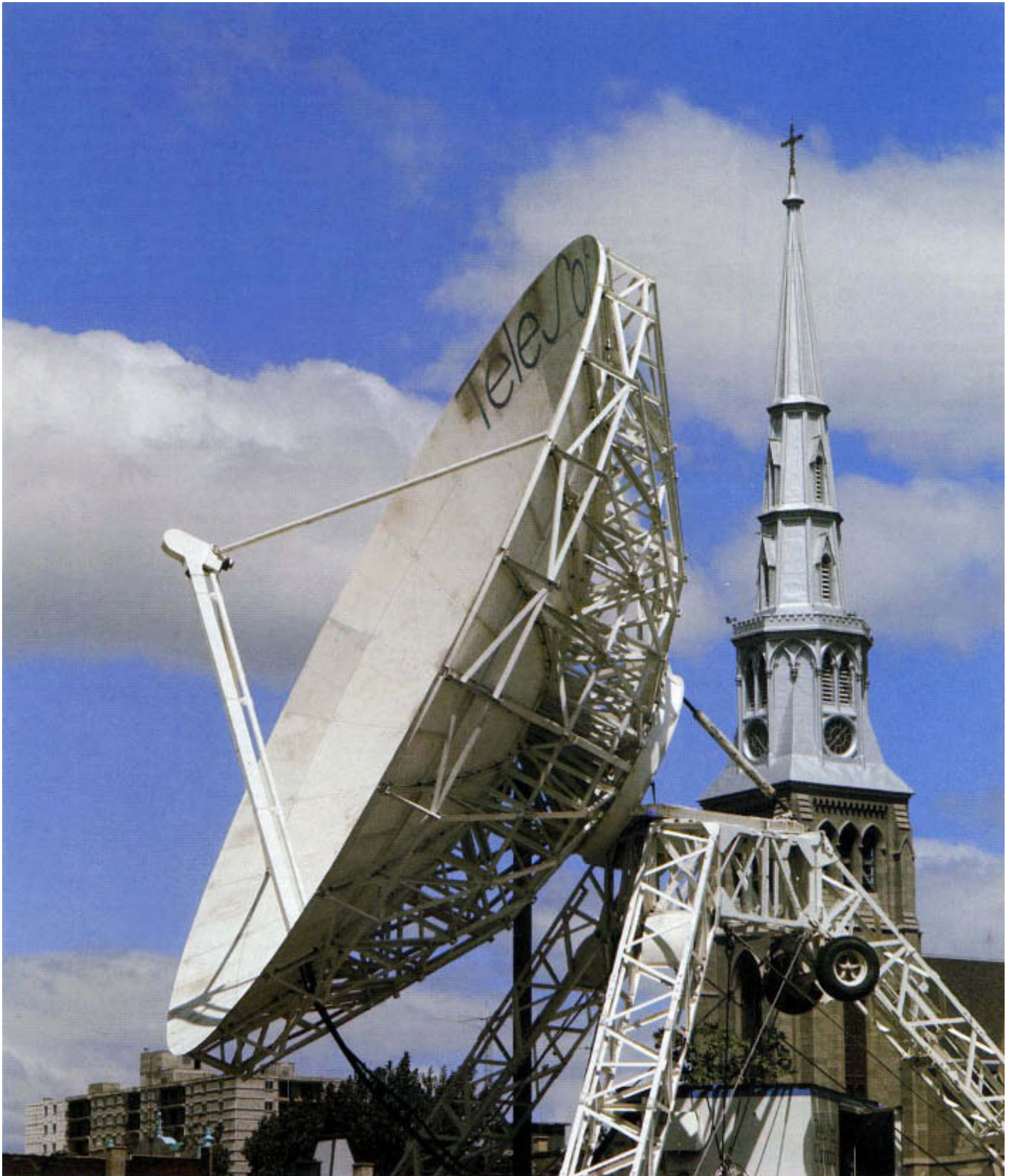
In order, then, that the necessary information would be properly distributed, and to make certain that the image of the Games would be put in the proper perspective (that is, projected correctly), the Montréal organizing committee began to formulate a comprehensive communications policy late in 1972. Using a traditional North American approach, the various divisions and sections having necessarily to do with communications were gathered together as a directorate. The respective parts were made whole, and the directorate was, thereafter, in a position to monitor every stage of development and to ensure that the overall communications policy would be at the same time progressive and coherent.

As the organizing committee grew in stature and size, new needs arose and new organizational structures evolved. And, for most of its mandate, the Communications Directorate was faced with the responsibility for the supervision and coordination of five departments: Public Relations, Information, Promotion and Publicity, Audiovisual Services, and Press Services.

Once the basic framework was established, however, measures were taken to set up the most efficient and effective procedures. Two approaches were stressed: information supplied to the public directly; and information supplied through the media.

There were, moreover, three periods of time involved in Communications' mandate:

- a) the pre-candidacy period;
- b) the preparation period (May, 1970 to July 16, 1976); and
- c) the Games period.



The Pre-candidacy Period

In the early sixties, a pioneer group had associated itself with the mayor of Montréal to establish and maintain close relations with the International Olympic Committee (IOC), the national Olympic committees (NOCs), the international sports federations (ISFs), and the Canadian Olympic Association (COA). The group's message was clear: Montréal was ready, willing, and able to stage the Games.

To underscore this state of preparedness and ability, Montréal submitted an application for the Games of the XX Olympiad. But it was not to be, for in 1966, the IOC awarded the

1972 Games to Munich. This decision at a meeting in Rome, however, failed to deter the mayor and his handful of supporters one bit. With renewed determination, they set about the task of bringing the Olympic Games to the city, this time the Games of the XXI Olympiad of 1976.

In the interval, an event of major significance provided a welcome assist and boosted Montréal well up the international ladder as a leading metropolis of the world. This was the 1967 World Exhibition (Expo 67), which put the

aspiring Olympic city in touch with people from the four corners of the globe.

Nor had Olympism been overlooked in the gala festivities of that year that had helped immensely to carry Montréal's energetic message abroad. For one of Expo's many drawing cards was Olympic House, headquarters of the COA, which had been built as part of the exhibition to welcome visitors seeking information on the Olympic movement.

From an organization and presentation standpoint, Expo 67 was a resounding success: more than 50,000,000 people passed through

Long before Pierre de Coubertin's visit to Canada at the end of the last century, Montréal was already organizing its own "Olympic Games" according to these copies of articles that appeared in 1844 in *La Minerve* and the *Montreal Gazette*.



Montreal Gazette.

THURSDAY MORNING, AUGUST 29, 1844

MONTREAL OLYMPIC GAMES.

UNDER THE PATRONAGE OF HIS EXCELLENCY THE GOVERNOR GENERAL.

FIRST DAY.

These sports commenced yesterday at noon, and were attended by a large number of connoisseurs, and a considerable assemblage of our citizens. The day was exceedingly favourable, and the arrangements admirable—reflecting great credit on the gentlemen who assumed the management of the games.

1. RIFLE SHOOTING.

Six competitors entered their names—Bertram carrying off the prize.

2. STANDING HIGH VAULT.

Four competitors appeared, and the vaulting was considered excellent. The prize was won by Mr. Wm. Boyd, Montreal Gazette Office. The following are the names of the parties, and the height of the vaulting respectively:—

- *W. Boyd, 6 ft. 6 in.
- *F. Duclos, 6 ft. 3 in.
- *J. Cushing, 6 ft. 3 in.
- Mearns, 5 ft. 10½ in.

3. RUNNING HIGH LEAP.

Eight competitors keenly contested this game, and the leaping was admirable, exciting intense interest among the spectators. The prize was won by *Mr. Augustus Lamontagne, hotly pressed by Sergeant M'Gillivray of the 93rd Highlanders, and Private A. M'Pherson of the same Regiment. The winner cleared 5 ft. ¾ inch, and M'Gillivray 5 feet. This game was very protracted.

4. THE STANDING LEAP.

Was contested with great spirit by six gentlemen, who acquitted themselves very creditably; *C. Burroughs, Esq., winning the prize, after a hard struggle—height 4 ft. 5 in. — Ross of the 93rd, and Mr. Boyd, cleared within half an inch of the winner.

5. THROWING LIGHT HAMMER—9 lbs.

This prize was won cleverly by Mr. Wm. Shaw, of Chichester, England, from 8 competitors, most of whom acquitted themselves creditably. The distances thrown were—

*Shaw, 121½ feet.

Sergt. M'Gillivray, 118 ft. 10 in.
Privt. Peter M'Donald, 93d Regt., 118 ft. 9 in.
John M'Donald, 117 ft. 9 in.

6. THROWING HEAVY HAMMER—15 lbs.

This prize was won, after a severe struggle, by Sergeant M'Gillivray, 93d Regt., who threw the hammer 80 feet 6 inches, Mr. Shaw coming up within 4 feet of the winner. Six competitors contended for the prize, and the throwing was very good throughout.

7. FOOT RACE—400 Yards.

Nineteen persons started, several of them being Indians—the contest, however, terminating in favor of the white men. Mr. C. Burroughs won the prize cleverly, followed by an Indian glorying in the multicolored name of Opanotcha, and the winner of the running high leap, Mr. Lamontagne.

8. GAME OF LA CROIXE.

The race was followed by the Indian game of *La Croix*, much resembling the game in Scotland termed "shinty." A purse of \$10 was made up for the winners among the spectators, who appeared highly gratified by the agility displayed.

9. THROWING CRICKET BALL.

F. Duclos won this prize, after a hard struggle, from 20 competitors—distance 96 yards.

10. WALKING MATCH—1 Mile.

Next followed a walking match of one mile, which was not decided, on account of alleged irregularity on the part of the two foremost competitors. The match will come off again to-day.

Great amusement was afforded by the two last matches, viz., *Climbing the Pole* and a *Woodbarrow Race*. Private M'Pherson, of the 93d, won the latter; and an Indian, named Jacques, the former, after the most eager contest we ever witnessed.

This closed the amusements for the day, to be resumed to-day at 12 o'clock, when excellent sport is anticipated. The greatest harmony prevailed throughout, and the gentlemen who directed the games manifested much commendable urbanity in their deportment and impartiality in their decisions.

N. B.—Those marked with an asterisk are members of the Olympic Club.

the turnstiles, forever underscoring the city's name on maps the world over. More important, it was clear proof of Canada's and Québec's abilities as builders and organizers, as well as a barometric measure of success vis-à-vis the staging of the Olympics. (In fact, it is safe to say that the spectacular nature of Expo contributed in large measure to the IOC decision to award the Games of the XXI Olympiad to Montréal.)

Meanwhile, profiting from the impetus provided by Expo 67, the mayor and his Olympic supporters redoubled their efforts, continually seeking to increase their contacts in

Olympic circles. For example, they circulated a large quantity of printed material spreading the news of Montréal's "Olympic vocation" to everyone interested in the Olympic movement. A monthly municipal publication — *Montréal*— described at length the city's recent planned spectacular growth. Brochures testified to the Olympic spirit that had inspired Montrealers for more than a century, and these were supported by reprints of two articles that had appeared in 1844 in *La Minerve* and the *Montreal Gazette*, the city's first two general circulation newspapers.

These publications, drawn from the city's archives, showed that "Olympic Games," as they had been inaccurately but significantly called, had been held for years in the city under the patronage of the governor-general of Canada.

And other material described the many sports facilities already existing in the city and those that would be built especially for the Olympics.

The early group, led by the mayor, had left no stone unturned in promoting the city's bid for the Games. Personal contacts with Olympic officials at home and abroad were frequent, and the mayor himself took advantage of every opportunity during his official functions, be they local, regional, national, or international, to spread the word of his Olympic hopes.

This spadework over a number of years finally paid dividends on May 12, 1970, when the IOC chose Montréal as host city for the Games of the XXI Olympiad.

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LA MINERVE

JOURNAL POLITIQUE, LITTÉRAIRE, AGRICOLE, COMMERCIAL ET D'ANNONCES.

JEUX OLYMPIQUES DE MONTREAL.
SOUS LE PATRONAGE DE SON EXCEL: **Le Gouverneur-Général.**
SURINTENDANT. — C. F. CLARK.

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Col. WEYHERALL,	93 ^e Rég.
B. HOLMES, Ecr.	Capt. HIGGINSON A.D.C.

AUX COURSES ST. PIERRE, Le 28^e et 29^e jour d'Août.
Les divertissements commenceront chaque jour à *MIDI* précis, et auront lieu dans l'ordre suivant :

PREMIER JOUR.
Tir à la carabine, de 100 à 180 verges
Sault, sans courrir
Sault avec course
Jeter des marteaux légers et pesants
Longue course à pieds, 400 verges
Jeter la boule du jeu de croasse
Monter en grimpeant au haut d'un mat
Marcher un mile.

SECOND JOUR.
Jeu du disque
Courses (*steeple chase*) par dessus de barrières de 4 pieds, 200 verges
(*Putting light and heavy Ball*)
Sault (*hop, step and leap*) en courrant
Sault (*hop, step and leap*) sans courrir
Courte course à pieds, 100 verges
Long sault à la course
Longue course à pieds, un mile etc. etc. etc.

A l'exception du tir à la carabine (qui ne sera ouvert qu'à ceux qui souscriront 10^e) les autres divertissements seront ouverts à tous. Ceux qui souscriront 10^e auront droit à un Billet d'admission à la Station du Club.

Ceux qui remporteront les principaux prix recevront des médailles d'argent ou leur valeur en argent à leur choix.

Ceux qui se proposent d'entrer dans la lice doivent inscrire leurs noms à la loge du Secrétaire et du Trésorier avant que le jeu auquel ils se proposent de prendre part soit commencé.

Les Directeurs, les Trésorier et le Secrétaire recevront des souscriptions et livreront les billets pour les stations.

MYER SOLOMONS,
Secrétaire et Trésorier.

Montréal, 1 août 1844.

Built for Expo 67, Olympic House today serves as the headquarters of the Canadian Olympic Association.





On Place Ville-Marie, a happy group of school children take part in the launching of an Olympic contest.

Reporters surround Mayor Drapeau on his return from Amsterdam in May, 1970, inasmuch as Montréal was named host city for the Games of the XXI Olympiad.



The Preparation Period

Once Montréal's candidacy was approved, steps were immediately taken to begin the formation of an organizing committee. This led to the creation of a Research and Information Department early in 1971, in effect the Communications Directorate in its embryonic state. Its first task was to study methods used in prior Games, beginning with those in Rome in 1960. Its mandate also called for basic research in planning the vast communications network that would be required prior to and during the Games.

In July, 1971, a representative of this new department attended a fifteen-day seminar at the International Olympic Academy, Olympia, Greece. Later that same year, he took part in meetings of the *Association Internationale de la presse sportive* (AIPS), an influential body in Olympic Games organization.

But it wasn't until April 6, 1972, that Communications fired its first big gun by staging a press conference in Montréal to unveil plans of the future Olympic Park and its stadium-pool-velodrome complex. This took place with the approval of the IOC and the Munich organizing committee because publicity regarding a future Olympic Games is not usually permitted while one is pending. (The Munich Games began only in August of that year.) The press conference was a huge success, with more than 300 journalists in attendance, 200 of them from outside the country.

Then, on August 22, 1972, while the Munich Games were in progress, 4,000 press representatives attended the unveiling of the official emblem of the Games of the XXI Olympiad in the Bavarian capital. From that moment on, this graphic symbol identified the Montréal Games and was prominently displayed on the main Scoreboard during the closing ceremony in Munich.

Preliminary Philosophy

On April 15, 1973, Communications submitted a report to the board of directors entitled "Report and Perspectives." It outlined COJO communications philosophy, pointed out problems that could arise and suggested how to solve them, proposed an organization chart, and drew up preliminary budgetary estimates.

This voluminous document did much to set the tone and the thrust of COJO's communications policies. The approach taken was dual in nature: first, the dissemination of information concerning the organization of the Games as such, and, second, the distribution of data regarding the philosophy and ideals of the Olympic movement. The latter was aimed particularly at Canada where an awareness of Olympism and its meaning were not widespread.

To reach as many people as possible in Canada and abroad, COJO relied heavily on particular individuals and organizations to spread the Olympic message, each in their own way and each in their own sphere of activity. These "criers" were numerous and included the international press, governments and paragonovernmental organizations, sports associations, social groups, professional bodies, and private enterprise.

They were provided with all the source material and information necessary in a variety of ways: general press conferences or individual meetings with journalists, Olympic contests in schools, the distribution of brochures, folders, posters and background material, the production of films, photographs, and audiovisual presentations, the mounting of exhibitions, the creation of a speakers' bank, and the regular appearance of COJO personnel on radio and television.

The six years of preparation also involved the establishment of many services essential to the press during the Games: from accreditation to results, from transportation to housing.

Olympic Contests

In 1972, while still in its early stages, the organizing committee launched an Olympic awareness campaign at the scholastic level. This took

the form of contests open to all Québec students in elementary and secondary schools as well as junior colleges.

While conceived for youth, these contests tended to involve a large segment of the population through the general interest they aroused. Organizers thus received the support of many youth, recreation, sports, and educational organizations, plus promotion from the media.

The objectives of this project, which received financial support from private enterprise and the Québec government, were to foster widespread interest in the Olympic movement, the 1976 Games, and the educational value of sports generally.

The contests took various forms based on the ages of the contestants. The youngest, for example, were asked to enter a drawing or an Olympics-inspired poster, while the older participants submitted articles on Olympism, designed a symbol for the Games, or took part in a photography contest on Olympic sports.

The rules for the various contests were clear and definite. Regional juries made a preliminary selection from the material submitted, while a provincial jury picked the finalists and winners. The prize was a trip to the Munich Games with parents and teacher.

The 1972 contests were such a success, with 500,000 participants, that COJO decided to make them a yearly pre-Games event.

While the 1973 contests were similar, those held in 1974 and 1975 underwent considerable change. At the suggestion of the Québec Ministry of Education, a tripartite committee was formed and given the task of promoting Olympism at the scholastic level. Its members were drawn from the ranks of the ministry, the *Association des professionnels de l'activité physique du Québec* (APAPQ), and COJO. Ministry representatives acted in a supervisory capacity, APAPQ organized and carried out the projects, while COJO furnished major technical support.

The committee distributed an abundance of documents on Olympism to all schools in the province, organized conferences, showed films, gave audiovisual presentations, and held contests of all kinds to promote the Olympic movement and instill its ideals into the minds of Québec youth. One major innovation during these two years was to parallel the intellectual effort with sports festivals involving thousands of young people.

From 1972 to 1975, more than 1.5 million students of all ages took part in activities organized by the tripartite committee and COJO, leaving no doubt that the Olympic message was well entrenched in the minds of the young and providing yet another contribution to the ultimate success of the Montréal Games.

Printed Matter

A considerable number of publications, some designed for general readership and others for specific audiences, were produced by COJO during its years of peak activity. And all were in both official languages of the Games: French and English.

High on the list of these informative publications were *Rendez-vous 76 Montréal* and *Montréal, Olympic City*, two magazine-style productions; *Olympress*, a periodic report; *All About the Games*, a brochure; *Presto*, an internal bulletin; *I Know*, a leaflet; and the *Official Guide*.

Rendez-vous 76 Montréal appeared in August, 1973, October, 1974, November, 1975, and February, 1976. Its content varied widely from edition to edition, and provided information of general interest about Montréal, details of facilities for the upcoming Games, and articles with an Olympic flavor. Profusely illustrated, it contained from 32 to 36 pages.

First produced in October, 1974, and redone in February, 1976, *Montréal, Olympic City* was the prestige publication of the Games of the XXI Olympiad. Its 108 pages of quality coated stock contained a wealth of spectacular photographs, a short history of each of the twenty-one sports on the 1976 Games program, and a detailed competition schedule. In addition, there were articles on lodging, technology, and transportation, as well as descriptions of what visitors might expect at the International Youth Camp and from the Arts and Culture program.

Both *Rendez-vous 76 Montréal* and *Montréal, Olympic City* were designed primarily for distribution to the International Olympic Committee, the various national Olympic committees, the international sports federations, embassies, consulates, COJO sponsors, the press, and a number of different Canadian organizations.

In order to keep officials of the Olympic movement and the world press abreast of organizational developments, COJO also printed twenty-five editions of *Olympress* between October, 1973 and April, 1976. This journalistic-style publication was, in effect, a brief log-book of progress for the benefit of people and organizations not in permanent contact with the organizing committee, but keenly interested in the evolution of preparations for the Games.

For the general public, COJO and the Canadian Olympic Association combined to produce a compact brochure called *All About the Games*. This interesting, informative, 128-page booklet contained numerous photographs and

a wealth of information on Olympic Games from the days of the ancient Greeks to modern times. Between its covers, the reader found articles on the Olympic movement generally, details of the opening and closing ceremonies, descriptions of Olympic symbols, salient features of the various sports and competition sites, Canadian medal winners and best performances, and the complete 1976 Summer Games program. Total circulation was 425,000.

Another publication, *Presto*, first appeared in July, 1973. A house organ for internal distribution, it soon found its way beyond the confines of COJO headquarters because of the variety of interesting articles it contained. Some of its 151 editions, in fact, reached a circulation of 13,000 copies. While *Presto* contained its share of anecdotes and humor, there was also a wealth of topical information of general interest. Profiles of COJO personalities, articles on procedures and services, descriptive sports columns, and a variety of photographic material were all well received.

The leaflet *I Know* was conceived as a sort of primer for the 1976 Games. Updated at regular intervals, it enjoyed a worldwide circulation of more than three million copies. While small in size, *I Know* provided the reader with instant information on such matters as the Games mascot, the Olympic flag, ticket sales, sources of revenue, and much, much more. A special edition, issued several months before the start of the Games, gave a capsule description of all twenty-seven competition sites.

Produced in March, 1976, the *Official Guide* was designed as a handy reference book for spectators. Its 328 pages were filled with practical information about Montréal and the Games of the XXI Olympiad. This included the complete program, maps of competition sites, consulate telephone numbers, tourist information, the sign system, and a description of the various uniforms worn by COJO personnel.



Rendez-vous 76 Montréal 4



Pour le plus important, les médias ont été invités à aller voir les lieux des Jeux olympiques. C'est un rendez-vous qui a été organisé par le Comité olympique canadien, et qui a permis de faire connaître les lieux des Jeux olympiques à un grand nombre de personnes.

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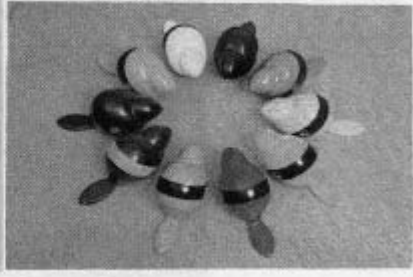
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Subite indépendance et information... 26 mai 1974... Volume 9, numéro 11

PRESTO

Un dernier test: la répétition générale

La répétition générale, dernière de celle qui sera le spectacle de la soirée du 26 mai 1974, sera un événement de grande importance.



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Historique du volleyball

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Comment se joue le volleyball

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COJO set up special information booths in a number of shopping centres.



The Québec Lodging Bureau was a government agency that worked closely with the organizing committee to promote the Games within and outside Canada.



Although the *Official Guide* was published by a private company, COJO supervised every step in its production. It devoted considerable space to the history and development of each of the sports on the Games program, the various heats and events involved, and provided blank spaces for the entry of the names of medal winners. There were also articles on the origin of the modern Olympics, the ceremonial aspects, the Arts and Culture Program, the Olympics Radio and Television Organization, etc.

In addition to these publications of general interest, the organizing committee also produced dozens of booklets and brochures of a more specialized nature. Among the more important were guides for the press and for Olympic Village and Youth Camp residents, brochures for Kingston and Bromont, technical brochures for each sport, the complete Arts and Culture Program, and a booklet on IOC medical controls. There were also the regular progress reports submitted to the IOC. (Table A lists the principal publications issued by COJO.)

COJO officials feel that this printed material played a vital role in the promotion of the Games. The variety was extensive and allowed each and every one to learn, according to their needs and tastes, everything they wanted to know about the Montréal Games.

Information Booths

As people in search of information became more and more numerous with the approach of the Games, COJO endeavored to meet this desire for data with the installation of three types of information booths in various parts of Canada and abroad: mobile booths, combined HÉQUO 76-COJO booths, and general information booths. All were positioned in heavily-trafficked areas which contributed greatly toward keeping COJO in the public eye.

The mobile booths were in operation between March 22 and July 15, 1976. They were six in number and deployed as follows: four in Québec, with three in the Montréal area; one covering three cities in Ontario; and one on tour in the western provinces.

Table A
COJO's principal publications

Title	Format	Pages	Circulation
Rendez-vous 76 Montréal — No. 1	21 x 29.7cm	32	40,000
Rendez-vous 76 Montréal — No. 2	21 x 29.7cm	36	40,000
Rendez-vous 76 Montréal — No. 3	21 x 29.7cm	32	40,000
Rendez-vous 76 Montréal — No. 4	21 x 29.7cm	32	40,000
Montréal, Olympic City — No. 1	21 x 29.7cm	108	10,000
Montréal, Olympic City — No. 2	21 x 29.7cm	108	30,000
Olympress (25 editions)	21 x 29.7cm	variable	230,000
Presto (151 editions)	21 x 29.7 cm	variable	400,000
All About the Games (French edition)	10.8 x 21 cm	128	175,000
(English edition)	10.8 x 21 cm	128	250,000
I Know (6 editions)	10.8 x 21 cm	10*	3,100,000
Official Guide	10.8 x 21 cm	328	44,450
Press Guide (French edition)	10.8 x 21 cm	148	3,500
(English edition)	10.8 x 21 cm	148	7,000
Kingston	10.8 x 30 cm	32	20,000
Bromont	10.8 x 30 cm	28	20,000
Olympic Village Guide	10.8 x 21 cm	140	30,000
IOC Medical Controls	10.8 x 21 cm	68	5,000
Arts and Culture folder — No. 1	10.8 x 21 cm	16	350,000
Arts and Culture folder — No. 2	10.8 x 21 cm	28	250,000

*Last issue of *I Know*, on competition sites, contained 20 pages.

While establishing contact with the general public, these booths were supplied with all types of printed matter about the Games and the various accompanying activities, such as the Arts and Culture Program and the International Youth Camp. Eight hostesses were permanently assigned to the booths in Québec, but, in Ontario and the western provinces, staff was hired as needed. These booths were generally located in large shopping centres where there was substantial pedestrian traffic. Space at sixty-two such sites was provided to COJO free of charge.

In cooperation with the Québec Lodging Bureau (HÉQUO 76), information booths were established in such strategic locations as Dorval and Mirabel airports, Central Station, a major midtown hotel, the main metro (subway) terminal, Olympic Park, and in Old Montréal where summertime tourists abound. These were in operation from June 15 to August 2, 1976. They provided, in addition to details of the Games, complete information on lodging facilities and tourist attractions.

From June 15, 1976, a total of 53 permanent, general information booths went into operation. Thirty-five were located at Olympic sites, with the remainder scattered among shopping

centres, colleges, universities, and hotels. Information booths set up by COJO outside Canada, principally in European cities, were of a temporary nature and designed to take advantage of Olympic gatherings or other major events to spread the word about the 1976 Montréal Games. Examples were booths in Varna in September and October, 1973, and in Vienna in September, 1974, during IOC sessions. These dispensed information and literature on request. In similar fashion, a large booth was established at Düsseldorf in 1975 during a major sports exhibition.

Films

In the year immediately preceding the Games, COJO relied heavily on films as an Olympic promotion medium. The outlets were countless, the fields fertile, and the results substantial. They were shown in small halls to particular groups, they complemented theatre programs, and had wide airing on television — all adding up to a large and diversified audience.

The first of these was called *The Summer Before*, a 28-minute color documentary released in November, 1975 to illustrate the rigorous training Canadian athletes were undergoing in preparation for the 1976 Games.

With production and distribution costs underwritten by a Canadian bank, this film proved immensely popular. Its theme was human, simple, and moving, as cameras focused across Canada on athletes in their daily grind to qualify for the Olympic Games.

One hundred and fifty copies, in both 16 and 35 mm, were made available to theatres, communities, sports, and social groups as well as to schools, colleges, and universities. It was shown 90 times on regional television. Total audience was estimated at more than five million.

Several months later, in February, 1976, COJO premiered *Montréal, Olympic City*, a tourist-oriented film for use in theatres and on television at home and abroad. This 11-minute documentary was also fully sponsored with 150 copies available in 16 mm, and 25 in 35 mm. The majority carried an English-language sound track.

In concept, *Montréal, Olympic City* was an open invitation to the world to visit Montréal during the 1976 Games. Vibrant, spectacular photography captured the host city's unique and refreshing atmosphere, its exciting and cosmopolitan nature, recalled the colorful days of the 1967 World Exhibition, and underscored feverish preparations for the upcoming Games.

It was shown to an estimated 400,000 theatre-goers and countless television viewers. In the United States alone, it was aired 113 times on television for a total viewing audience numbering in the millions. Screenings in small community halls added still more impact to its promotional value.

A third documentary, *The Olympic Road*, had a somewhat more restricted distribution. A 15-minute presentation, it described COJO's place in the Olympic hierarchy, defined its mandate, and explained the challenges facing an Olympic Games organizing committee. Released in 75 copies, it was used mainly by COJO public relations personnel in Canada.

Olymfilms

Beginning in 1975, COJO produced a series of 12 five-minute "Olymfilms" for use by smaller television outlets unable to send teams of reporters and cameramen to Montréal, but eager for news regarding preparations for the Games.

Dealing with construction, equipment, and other aspects of COJO's organization, these 16 mm color "shorts" were objective in presentation and accompanied by a written commentary in both French and English plus a detailed explanation of each sequence. Thus a broadcaster at home or abroad, unable to present the entire film, could easily dub in his own commentary from the descriptive material supplied.

Twelve of these "Olymfilms" were produced between May, 1975 and June, 1976. At first, only 50 copies were made but this was increased to 150 because of strong demand, an indication of their popularity. As it turned out, large international agencies were avid users, transmitting "Olymfilms" by satellite or using them as background for news items from Montréal.

In addition to television broadcasting, several other organizations associated with the Games made advantageous use of "Olymfilms." Olympic coin program officials, for example, used them to promote their sales campaign around the world, and the Canadian Ministry of External Affairs distributed them to its embassies and missions abroad.

Speakers' Bank

Many organizations, interested one way or another in the Olympic Games, asked COJO to supply speakers for their various meetings. In the first two years of its existence, the

organizing committee could barely keep up with the demand. And, as the Games drew nearer, this demand grew to such an extent that recourse to people outside the organization became mandatory.

Thus, in the autumn of 1974, COJO began organizing a network of volunteers to carry word of the Olympic movement and the 1976 Games across Canada.

This project received the full and immediate support of Canadian chambers of commerce in all parts of the country.

By November, 1975, a huge group of speakers was in full voice. They gave an incredible 1,400 speeches on Olympism and the Games, 950 of them between April and July, 1976, and reached an audience estimated at 100,000.

COJO coordinated their activities and saw that the necessary background and audiovisual material was readily available.

These dedicated individuals concentrated their efforts in school and business circles and among various associations and social clubs. Some even covered the northeastern United States where COJO felt a large number of prospective Games spectators resided.

Data by Telephone and Mail

From the outset, COJO planned the distribution of information by telephone for the benefit of the general public. The approach at first was modest, but grew rapidly as Games time approached.

Until 1976, 2 operators could handle all calls, but at the height of the pre-Olympic period more than 24 were required. Between May and August, 1976, more than 125,000 calls were registered during the day and early evening. The service was maintained on a 24-hour basis during the Games themselves.

Requests for written information were also plentiful. From May, 1975 to the end of October, 1976, queries by the tens of thousands were answered by twenty-eight form letters describing such aspects as the Olympic lottery, the coin and stamp programs, the competition schedule, lodging, tickets, etc.



Press Conferences

Press conferences constituted one of the most effective means of maintaining close contact with the local and national media and, through them, with the general public.

More than 300 such meetings were held, the majority at COJO headquarters where a special meeting room had been equipped for this purpose. Simultaneous translation in French and English was always available.

The main purpose of these conferences was to keep the public fully informed of COJO's current activities, to answer questions, and to detail specific projects such as Olympic Flame protocol, the Arts and Culture program, the Youth Camp, etc.

All documentation at these meetings was issued in both French and English. Copies were also sent to media not represented as well as to news organizations outside Montréal, certain members of the IOC and the COA, and to public relations houses under contract to the organizing committee.

During the six months immediately preceding the Games, special press conferences were held on each of the twenty-one sports on the program. These sessions provided journalists with an opportunity to become familiar with the history and rules of each sport, and to ask the competition directors questions.

Press conferences were also held abroad on many occasions for the benefit of foreign journalists. These were staged in conjunction with IOC meetings, sessions of the *Association internationale de la presse sportive* (AIPS), and whenever senior COJO personnel were visiting foreign cities.



COJO held press conferences regularly like the one shown here, dealing with the launching of the Arts and Culture Program.

On May 24, 1976, the creation of the four competition pools for the football tournament was the subject of a special telecast beamed to many countries from the Montréal studios of the Canadian Broadcasting Corporation.

When the influx of foreign journalists increased, COJO made a special effort to provide for their information needs. This took the form of forty-two international press conferences between June 22 and August 2, 1976, all of which were held in the main press centre in *Complexe Desjardins*.

Beginning these sessions twenty-five days before the start of competition allowed COJO to provide total briefing for the world press and to explain all aspects of the Games for the benefit of correspondents not fully familiar with them.

Chaired by the press chief, these meetings touched on a wide variety of topics, running the gamut from general interest material to specific news developments. As examples, the medals to be awarded winners were on display and a message from Pope Paul VI on the occasion of the Games of the XXI Olympiad was read. Simultaneous translation at these daily morning sessions was provided in French, English, Spanish, Russian, and German.

During this particular period, COJO information and public relations personnel turned out 300 French and 300 English press releases. Circulation of these ran as high as 8,000, depending on interest and importance.

Radio and Television

From the earliest days of its existence, COJO placed strong emphasis on radio and television as prime vehicles for reaching large audiences at any given moment.

And Canadian broadcasters in both fields responded in equal measure with requests for members of COJO to appear on programs for interviews on preparations for the Games and allied Olympic topics.

The demand for interviews became so heavy, in fact, that COJO was obliged to appoint a staff member

to sift through the many requests and allocate assignments.

From January to July, 1976, radio stations gave COJO spokesmen fifty hours of air time and television stations eleven hours. The impact of the electronic media being what it is, the promotional value of these airings was incalculable.

The organizing committee also cooperated closely with broadcasters in the production of a number of special events: the drawings for Olympic lottery winners, the selection of entries for the right to purchase tickets to the opening and closing ceremonies, and the televised draw for team groups and playing sites in connection with the football competition.

These broadcast hours do not, however, include the many programs produced by individual stations themselves without direct recourse to COJO.

In retrospect, it can safely be said that the listening and viewing public was well aware of the Olympic movement before the start of the 1976 Games.



Through the medium of documentary films, COJO was able to reach an immense audience throughout the world.



Specialized Publicity

There were several projects that guaranteed the Montréal Games instant prominence internationally.

Beginning in 1973, for example, through the coin and stamp programs, the image of the 1976 Olympics was carried to the four corners of the globe. Coins were sold in sixty-one countries, while thousands of philatelists eagerly collected the attractive stamps.

And not only had the necessary literature surrounding their availability to be circulated, but also publicity material connected with the Games themselves. This was done generally by spokesmen for the many coin and stamp dealers as well as by the country's diplomatic corps.

In the same way, COJO took advantage of various projects of its Revenue Division to get its message

across. Anxious to make the Games a cooperative venture, for example, agreements were concluded with 124 Canadian and foreign companies as official suppliers, and with another 628 who were given the title of official sponsors. In addition, COJO authorized 140 firms to manufacture, distribute, and sell more than 300 different items bearing the Montréal Games emblem.

It was the Olympic lottery, however, whose success surpassed everyone's expectations, that contributed tremendously toward the publicizing of the Games from the Atlantic to the Pacific Oceans. The statistics speak for themselves: 50.7 million tickets sold for nine drawings between April, 1974 and August, 1976. And each province that took part in the program benefited to the tune of 5 percent of the gross proceeds of ticket sales within its territory which was channeled into amateur sport development.

The greatest impact was created, however, because every drawing was

televised live across the country. Each telecast lasted one hour and was presented in a different city, to give the organization of the Games the best possible exposure. And, as a regular feature, a COJO representative made a guest appearance each time to narrate a short film on one particular aspect of the Games.

The Games Period

Well aware of the important role played by the international press in the Olympic Games, COJO began laying plans in April, 1973 to provide journalists covering the Games with a variety of essential services.

The Press Services Department of the Communications Directorate thus assumed responsibility for the main press centre, the competition site press subcentres, the accreditation, welcoming, lodging, and transportation of journalists, and the distribution of results and telecommunications.

While the Games were in progress, communications activities were concentrated in two areas: the main press centre and the headquarters of the Olympics Radio and Television Organization (ORTO).

The flow of information during this period was so accelerated and so intense that the organizing committee was no longer the chief monitor of communications.

For years it had been busy setting up the necessary framework, informing the public and the press, and providing all the services essential to the presentation of the Games. Now that the competitions were under way, it was time for the Communications Directorate to retire behind the scenes in deference to the athletes and to the international press.

But this did not mean the abdication or cessation of duties. On the contrary, it meant reorganization to meet new needs during the operational period of the Games. It meant new responsibilities and new jobs to be done. Personnel who had previously been engaged in producing brochures, for example, found themselves assigned to the visitors' bureau in the Olympic Village. Others, who had been involved with administration, moved in



It was almost impossible to calculate the publicity for the 1976 Games gained through the Olympic lottery.

to bolster the main press centre staff. Changes of this type affected the whole directorate as employee after employee was reassigned to new and exacting duties during the competition period.

Main Press Centre

The main press centre, an exclusive enclave where journalists could meet and work, was located in *Complexe Desjardins*, a large midtown commercial centre comprising a shopping mall, a hotel, and three office towers. The covered mall, consisting of four mezzanines, forms the basic structure known as "*basilaire*," linking the various buildings. In it are numerous boutiques, four theatres, and a whole range of restaurants.

Located midway between the McGill and Montréal universities (where journalists were lodged) and Olympic Park, the main press centre was also only a stone's throw from

COJO headquarters, the Canadian Broadcasting Corporation (CBC) building and ORTO offices. In addition, a direct metro line served Olympic Park.

Volume II of this report deals extensively with the physical makeup and technical characteristics of the main press centre. Some of the services available, however, are worthy of special mention:

- on the ground floor: accreditation offices for sports and non-sports press;
- on the first floor of the *basilaire*: a 350-seat restaurant open 24 hours a day reserved for the use of accredited journalists;

- on the second floor of the *basilaire*: a 450-seat conference room (that became a discotheque at night), a bar, two lounges with a capacity of 250, five simultaneous translation booths, two giant television screens, an interview room, and a small, 50-seat conference room;

- on the 19th floor: offices of Press Services personnel, the press chief and

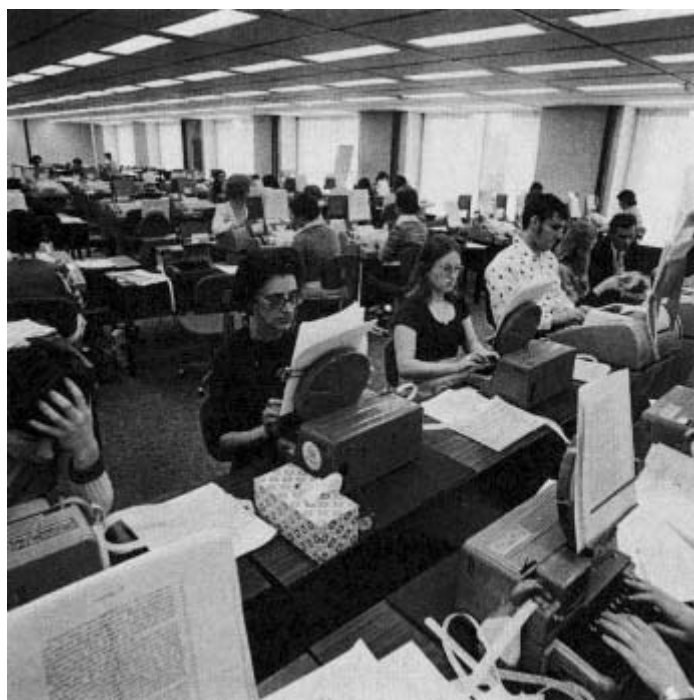
his assistant, and the communications coordination centre;

- on the 26th floor: an editorial room with 250 seats, a post office, a computer terminal linked to the results system, closed-circuit television, an international telephone switchboard, a world time clock, translation offices, banking and tourist offices, a newsstand for domestic and foreign publications, airline counters, a COA information booth, a Canada Customs area, a camera repair shop, and a film and camera equipment sales centre;

- on the 27th floor: a telecommunications centre with 120 teletypes and 50 telephoto transmitters, a results printing room, press agency offices, administration offices, a first-aid clinic, a workshop for the maintenance of electronic equipment, and a 60-seat cafeteria; and



The news media could avail themselves of any photographs taken by the national pool at a special desk in *Complexe Desjardins*.



At the main press centre, 120 teleprinters hummed day and night to accommodate the international press.

The many press centres provided everything necessary for journalists to complete their assignments.

All press centres had special files where the press could obtain copies of whatever results they were interested in.



Each competition site was equipped with commentators' positions similar to these in the Olympic Pool.

□ on the 28th and 29th floors: offices of various national and international press agencies, all equipped with teletypes, telephones, closed-circuit television, typewriters, and soundproof broadcast booths.

In addition to the main press centre, COJO established twenty-four press subcentres on the competition sites, at McGill and Montréal universities, and at the Olympic Village for the benefit of press members wishing to meet athletes and team officials. All offered the same services as the main press centre but on a smaller scale, with less technical equipment and fewer personnel.

During the Games, a coordination centre monitored activities in all press areas to ensure efficient operation. Headed by a director, this centre consisted of representatives from all branches of Press Services: press centres, accreditation, transport, lodging, the official film, PHOTO 76, public relations, press agency liaison, administration, hostesses, and welcoming.

The role of the coordination centre was mainly one of troubleshooting. While personnel of the various press services were deployed at the many Olympic sites during the Games, the coordination centre was on hand to find rapid and effective solutions to any problems that might arise in relation to press coverage.

Overall, however, day-to-day relations with journalists were the responsibility of the press chief. Through individual interviews or daily conferences from June 22 to August 2, he was available to all for the dissemination of information and to reply to media questions. The feedback from journalists was a valuable COJO asset as it allowed constant readjustment or improvement in services.

The press chief and his team of assistants worked in close cooperation with the press subcentre officers and their assistants. The latter were recruited from the business community with the assistance of Canadian cham-

bers of commerce. Mainly public relations specialists, they were on loan from their companies for a period of approximately one month. Their assistants were mainly communications students from Canadian universities.

Results System

Competition results are the heart and soul of press reports on the Olympic Games. Members of the international media, with ever-changing deadlines, require — and demand — results as soon as an event is finished. And this applies not only to what they actually witness at any given time, but also to other events held simultaneously on other sites.

To meet these demands, COJO's Technology Directorate and Press Services Department put together a results system consisting of several elements, comprehensively designed to meet the needs of each and every individual. While the system is explained in detail in Chapter 32 of this volume, some practical aspects of its operation are worthy of mention here.

During the 1976 Games, a journalist covering a particular competition automatically received a computer printout of results as soon as they were officially approved by the ISF involved. This was usually between ten and fifteen minutes after the end of an event. More than 5,000 individual sets of results were processed by the computer and photocopied to produce 10 million prints.

These results were also filed in individual slots in the main press centre and on all competition sites.

While the press subcentres confined the distribution of written results to events taking place at their particular locations, computerized results of all daily competitions were available at the main press centre. These were also placed in individual slots and delivered to press agency and ORTO offices. In addition, they were available at the University of Montréal and McGill University press subcentres.

All press centres in the Montréal area were equipped with computer terminals which allowed journalists to request any official result or summary in the central memory bank as well as information on any specific athlete. This latter service provided such data as age, sport, past performances, etc., in a matter of seconds.

The demands for information about a particular participant, however, outran requests for results because of a COJO innovation, the publication of a twice-daily tabloid newspaper listing results and start lists.

Twenty-nine editions were issued during the Games and delivered to press centres and competition sites at 07:00 and 18:30 daily. Copy deadline for the second edition was 15:00. The morning paper carried results from the day before and start lists for the day, while the evening edition carried results of the day and start lists for the rest of the day.

This popular journal recorded a total press run of more than 650,000 copies with an average circulation of 23,000. The largest edition — 48 pages and 75,000 copies — was issued on the morning of August 1, the closing day of the Games. The lowest print order — 12,000 copies — was registered the afternoon of July 31. Delivery was made through 120 different outlets.

As the final event in each of the individual sports came to an end, brochures giving complete results were produced. The total press run was 142,000, and the number of individual pages was 1,418. Packaged in sets of twenty-one in a matching case, they were available at the main press centre and the subcentres at the universities of McGill and Montréal at the end of the Games.

For the benefit of spectators, sport-by-sport inserts were included daily in souvenir programs on sale at all competition sites. They contained the previous day's results and start lists for the current day.

In general, the results system proved satisfactory. The press as a whole expressed appreciation, particularly with regard to the computer printouts and the daily results newspaper.

Press Agencies Results System (PARS)

The requirements of press agencies with regard to results information differ considerably from those of individual journalists. With almost immediate deadlines to meet in the world's time zones, they found Montréal's computer-produced results too long and involved for their purposes.

This led to a series of meetings which brought about the creation of a separate Press Agencies Results System (PARS) that produced condensed results sheets ready for transmission.

The revised system supplied data furnished by COJO, but in condensed form, such as intermediate times, weather conditions, points, goals, penalties by player, etc.

This arrangement was made by feeding the regular results information into a second, specially programmed computer that deleted superfluous data, rearranged the layout, and produced an acceptable format. This was transmitted to New York, where a number of major agencies had head offices, or within Montréal itself, to agencies equipped with the required receiving apparatus.

The PARS system linked COJO to computers operated by United Press International, Reuters Limited, Associated Press, and The Canadian Press. In addition, telecopiers reached *Agence France-Presse*, The Kyodo News Service, *Deutsche Presse-Agentur*, Hungarian News Agency MTI, and *Agenda Efe S.A.* The main press centre and the photo lab were also linked to the network.

Lodging

Olympic tradition suggests the grouping together of all press representatives under one roof during the Games in a manner similar to athletes and other team members. At first glance, this would seem to be the ideal solution in that it provides for close daily contact and offers accommodation and meals at an attractive cost. But it is not necessarily always the *best* solution, in view of the fact that the number of journalists attending the Games has been increasing steadily from Olympiad to Olympiad. At Montréal in 1976, for example, there were more accredited "press" than there were participating athletes!

Under these conditions, an organizing committee could be faced with the prospect of heavy construction outlays for a press village that might have little profit-earning capacity or use after the Games and thus raise discomfiting questions. Also, experience has shown that many journalists prefer to reserve their rooms themselves in a hotel of their choice, while others, having experienced previous Olympic press villages, follow suit.

The Montréal decision was clear. In May, 1973, COJO told a London meeting of the *Association internationale de la presse sportive (AIPS)* that it had no intention of building a large press village "that stood a good chance of turning into a monstrous white elephant" once the Games were over. This decision was received at first with some astonishment, but, as COJO unveiled its press housing plans, opposition melted and approval was soon forthcoming.

The proposal was this: with the cooperation of HÉQUO 76 and two Montréal universities, three large residential buildings in the heart of the city would be placed at the disposal of the international press for the 1976 Games.

Thus was born the *Cité olympique de la presse Internationale (COPIE)*. It consisted of student residences at McGill University and the University of Montréal as well as the midtown YMCA. The latter, like its counterparts in many countries of the world, had long catered to economy-minded visitors to Montréal. A number of furnished apartments in the vicinity of the YMCA were also made available.

During the Games, COPIE housed some 2,500 press representatives. Their counterparts in the electronic press were lodged in hotels and motels in the centre of the city often with HÉQUO 76 assistance.

COPIE provided all normal hotel services and press subcentres were in full operation at both universities. Prices were low by North American standards, with rooms at \$ 14 per day and meals at \$ 10 per day.

As for rooms reserved through HÉQUO 76, 50 percent were priced at \$15 per day or less and 35 percent at \$25 per day or less, depending on single or double occupancy.

At the end of the Games, COJO felt it had made a wise decision in not building a press village as such. All services that would have been provided in a new structure were available in the COPIE at minimum cost to both the organizing committee and the visiting press.

Transportation

Accredited members of the press were provided with free transportation, with schedules and routes tailored to their particular needs. Buses reserved for their exclusive use were identified by two blue pennants and cards bearing the letter "P" and route number on the front, sides, and rear.

From July 10 to August 1, six press routes were in operation in Montréal proper, while eight others linked Montréal with competition sites outside the city. Journalists travelling to Toronto for football matches were bused to Dorval airport where they could fly at reduced rates.

In Montréal, departures were every ten to thirty minutes, depending on the route and according to demand. The routes were as follows:

□ Route P 10 linked the University of Montréal student residence with Olympic Park. As the five competition sites there were often in use simultaneously, morning, afternoon and evening, this service operated almost 18 hours a day.

Table B
Press bus service to out-of-town points

Route P 88 — Sherbrooke — 165 km July 18 Leave Montréal: 12:30 Leave Sherbrooke: 24:00 July 19 Leave Montréal: 14:00 Leave Sherbrooke: 21:00 July 21 Leave Montréal: 14:30 Leave Sherbrooke: 21:00 July 23 Leave Montréal: 14:30 Leave Sherbrooke: 21:00 July 25 Leave Montréal: 13:30 Leave Sherbrooke: 20:00	Route P 87 — Québec — 240 km July 20, 22, 24 and 26 Leave Montréal: 13:30 July 18 Leave Montréal: 15:00 July 18, 20, 22, 24 and 26 Leave Québec: 24:00
Route P 82 — Joliette — 63.3 km July 27-30 Leave Montréal: 08:00 and 12:00 Leave Joliette: 18:00	Route P 86 — Ottawa — 217 km July 18 Leave Montréal: 13:30 July 19-23, and 25 Leave Montréal: 14:30 July 18 Leave Ottawa: 21:00 July 19-23, and 25 Leave Ottawa: 22:00
Route P 85 — L'Acadie — 46 km July 18-24 Leave Montréal: 07:00 and 12:00 July 18-20, 22 and 23 Leave L'Acadie: 19:00 July 21 and 24 Leave L'Acadie: 18:00	Route P 84 — Kingston — 290 km July 18 Leave Montréal: 10:00 July 19-22 and 25-27 Leave Montréal: 7:30 Leave Kingston: two hours after the end of each daily event.
Route P 80 — Bromont — 72 km July 22-24, 27 and 28 Leave Montréal: 05:45 and 12:00 July 25, 29 and 30 Leave Montréal: 11:45 July 22, 23, 25, and 27-30 Leave Bromont: 20:00 July 24 Leave Bromont: 19:00	Route P 89 carried journalists from the main press centre to Dorval airport for a flight to Toronto. Departure was according to the following schedule: July 18 Leave Montréal: 10:30 July 19-23, and 27 Leave Montréal: 13:30 July 25 Leave Montréal: 11:30

- Route P 20 operated from McGill University in similar fashion with the same frequency.
- Route P 40 provided a continuous link between the main press centre in *Complexe Desjardins* and the two university residences between 06:00 and 02:00.
- Route P 30 served the Forum, ORTO offices, the YMCA, downtown hotels, the main press centre, the CBC building, and Olympic Park. It ran from 06:30 to 01:30.

- Routes P 60 and P 70, travelling in opposite directions, linked *Complexe Desjardins*, Olympic Park, Claude Robillard Centre, Étienne Desmarteau Centre, St. Michel Arena, Paul Sauvé Centre, Winter Stadium University of Montréal, Molson Stadium McGill University, the YMCA, ORTO headquarters, the International Broadcast Centre at *Cité du Havre*, the Olympic Village, downtown hotels and the Olympic Basin. These routes ran a continuous shuttle from 06:00 to 01:00.

A special bus service went into operation July 18 for the cycling competition. Departure was at 07:30 from *Complexe Desjardins*, with return from Fairview shopping centre at 17:00.

Competition sites outside Montréal were served by buses using *Complexe Desjardins* as a terminus (see Table B).

Photographers

The recording of Olympic events by photographers has long been a problem for organizing committees. The question is not merely one of reserving places for them without hindering the view of spectators or jeopardizing security; it also involves the allocation of positions with the full appreciation of the particular nature of photographers' work.

Members of the press, whose task is to describe events for their readers either verbally or in writing, can normally accomplish this comfortably from reserved seats in the grandstands. Photographers, on the other hand, work to capture a particular dramatic moment. To do this, therefore, they want to be — and, in most cases, *need* to be — where the action is, and have reasonably complete freedom of movement in the competition area.

The organizing committee, for its part, must ensure that competition zones do not become disrupted by noise and disorder. This implies constraints, many of which are regularly spelled out by the IOC and the ISFs, and their purpose — and it is certainly worthy — is to guarantee safety and an unobstructed view for spectators.

There were some 600 photographers accredited in Montréal, a number far surpassing earlier estimates. And, in order to facilitate the widest possible circulation of photographs throughout the world during the Games, a pool system was created with the cooperation of all interested parties. There were three separate and distinct groups:

- a) an international pool established by and representing the world's major press agencies;
- b) a national pool consisting mainly of photographers from The Canadian Press, supplemented by representatives of other agencies in the country; and

c) PHOTO 76, a pool of 55 Canadian photographers specially hired by the organizing committee whose work was intended to be used for educational and archival purposes.

Two or three members of each pool had priority of access to the immediate competition area for every event, with the international and national pools providing copies of their work to any other photographer based upon prior agreement. Pictures taken by the COJO pool, which totalled some 400,000, were available for sale to the public but only after the Games, while they were used extensively in illustrating the Official Report.

Pool members formed only a small proportion of photographers who had been accredited to the 1976 Games. And close to 75 percent were representatives of newspapers, magazines, books, and other publications and agencies from around the world.

In order to gain access to previously designated positions in the competition zone, a photographer attached to one of the pools was required to be duly issued with a blue "E" Olympic family card, and wear an orange arm-band with the word "PHOTO" on it, as well as a bib bearing the name of the site. The arm-band worn by the COJO pool also had the acronym "COJO" on it. (Pool members were also distinguished by light blue uniforms issued by the organizing committee until their numbers exceeded uniform supply!)

Photographers not forming part of these pools required the same identity cards and arm-bands. These gave them access to reserved seats in the grandstands or other special areas set aside for them on a first-come, first-served basis. Under no circumstances were they allowed to enter the competition zone.

Photographers' Positions

Six months before the Games, COJO formed a committee to deter-



mine exactly where members of the three pools would be positioned on the competition sites. Working closely with all interested parties, including the IOC press commission, agreement was reached in all areas, and no major difficulties were encountered during the Games.

Such was not the case, however, with non-pool photographers. The number of seats reserved for them in the grandstands and elsewhere often proved insufficient, and, at times, did not provide an unobstructed view of the competition. As a result, last-minute negotiations were begun with the president of the IOC press commission and photographers' representatives in an attempt to remedy the situation.

Several meetings followed between the Spectators Services Directorate, Security, and operations unit (UNOP) personnel, and resulted in a decision to review and revamp earlier provisions in respect of photographer location.



One of Canada's pioneer sports reporters, Marcel Desjardins, was the first member of the press to be officially accredited for the 1976 Games. On his left are

Louis Chantigny, press chief, and Alain Bellefeuille, press accreditation coordinator.

But time was pressing, and it proved impossible to achieve total reorganization before the Games started.

Measures were, therefore, taken daily to deal with each situation as conditions warranted. In certain cases, such as in the Olympic Pool, additional seats were set aside. In others, such as the Forum where five different sports were scheduled, a catwalk was quickly installed in the spectator seating area to provide working space together with an unobstructed view.

These compromises, coupled with agreement on the part of the IOC press commission, the news agencies, and the COJO personnel concerned, solved most problems. The well-known resourcefulness of photographers did the rest!

For the opening and closing ceremonies, all accredited photographers were accommodated in the Olympic Stadium. The IOC press commission had requested 300 places for the opening ceremony, but the actual allocation was 89 in the stands and 30 on the field. Photographers were, however, allowed free movement on landings, passageways, and in the aisles, a most satisfactory decision. In addition, 100 positions were provided on the field for the closing ceremony.

In the same way, additional space was allotted in the stadium for athletics. While positions had earlier been pegged at 105, COJO managed to make 87 seats available in the stands and 75 more places on the field in addition to allowing free movement on landings, passageways, and in the aisles.

In the Olympic Pool, where a major problem arose on the first day of competition, COJO quickly managed to set aside 160 seats for photographers on a first-come, first-served basis.

Recommendations

Experience in Montréal unquestionably indicates the need for one individual to investigate the whole matter of photographers' positions, beginning at least 18 months before the Games. The appointee should be someone thoroughly familiar with the problems of press photographers (preferably a professional photographer himself), and

work in conjunction with such services as construction, tickets, security, and competition directors.

Were the foregoing to be properly implemented, the IOC press commission, news agencies, etc., could check and approve firsthand, months in advance, the allocation of photographers' positions which may seem adequate on paper but which could, in fact, be completely unsuitable.

COJO readily admits that some photographers had problems during the Montréal Games. But this can only be corrected in future by continued close cooperation on the part of everyone concerned.

Press Accreditation

Accreditation is a fundamental procedure in the organization of any large international event where security and crowd control are basic elements. It is, in fact, one of the first services required because it usually conveys the right to all others.

Among those eligible for accreditation at Olympic Games, the press merits particular attention. As a whole, by words and pictures, the press reflects the image of the Games the world over. It is, therefore, essential that its members be equitably treated and that everything possible be done to help them in their work.

For the Montréal Games, press accreditation policies were determined by COJO and the IOC in cooperation with the various press groups and associations. Two committees formed in 1974 were given responsibility for putting the accreditation system into operation: one handled the international press, the other the national press.

Distribution of accreditation cards was handled two ways, with COJO providing them to the written press (including photographers), and ORTO to representatives of the electronic media.

In all, 8,733 accreditation cards were issued: 5,510 to the electronic media and 3,223 to the written press (see Tables C and D). These figures, however, do not reflect the actual number of working journalists, as they include some 3,000 support personnel: technicians, messengers, secretaries, and others whose work required the same rights of access as the journalists themselves fell into this category.

Table C
**Electronic press
Accreditation cards delivered by ORTO**

Country	VIPs	Director	Producer	Tech- nicians	Employees	Total
Algeria			4	1		5
Federal Republic of Germany	2	6	98	67	5	178
Saudi Arabia		2	8	3	1	14
Argentina			3	1		4
Australia	3	2	25	15		45
Austria		1	14	8	2	25
Barbados			1			1
Belgium		4	22	10	1	37
Bermuda		1	2			3
Brazil	1	2	29	9		41
Bulgaria			11	2		13
Cameroon			1			1
Canada	11	66	949	1,890	720	3,636
People's Republic of the Congo			2			2
Chile			3			3
Colombia		3	24	3		30
Ivory Coast			1			1
Democratic People's Republic of Korea		1	11	1		13
Cuba		1	2	8		11
Denmark		1	13	10		24
Dominican Republic		1	7			8
Ecuador			1			1
Arab Republic of Egypt		1	4			5
Spain		3	42	10	1	56
USA	39	14	293	567	51	964
Ethiopia			1			1
Finland		2	25	11		38
France		4	40	17	1	62
Ghana			2			2
Great Britain	7	11	91	47	1	157
Greece			4	2	1	7
Guatemala		1	5	1		7
Guinea			3			3
Haiti	1	2				3
Upper Volta			1			1
Hong Kong		1	9	4	1	15
Hungary		2	23	6		31
India			7			7
Iran		1	4	4	1	10
Iraq			2	1		3

Table C (continued)

**Electronic press
Accreditation cards delivered by ORTO**

Country	VIPs	Director	Producer	Tech- nicians	Employees	Total
Ireland		1	3	2		6
Iceland				2		2
Israel		2	31	5		38
Italy		6	46	20	8	80
Jamaica			1			1
Japan	16		58	18	18	110
Kenya			6	1		7
Kuwait			4		1	5
Luxembourg		1	7	3		11
Malaysia		1	3			4
Malta			1			1
Mexico	1	4	28	17		50
Monaco		1	2	1		4
Niger			1			1
Nigeria			6	2		8
Norway		2	20	9	1	32
New Zealand	1	1	20	2		24
Uganda			1	1		2
Pakistan			9			9
Paraguay			6			6
Netherlands		2	34	1		37
Philippines		3	8	1		12
Poland		2	31	6		39
Puerto Rico		2	14	4		20
Portugal		1	3			4
German Democratic Republic	7		28	11		46
Romania		1	1			2
Senegal			3	1		4
Sweden		2	47	16	1	66
Switzerland	2	3	29	4		38
Czechoslovakia	2	1	20	11		34
Togo			1	1		2
Trinidad and Tobago			2			2
Tunisia		1	1			2
Turkey			3	1		4
USSR	1	7	27	13		48
Uruguay			2	1		3
Venezuela			6	2		8
Yugoslavia		2	44	5	1	52
Zaire			3	2		5
Zambia			2			2
Total	94	179	2,349	2,861	816	6,299
Unclaimed cards						789
Total						5,510

An innovation in Montréal was the creation of a special category for non-sports press. In 1976, there were 320 cards of this type issued to journalists not assigned to cover sports proper but who were interested in such things as the Arts and Culture program and other para-Olympic presentations. These cards carried restrictions but their bearers were allowed access to press conferences and the telecommunications area in the main press centre where a special room was set aside for their exclusive use.

Policy

There is one imperative in planning accreditation policy for Olympic Games — the quota system — because, if all demands for accreditation were met, there could be more journalists on the competition sites than paying spectators!

But to be fair and equitable, the quota system must rest on precise criteria. In Montréal these included: the relative importance of the organization represented by the applicant; the distance of his country from the host city; the size of his country's Olympic delegation; and the interest in Olympism shown by the press of various nations since the 1960 Games in Rome.

In applying these criteria, COJO relied heavily on the national Olympic committees because of their familiarity with the press of their respective countries. The NOCs prepared preliminary lists of organizations and individuals and forwarded accreditation forms to them. Once completed and authorized by employers, these forms were returned to NOC offices for verification and return to COJO.

Once the organizing committee opened a file on an individual applicant, a copy was sent to the Royal Canadian Mounted Police (RCMP) for a security check. Only four were rejected.

In order to avoid nuisance applications, a \$150 deposit was required with each accreditation application. Payable to the order of COJO, this sum served as security but could also be applied to individual room charges. In the event of an application being rejected, the deposit was returned to the applicant within a reasonable period. Where no COJO-organized services were requested, however, the full amount was returned at the time of official accreditation.

Table D
Written press
Accreditation cards delivered by COJO

Country	Journalists	Photographers	Others	Total
Federal Republic of Germany	183	63	36	282
Argentina	10	1	2	13
Saudi Arabia	3	2		5
Australia	28	5	18	51
Austria	21	2	2	25
Barbados	1			1
Belgium	18	1		19
Bermuda	2			2
Bolivia	1			1
Brazil	17	6		23
Bulgaria	10			10
Canada	374	282	180	830
Chile	3			3
Cyprus	3			3
Colombia	4	1		5
Democratic People's Republic of Korea	10	3		13
Cuba	14	5	1	20
Denmark	34	14	6	54
Arab Republic of Egypt	9			9
Spain	34	11	2	47
USA	359	102	69	530
Ethiopia	2			2
Finland	37	10	3	50
France	127	26	17	170
Gabon	1			1
Great Britain	130	27	29	186
Ghana	2			2
Greece	9			9
Guatemala	1	1		2
Guinea	2			2
Hong Kong	2			2
Netherlands	45	2	3	50
Honduras	1			1
Hungary	19	4	4	27
India	16	4		20
Indonesia	5	1		6
Iran	10	2		12
Ireland	8	2		10
Iraq	1			1
Iceland	2			2

Table D (continued)

Written press**Accreditation cards delivered by COJO**

Country	Journalists	Photographers	Others	Total
Israel	21	1		22
Italy	93	14		107
Jamaica	2	1		3
Japan	97	39	19	155
Kenya	2			2
Libya	2			2
Lebanon	3			3
Luxembourg	4	1		5
Malaysia	1	1		2
Morocco	4			4
Mexico	57	17	4	78
Mongolia	1			1
Monaco	1			1
Nigeria	3			3
Norway	26	7	1	34
New Zealand	10	1		11
Pakistan	6	1		7
Panama	5			5
Peru	5	1		6
Philippines	3			3
Poland	25	4	2	31
Portugal	6	1		7
Puerto Rico	4	2		6
Republic of China	3			3
German Democratic Republic	35	10	3	48
Korea	4	3		7
Romania	3			3
Senegal	2			2
Sri Lanka	1			1
Sudan	3			3
Sweden	69	32	13	114
Switzerland	42	7		49
Tanzania	2			2
Czechoslovakia	14	2		16
Thailand	5	2		7
Togo	1			1
Trinidad and Tobago	3	2		5
Tunisia	2	2		4
Turkey	13	4		17
USSR	86	12		98
Venezuela	3			3
Yugoslavia	35	1	2	38
Subtotal	2,259	745	416	3,420
Unclaimed cards				197
Total				3,223

All applications received without the required deposit were automatically rejected.

Once an applicant was accepted, he was supplied with a temporary identification card providing access to residential areas and the accreditation centre. On visiting the latter and being properly identified, he was given official documentation and his card. In this way, a journalist arriving in Montréal could go directly to his assigned residence without first stopping at the accreditation centre. This method proved popular, as did the rapidity with which official accreditation cards were issued: 10 minutes at the most!

Substitute accreditations were accepted up to thirty days before the start of the Games. A form for this purpose was provided and simply had to be filled in and returned to COJO with a letter requesting the cancellation of one accreditation and its replacement by another. Some 200 of these substitution requests were received.

In the days immediately prior to the Games as well as after the start of competition, 20 cards were issued on an emergency basis. A wait of 72 hours was required, however, in order to allow for authenticity and security checks.

Olympics Radio and Television Organization (ORTO)

The official candidacy of Montréal in 1969 stressed especially that the city, was "...the world's second ranking centre for television production, first as regards French production, and an international broadcasting centre. It was the relay point through which television coverage of the Olympic Games in Tokyo was carried to Europe. Montréal's location, five hours behind most European countries and three hours ahead of the Pacific Coast, permits direct television coverage of events at times convenient to viewers in the largest possible number of countries."

In October, 1970, a preliminary study was undertaken by the joint planning and programming group of the French and English networks of the Canadian Broadcasting Corporation (CBC) to assess the scope of the project and to prepare an initial report.

In January, 1972, the advisory committee's first report on the preliminary planning of the Olympic operations of the CBC concluded that it was necessary to take immediate action if CBC was to be the host broadcaster.

The committee's recommendations led to authorization of the first contacts with foreign broadcasters, after the CBC was formally invited to be host broadcaster.

From then on, there was only one deadline: 15:00, on July 17, 1976.

In September, 1974, the CBC accordingly signed a formal contract with the Organizing Committee of the 1976 Olympic Games whereby it became the host broadcaster for the

Games of the XXI Olympiad. This agreement confirmed a previous arrangement made by the CBC which, in 1973, created the Olympics Radio and Television Organization known as "ORTO." The function of ORTO was to set up the technical facilities and all the radio, television, and film services required to cover the twenty-one sports on the Olympic program, as well as the opening and closing ceremonies.

ORTO supplied Canadian and foreign broadcasters, duly accredited by COJO, with international picture and sound, enabling them to transmit the Games in Canada and throughout the world.

Six departments were created: planning, program and production, engineering and technical services, administration and hosting, public relations, and financial services. And ORTO's five basic fields of activity were:

1. Providing electronic and film coverage by pictures and sound from the competition sites.
2. Arranging the necessary installations at the competition sites for radio and television commentaries.
3. Setting up a comprehensive broadcasting centre capable of undertaking all stages of production and transmission.
4. Supplying radio and television services and installations enabling broadcasters to prepare their own programming; and
5. Ensuring the transmission of national programs in accordance with broadcasters' wishes.

Objectives and Principles

There were several ways of envisaging the role of host broadcaster, but two fundamental principles were adopted:

- a) placing the emphasis on the human aspect of the Games; and
- b) ensuring neutral coverage of the various competitions.

The objectives were to reduce costs to a minimum and to provide service of the highest quality. The project management system provided a valuable tool in achieving these objectives, and, despite inflation, ORTO operated within its budget of \$50 million.

Contract Negotiations

The period spent negotiating television rights with world broadcasters was not an easy one.

Because of this, the CBC decided to allocate the required budget to enable ORTO to proceed. Had it been necessary to await agreements between COJO, CBC, and all the broadcasters, it would have been too late to complete the immense task. Negotiations with foreign broadcasters were concluded only in January, 1976.

Early in 1974, ORTO had begun serious planning with the world's major broadcasting networks, but it was difficult to decide upon detailed requirements and make firm commitments.

In September, 1975, however, the last series of consultations took place with the foreign broadcasters, and they were asked to confirm their precise needs. In December, ORTO was able to send them firm proposals, and, during the first six months of 1976, all negotiations were concluded with the signing of formal contracts.

Table E provides the names of the organizations and countries that signed television rights contracts with COJO and unilateral service contracts with ORTO.

Planning

The role of the ORTO planning sector was to develop and implement a project management system, which would enable all levels of management to plan each stage of the project and to control the status of each of its constituent parts at all times.

The project management system was operated manually, and was centred around five essential considerations: work, time, cost, people, and data.

Close contacts were established with project managers, COJO, construction personnel, and suppliers to keep project status updated.

Table E
**Organizations having contracted
with COJO and ORTO for unilateral
services**

**EBU-European
Broadcasting Union**

Algeria
Belgium
Cyprus
Denmark
Spain
Finland
France
Great Britain
Greece
Iceland
Ireland
Israel
Italy
Jordan
Lebanon
Libya
Luxembourg
Malta
Monaco
Morocco
Norway
Netherlands
Portugal
Federal Republic
of Germany
Sweden
Switzerland
Tunisia
Turkey
Vatican City
Yugoslavia

**CIRT-International
Radio and
Television Organization**

Bulgaria
Cuba
Hungary
Mongolia
Poland
German Democratic
Republic
Vietnam Democratic
Republic
Romania
Czechoslovakia
South Vietnam

**OTI-Organización de la
Televisión Iberoamericana**

Argentina
Bolivia
Brazil
Chile
Colombia
Costa Rica
El Salvador
Ecuador
Guatemala
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Dominican Republic
Uruguay
Venezuela

**ASBU-Arab States
Broadcasting Union**

Saudi Arabia
Bahrain
Iraq
Kuwait
Oman
Qatar
Arab Republic
of Egypt
Sudan
Syria
Union of Arab Emirates
Yemen
South Yemen

**ABU-Asian
Broadcasting Union**

Australia
Bangladesh
Brunei
Hong Kong
India
Indonesia
Iran
Japan
Malaysia
New Zealand
Pakistan
Philippines
Democratic People's
Republic of Korea
Singapore
Thailand

**CBU-Caribbean
Broadcasting Union**

Antigua
Barbados
Bermuda
Jamaica
St. Kitts / Nevis / Anguilla
Surinam
Trinidad and Tobago

**URTNA-Union of National Radio
and Television Organizations**

Angola
People's Republic of Benin
Cameroon
Cape Verde Islands
People's Republic
of the Congo
Ivory Coast
Ghana
Guinea
Guinea-Bissau
Upper Volta
Kenya
Liberia
Mali
Mauritania
Mozambique
Niger
Nigeria
Senegal
Sierra Leone
Somalia
Tanzania
Chad
Togo
Zaire
Zambia

**Television organizations which
negotiated directly**

Canadian Broadcasting Corporation
American Broadcasting Companies Inc.
Conseil national de
télécommunications d'Haïti
South African Broadcasting
Corporation

Programs and Production Department

The Programs and Production Department had to assume responsibility for covering the different sports using either electronic facilities or film for those in which the action was not suitable for electronic coverage. To add to broadcasting flexibility and serve the greatest possible number of broadcasters, the department decided to produce a daily 20-minute film summary of the main events.

Film Service

This section of the Programs and Production Department was responsible for recording on film those sports not covered electronically; preparing the daily 20-minute summary; and supplying foreign broadcasters with film crews when they did not have their own.

During the Games, the greatest effort was spent producing the daily 20-minute film summary. Through it, foreign broadcasters were able to supply their viewers with a balanced view of the progress of the Games which they could not otherwise have done owing to their limited financial resources. Forty prints were made of this series of sixteen summaries which was offered to all broadcasters holding television rights. Those not holding television rights, as well as the press agencies, could only broadcast a maximum of three 3-minute segments, and only within a news format.

Table F shows the names of the broadcasting organizations and others that requested the daily summaries.

ORTO offered all broadcasters the entire range of film services, and put to profitable use the experience gained at previous Olympic Games.

In Montréal, camera positions were available by pre-booking, each broadcaster being entitled to access with his own equipment and technical crew.

Competition Sites

This section of the Programs and Production Department was mainly concerned with the positioning of cameras at the various competition sites.

Table F
Organizations which used daily summary

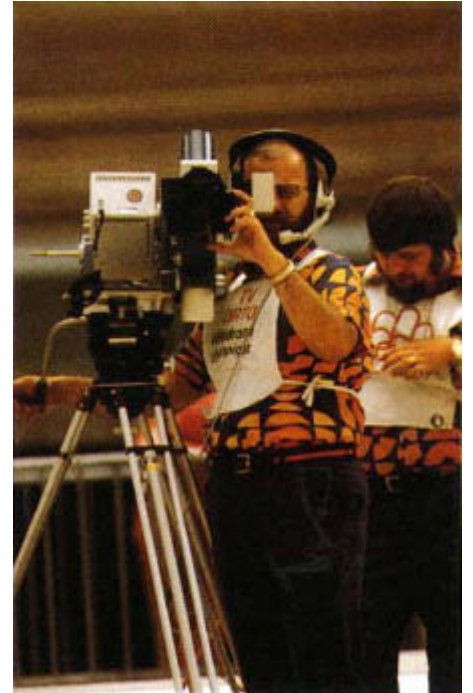
ABC USA	ORF Austria
Antenne 2 France	OTI Organización de la Televisión Iberoamericana
AuBC Australia	Pan-American Games Organizing Committee Puerto Rico 1979
BRT Belgium	SABC South Africa
Sport Canada-Hall of fame	TRT Turkey
CTV Canada	TVP Poland
DDR German Democratic Republic	TVRI Indonesia
EBU European Broadcasting Union	United States Olympic Committee
FR 3 France	CBC French and English networks-Canada
INA International Newsreel Association	COJO Organizing Committee for the 1976 Olympic Games
JRT Yugoslavia	ORTO Olympics Radio and Television Organization (of the Canadian Broadcasting Corporation)
KBS Democratic People's Republic of Korea	
NBS Trinidad and Tobago	
NiBC Central African Republic	

Other associated tasks resulted from this, such as the commentator tables, the interface between the technical and production departments, and constant liaison with various sectors at COJO and the Olympic Installations Board (OIB), especially in the matter of construction in the Olympic Park.

Producers

There were 27 producers: 20 assigned to sports, 2 to the opening and closing ceremonies, (excluding Kingston where the yachting ceremonies constituted a separate entity), 3 to film coverage of Montréal and surrounding areas, 1 to film sequences in Kingston, and 1 assigned permanently to the quality control room at the main broadcasting centre.

Those who had to produce pictures of a specific sport all attended pre-Olympic meets in order to prepare and acquaint themselves with that sport. They were thus able to see for themselves how other producers conceived the image of a particular sport and what techniques were used to produce the best pictures. They were also given the opportunity to meet with experts in each sport as well as the international sports federations in order to become aware of the needs of both the experts and the television viewers, whether experienced in the sport or not.



The use of portable cameras allowed ORTO to obtain extreme close-ups such as this of the prime minister of Canada and Mrs. Trudeau, who are acknowledging the entry of the Canadian delegation during the opening ceremony.

From his mobile unit, the producer had to create a picture which would satisfy all commentators simultaneously, predict their needs and tastes, make the event interesting for TV viewers everywhere, and give the sport its full human dimension.

Booking Service

The major role of the booking service was to reserve radio, television, and film production facilities, to inform the various ORTO operating sectors of the use of these facilities, to confirm the services to be supplied to broadcasters, and, finally, to invoice them.

All operations were executed manually, and, besides maintaining contact with the *chefs de mission*, very close links were established with ORTO technical services and with Teleglobe Canada, the booking service being the direct channel.

Radio Services

The radio services section was particularly active in negotiating contracts and in handling requests for services from foreign broadcasters.

During the operational phase, the radio services manager continued the latter activity. He was also responsible for the observer seats with telephones which avoided certain problems regarding the commentator positions.

Sports

Without revolutionizing television coverage of the Olympic Games, ORTO *did* make innovations which could serve as a guide to future host broadcasters.

Television *à la carte* replaced the general coverage presented at Munich. This gave foreign broadcasters a better choice and greater flexibility since they had access to *all* pictures from *all* sites covered electronically. ORTO also pioneered total coverage of events such as road cycling, the 20-km walk, the mara-

thon, and the route of the Olympic Flame, thanks to the autocameras. Finally, ORTO established a quality control room which proved useful both for technical services and the Programs and Production Department.

Engineering and Technical Services

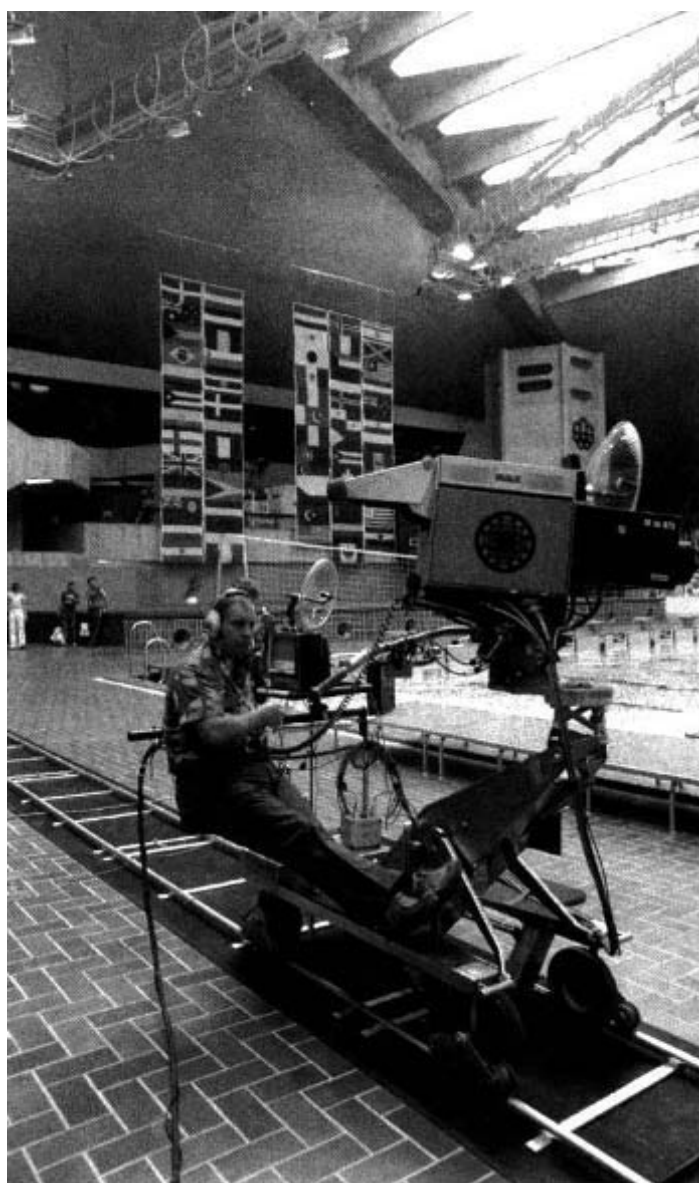
Basic services, namely those supplied to all organizations holding television rights included:

- electronic and / or film coverage of the twenty-one sports;
- routing and distribution of pictures and sound signals;
- commentator systems;
- routing and distribution of commentaries;
- film support services;
- sports coverage support services such as the recording of all feeds, quality control, maintenance of all electronic and film equipment, and coordination services for broadcasters' transmission; and



This parabolic microphone enabled distant sounds to be brought near to give greater authenticity to general event coverage.

In the Olympic Pool, one camera was able to follow the swimmers since it was mounted on a mobile dolly.



□ access to serviced space by foreign broadcasters for installation of unilateral facilities.

Resources and Operations

All pictures were synchronized and color locked to permit fades, split screens, and/or special effects between picture sources. A special effort had to be made to ensure proper color match of pictures from a mixture of almost every type of solid-state camera produced for the North American continent. And the lighting level at the sites and in the unilateral studios had to be designed to permit the use of any type of camera available while maintaining proper color and to match picture quality.

The TV production mobile unit, with its array of monitors, switchers, character generator, slow-motion, and video tape recorder (VTR) equipment, enabled the producer not only to select

the best image from the multiple camera coverage, but also to manipulate it creatively to stress certain areas or to give viewers a better idea of what was going on.

Portable cameras were used at many sites to provide extreme close-ups of the participants. They could follow the action at close range, thereby producing immediacy and impact.

Swimmers in the Olympic Pool were followed by a camera on a special track-mounted dolly. The cameraman rode along with the camera pushed by two technicians.

And cameras mounted on "cherry-picker" vehicles were often used to give overhead, high-angle coverage to the road cycling and rowing events.

A panoramic camera was installed on top of the 26-floor *Maison de Radio-Canada*, to provide continuous pictures of the Montréal skyline and selected local landmarks such as the Olympic Stadium. This camera was in operation daily from 09:00 until 23:30.

ORTO also had a fleet of mobile vehicles to accompany those events over long distances, namely, rowing and canoeing, 2 kilometres; road cycling, 176 kilometres; the marathon, 42.195 kilometres; and the 20-km walk.

For rowing and canoeing, three mobile units were used, one positioned at the starting line, one travelling along the course, and one at the finish line where the producer could control all cameras individually. A self-propelled mobile unit with two roof-mounted cameras followed the boats about three-quarters of the way down the course. And, for the last part past the spectator stand, a color camera was mounted on a specially modified Volkswagen.

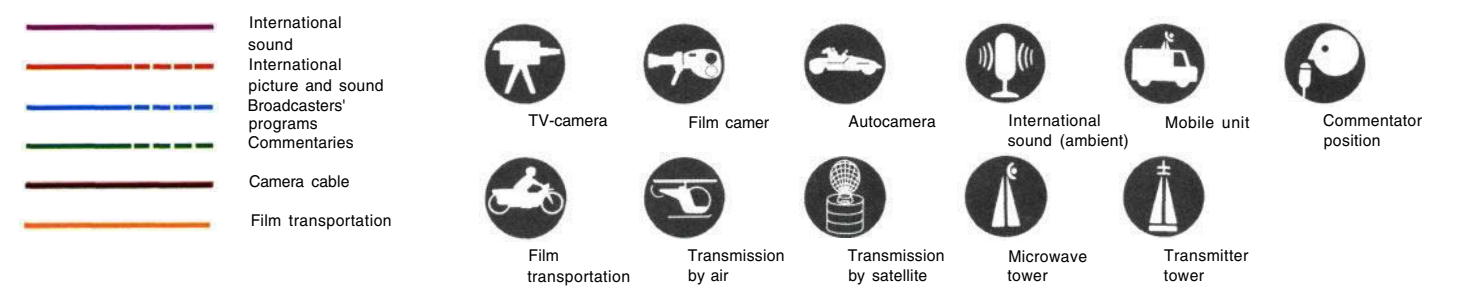
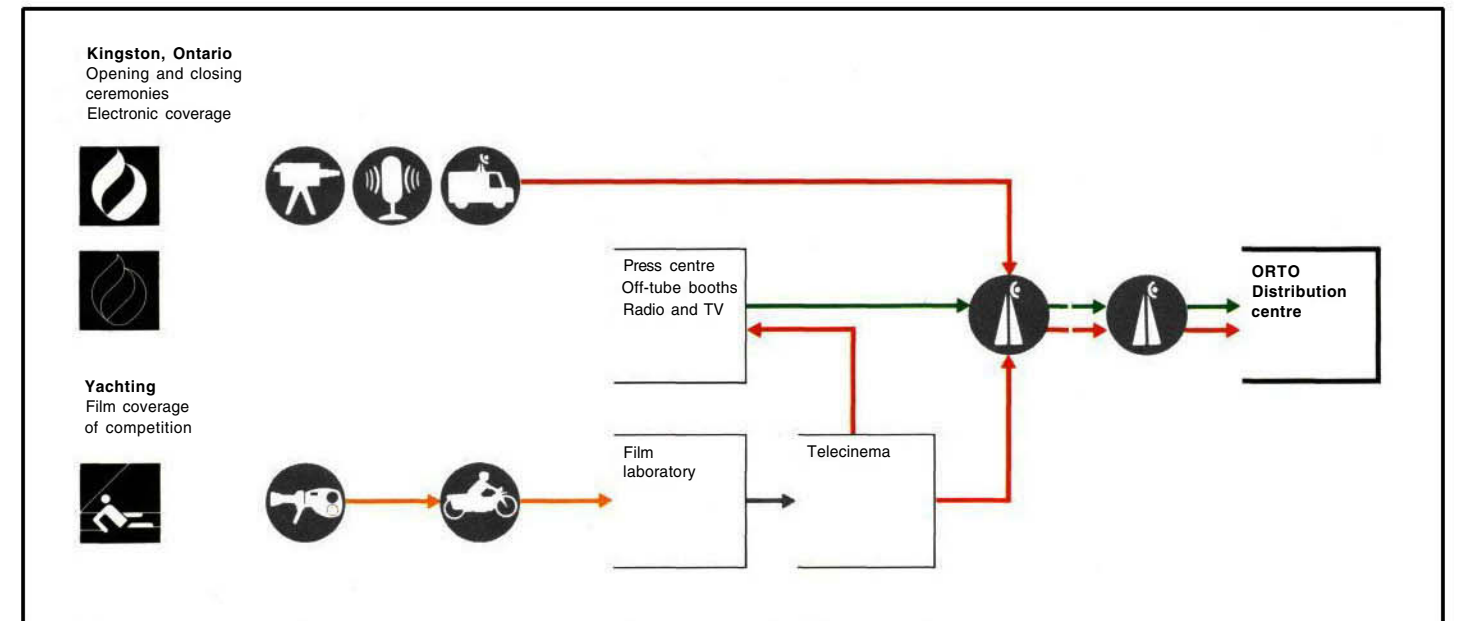
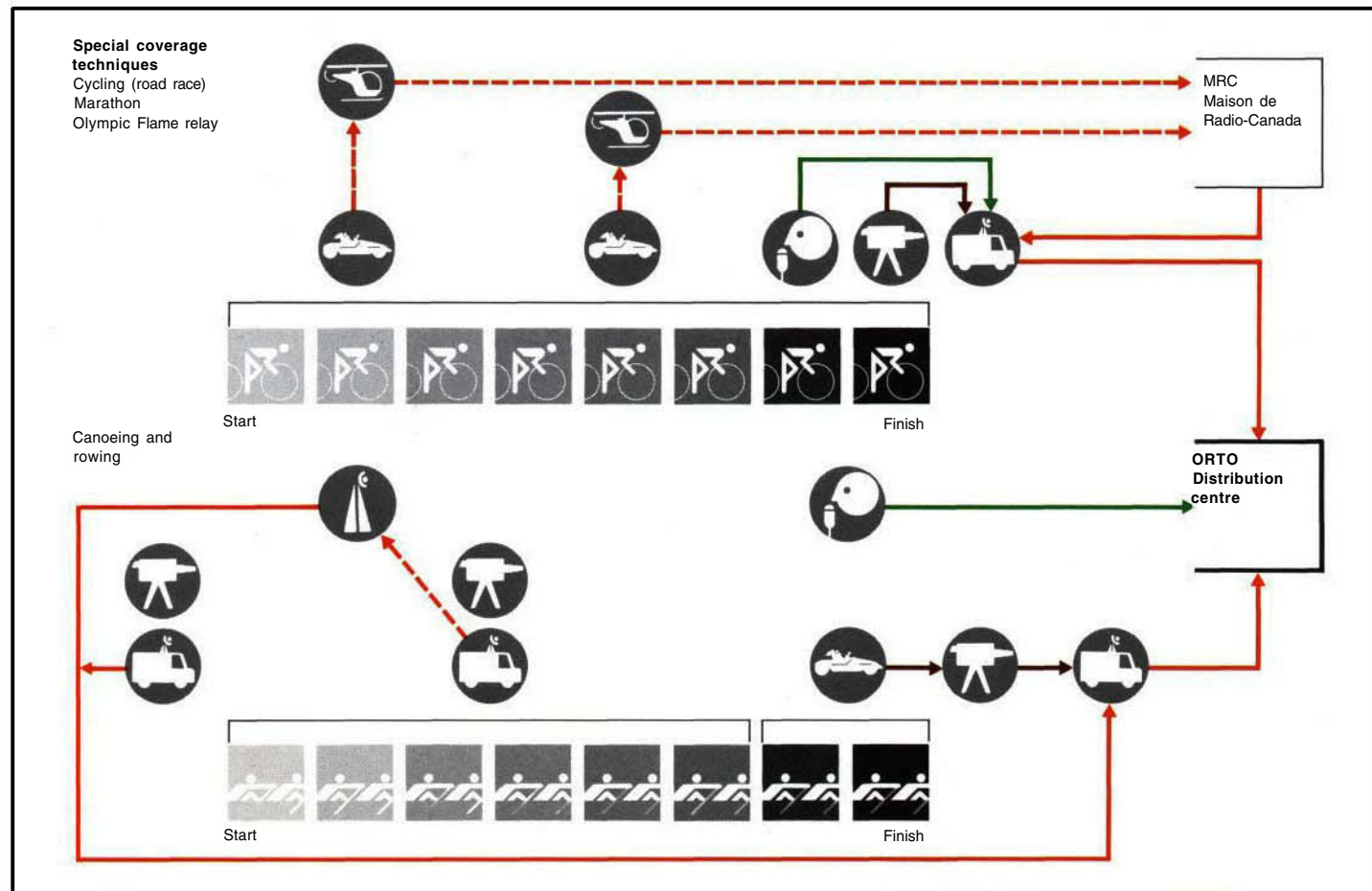
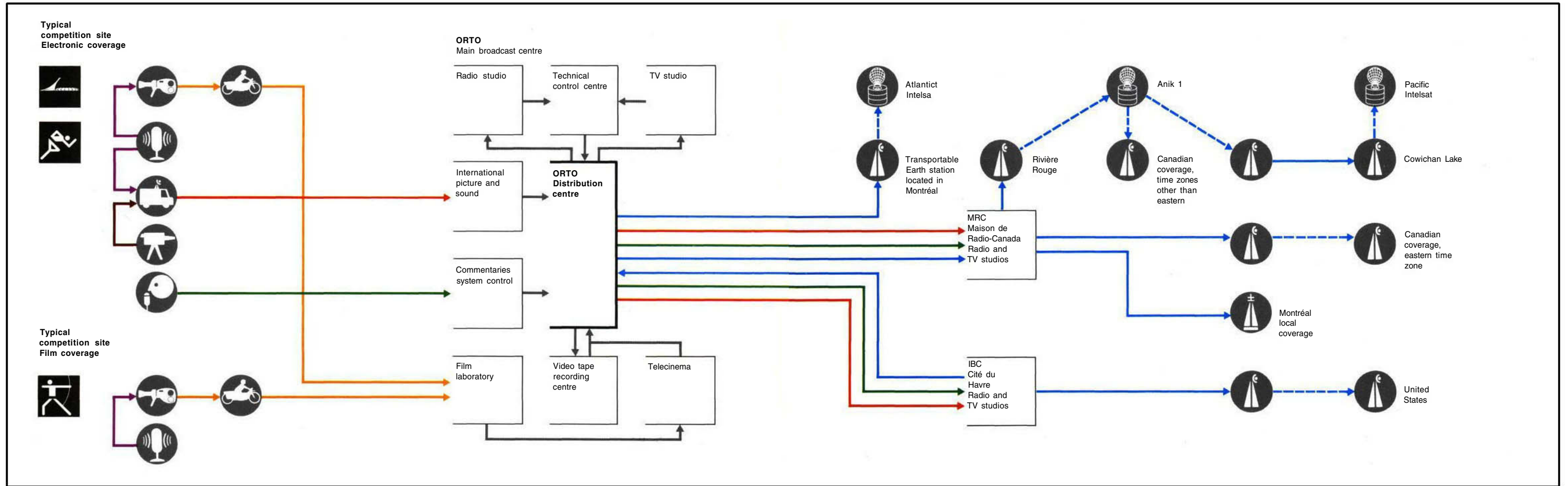


A parabolic antenna on the roof of *Maison de Radio-Canada* picked up microwave retransmissions of pictures and sound from helicopters and camera cars.



A Volkswagen chassis, modified to serve as a mobile camera bed, was used in certain events such as road cycling.

Simplified flow diagram Radio, television and film coverage



Fixed-position cameras were also used near the finish line, including one on top of the tower that housed the officials. And two other Volkswagens were modified to cover road cycling.

Each autcamera was equipped with a color camera, a microwave transmitter, a circular polarized horn antenna, a cassette VTR, and the necessary antennas and equipment for voice communication. The skilled drivers of these vehicles had to stay close to the cyclists while avoiding road hazards. Autocamera coverage brought breathtaking close-ups of the athletes even when they were moving downhill at more than 65 kilometres per hour.

The 20-km walk and the marathon are special races where internal combustion engines are not permitted. Two specially constructed electric vehicles were, therefore, used, each having a range of 80 kilometres and speeds of up to 65 kilometres per hour.

Two helicopters served as camera platforms and microwave relay stations to provide both aerial TV coverage and to retransmit coverage from the vehicles on the ground. The up link was on the 2GHz band and the down link on the 7GHz. The down links were picked up by steerable parabolic antennas on the roof of the new *Maison de Radio-Canada* headquarters, located some distance from the competition routes. The pictures from the two autocameras and helicopters were synchronized to the grid by the use of frame synchronizers.

Signals and Distribution

Thirty-six video and audio program circuits were required to route picture and sound feeds from the sites to ORTO master control in the Radio-Canada Building (ORTO main broadcasting centre).

From here, all feeds were distributed *en bloc* — all cables were cut to length depending on the phasing of the signals.

Commentator Systems

The 639 commentator positions at the sites were equipped with a commentator unit, a table, seats, and TV monitors (two in the Olympic Stadium). The commentator unit provided access to two commentator microphones and an interview microphone or tape playback. All input had automatic level controls and was mixed to the program output.

Before initiating VTR or a slow-motion replay at the sites, the producer signalled the commentators with a tone injected into the sound feed to their headsets.

There were three elements in each system:

- a) the commentator unit at the sites;
- b) the control unit located in the broadcasting centre; and
- c) the monitoring unit.

One technician was assigned to every twenty commentator systems.

Interconnections and distribution were required as follows:

- five circuits between commentator units and control units;
- four circuits between commentator control output and unilateral TV or radio studios, with distribution done at the commentaries' patching and distribution bay; and
- two or three circuits from the output of the studios to different countries via the same patching bay.

Cinematography

ORTO based its film operation on the use of Kodak 7239 and 7240 16 mm color reversal film with the recorded sound synchronized on a separate band. Thirty-five 16 mm film cameras were used, and two 18.12 metres per minute processors in Montréal and one 12.16 metres per minute processor in Kingston serviced ORTO and broadcasters using the specified film.

Pictures from the sites covered by film were delivered electronically to broadcasters by two telecinemas (one in Montréal and one in Kingston).

A special camera mount called a Wesscam Ball was also used in Kingston to stabilize shooting on the water. It provided gyroscopic stabilization of the film camera mounted inside the sphere.

Unilateral Services

Unilateral services were those provided by ORTO to broadcasters holding television rights on a per occasion or a permanent basis. Provided at cost to the broadcasters, these services included twelve camera-equipped television studios, VTR and telecinemas as requested or provided by the broadcasters, forty-nine off-tube booths for commentaries with facilities identical to those provided at the commentator positions on the sites, (except that the television monitor had access to any pictures from the sites), fifty-three radio studios each with an audio mixer, patching facilities for access to six commentator positions, an intercommunication system, and three audio tape record-playback units, and film processing, audio transfer, and other film support facilities as available.

Technical Equipment

Although some unilateral facilities were provided and installed by broadcasters themselves in space supplied by ORTO, the following details the extent of the equipment used in Montréal by ORTO and most broadcasters:

- 28 television mobile units
- 7 ENG (electronic news gathering) mobile units
- 1 radio mobile unit
- 12 television studios
- 5 television transmission booths
- 53 radio studios
- 152 color cameras
- 35 film cameras (ORTO only)
- 126 videotape machines (Quad)
- 41 videotape machines (cassettes)
- 30 slow-motion units
- 11 telecinemas
- 6 frame synchronizers
- 359 color monitors
- 599 B/W monitors
- 1,400 color receivers
- 639 commentator positions at competition sites
- 49 off-tube booths
- 27 character generators.

Technical Facilities — Television

In order to cover twenty-four competition sites by electronic camera, twenty-one mobile units were required. Equipment included 92 cameras; 22 VTR; 16 slow-motion units; and 17 character generators.

Studios

Twelve studios were made available to television organizations or broadcasters from which they could produce programs for their respective countries. They were equipped with one, two, or three color cameras as requested by the user; they were usually connected to VTR and a telecinema.

Service Rooms

The technical control centre was the ORTO master control area where the following main elements were grouped around a control console: video and audio input bays; monitors for pictures from competition sites; sync, test signal, and clock generators; video and audio RF network cable modulators for about one hundred offices and other places with a possible choice of some thirty channels.

Commentaries control was arranged around three sides of the room and included control and monitoring units on a series of racks for the commentator consolettes.

The main distribution bays were where the commentaries and the pictures and sound were received, as well as the intercom and other signals for distribution to the studios, the off-tube booths, the VTR room, the communication companies, the satellites, etc.

VTR Room

Fifteen VTR were installed here.

Quality Control Room

Here could be found thirty monitors, with a sound system linked to the competition sites which could also be linked to the VTR room. The necessary unilateral master controls were also located here.

Maintenance Shop

This area contained the customary maintenance equipment and matériel.

Technical Facilities — Radio

Basic services involved the providing of sound from the competition sites. For televised competitions, radio used the international sound from television, but, for competitions not covered by television, radio produced its own.

ORTO, however, supplied accredited broadcasters with unilateral radio services enabling them to produce programs, interviews, recordings, and edited broadcast material.

Commentator Positions

Of the total 639 positions available, accredited radio broadcasters were allocated about 350.

Studios

In addition to the usual equipment, each of the fifty-three studios contained three tape recorders with speeds of 19 and 38 centimetres per second for recording and transmitting program material.

Service Rooms

Radio made use of the same technical centre and quality control room as television. There was also a room equipped with twelve 6.35 mm tape recorders, and three turntables for use in mixing and editing material recorded elsewhere by the broadcasters.

CBC Engineering Headquarters (EHQ)

ORTO engineering enlisted the services of CBC engineering headquarters (EHQ) whose task was to adapt buildings and develop and install the necessary equipment in those which were to serve as ORTO broadcasting centres: the old Radio-Canada Building, the International Broadcasting Centre, and the *Maison de Radio-Canada*.

The EHQ working party consisted of four audio and video systems engineers, a construction and development work supervisor, three technical installation supervisors, a draftsman, a secretary, three technology experts, and twenty-three electric wiring installers.

Administration and Hosting

The services offered by administration and hosting can be divided into four main sections: administration generally, transportation, personnel and labor relations, and hosting with its various ramifications.

To function well, ORTO required a range of efficient and reliable support services, such as mail sorting and deliv-

ery, duplicating, telex, purchasing, shipping and receiving, security, and the usual janitorial services.

By the very nature of its mandate, ORTO had to establish a transportation section. But the ORTO "machine," naturally, had to be mobile under any conditions!

COJO was responsible for transporting members of the electronic and written press between the broadcasting centres and the competition sites during the Games, while ORTO looked after transporting equipment and technical personnel between the same locations before *and* during the Games.

The hosting service was of prime importance, and had the widest variety of objectives to meet, since it came in closest contact with both the foreign broadcasters and local technicians. Its main responsibilities were the administration and supervision of accreditation and lodging; the continuing efficiency of the hostesses supplied by COJO; the smooth running of auxiliary services; and the coordination of a range of facilities such as mail, banking, office equipment, travel, customs clearance, medical care, catering, results distribution, and information.

Results Service

There was a results service in the main broadcasting centre coordinated by COJO, together with an information request terminal. Results were sent to the offices and studios of broadcasters within ten minutes of being received, and starting lists were distributed morning and night. A similar service was in operation in the International Broadcasting Centre as well as at *Maison de Radio-Canada*, but on a smaller scale.

At the Olympic Basin, an autocamera as well as another mobile unit were employed to cover rowing and canoeing events.



A special piece of equipment, known as the *Wesscam Ball*, featured gyroscopic stabilization of the camera and enabled pictures such as this to be taken on the water at Kingston, site of the yachting competition.



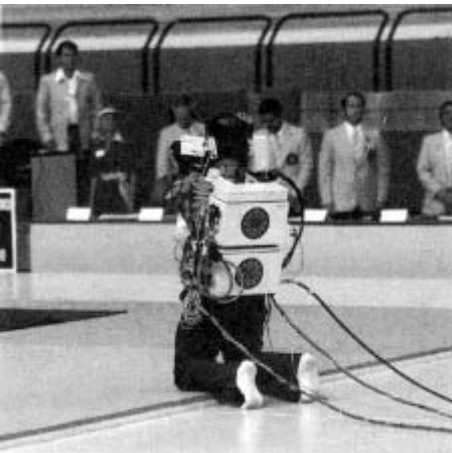


Commentator positions on the various sites were equipped with a commentator unit, table, chairs, and a TV monitor.



To get the shot, photographers were often obliged to perform like acrobats!

International pictures and sound were received at video and audio bays mounted on racks, from where they were ultimately broadcast.



ORTO's central control and nerve-centre, with its control console and the video and audio input bays.

Is this a technician or an astronaut?



On competition sites, production was controlled from inside a mobile unit.

Public Relations

To speed up the projection of ORTO's image, a Public Relations Department was established. Until the end of 1975, its staff consisted of a minimum of three PR officers and two secretaries, whose function was to ensure efficient communication with the greatest possible number of people and the media, as far as the planning, production, and operational activities of ORTO were concerned.

From early 1975 to the end of the Games, some 500 reporters, commentators, feature writers, and photographers visited ORTO.

In August, 1975, Public Relations became aware of the need to speed up the flow of information to broadcasting organizations likely to require ORTO services, as well as to CBC personnel, journalists, news agencies, and government representatives who were becoming more and more aware of Montréal's image in 1976. It was in response to this need, therefore, that ORTO launched the publication *ORTO COURIER* late in 1975. Its circulation was to reach 20,000 with the second issue. Comments received early in 1976 and those delivered personally by broadcasters in July confirmed beyond doubt the wisdom of such a project. The *ORTO COURIER* proved to be a valuable tool for promotion and information, even after the Games.

Commentary

The coverage offered by ORTO to world broadcasters was of high quality for the following reasons:

- a) the picture production plan with the choice it offered, the training of the producers, and the facilities made available to them in each discipline, as well as the cooperation of the COJO Sports, Construction, and Technology Directories, and the contribution made by the international sports federations;
- b) the quality of the technical staff vis-a-vis the standard of the installations, and the effectiveness of innovations such as the autocamera; and

- c) the constant contact designed to coordinate the communications services provided by Teleglobe Canada and Telesat which enabled the transmission of 800 hours of television programming by satellite (undoubtedly a record).

The ORTO executive has drawn some conclusions from this exercise which might prove beneficial. For instance, the principle of allowing only the host broadcaster's cameras on the competition sites still seems to be most valid. At a time when electronic equipment is everywhere, it is vital to avoid smothering the men and women who are at the centre of the Olympics with a multiplicity of equipment. It is precisely for the athlete's comfort that a specific mandate is entrusted to the host broadcaster. In this respect, the complete cooperation of the organizing committee and the international sports federations is essential. Without derogating from this principle, some allowance should be made for unilateral cameras, but on the express condition that they do not detract from the high quality of the basic service. Bearing in mind the latest technological developments, it seems opportune to review this entire question.

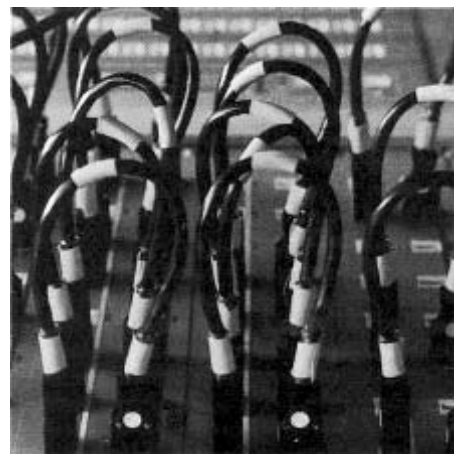
Coverage of the yachting competition should also be reconsidered because of its restricted use and high cost.

It would also seem the proper time to study in depth the whole question of gathering information about the needs of broadcasters before the Games. It is quite obvious that the simple preliminary questionnaire was inefficient, since most broadcasters were only able to make their needs known a few months before the Games. For reasonable planning and to properly satisfy the needs of its customers, the host broadcaster must define guidelines or policy at least two years before the Games are held.

Conclusion

The Montréal organizing committee at all times sought to maintain an open mind in matters of communication. Despite obstacles along the way, it left no stone unturned in its efforts to interest the largest possible number of people in the Games of the XXI Olympiad.

After taking stock of the organizing committee's achievements, a vote of thanks must be offered to everyone whose tireless efforts on behalf of the 1976 Games paid such magnificent dividends. Without them, COJO could never have carried out its mandate.



32

Most sports fans in North America and the rest of the world watch their favorite sports on television. For them, the instant replay, considered a technological marvel only a few years ago, is now accepted as normal, and TV spectators have come to expect it. In fact, many sports arenas are being equipped with small screens, and sometimes large electronic scoreboards, enabling spectators to enjoy the same advantages of modern TV technology as if they were in their own living rooms.

Such advances also affect the Olympic Games. With the use of satellites, video equipment, switching facilities, and other modern equipment, it is possible to capture the live action of an Olympic event and transmit it anywhere in the world. The action can also be recorded, analyzed, edited, and relayed later to fit the appropriate time zone.

Thus, the modern Olympics have become a worldwide event and their technology has changed accordingly. If the official result of a race does not appear immediately after the event, it is not just the spectators, officials, athletes, and journalists in the stadium who become impatient. The whole world is waiting.

If a scoreboard breaks down or displays wrong information, the whole world sees it.

Consequently, the organizers of the Montréal Olympics were under considerable pressure to present technically perfect Games.

With the wide range of equipment available, the international sports federations (ISFs) had also become accustomed to all types of automated assistance for the staging of events, and they considered such assistance normal. Demands for further automation and technical gadgetry were also being

made by the press and COJO non-technical services, without full awareness of the effort required and the cost of equipment.

At the same time there was a growing opposition to the machine and the technicians associated with it. Sports officials were beginning to complain of a lack of freedom in running events. They were being constrained and restricted to doing what the machine or system told them they *had* to do. Computers could now be programmed to make draws and choose lanes, and, for results data to be acceptable, it had to be in certain formats.

Against this background, COJO began to think seriously of the implications of such technological growth. Questions were raised, such as:

1. Was it worth automating a procedure or a whole group of procedures just for Olympic Games lasting two weeks? (The cost of most automated procedures are justified, generally, because they are used continuously for years.)
2. Were we really saving time and effort by automating? Was there a significant improvement in time saved, and perhaps in cost?
3. By automating, systems become more inflexible and have to be operated in specific ways. Were we thus losing man's capability for initiative and his ability to resolve difficult situations by forcing him to work with the machine in a restricted way? Machines cannot be designed or programmed to think and behave exactly as man does, and, when difficult or unusual situations arise, man must be able to override the system.
4. Increasing complexity increases the risk of something going wrong. The more parts and interconnections there are, the more difficult it is to pinpoint a fault when it occurs. Should not complexity for its own sake be avoided?

Mindful of these considerations, the organizers in Montréal decided on the following objectives:

1. In the man-machine relationship, more attention would be given to what the man could do rather than designing the system and expecting man to adapt.
2. With simplicity the goal, systems would be designed to fit basic needs. The "bells and whistles" of technical gadgetry would be avoided wherever possible.



Technology in action: in the main control room at the Olympic Pool showing the equipment used for time-keeping, scoreboard control, and results input.

3. If both the above could be attained, costs would be kept low.

Many technical groups kept these aims continually in mind, and, to a certain extent, some succeeded.

This section is a chronicle of how systems were designed, procedures developed, suppliers chosen, how difficulties occurred and were resolved, how delays and changes affected the work, and how operations plans had to be redesigned following experience in pre-Olympic competitions.

Then the last few months of the hectic training of vast numbers of per-

sonnel, and the incredibly compressed installation and testing schedule are presented and analyzed relative to their effects on cost and Montréal's readiness for the Games.

Finally, the story of the Games operations is told, presenting important statistics, relating problems encountered, and stressing the effort required.

The conclusions drawn from the Montréal experience are presented as fundamental questions that have to be resolved by all those connected with the Olympic movement. Their resolution should result in future Olympic Games where man runs technology and not the reverse.

The manual scoreboard at the Olympic Equestrian Centre, Bromont, as seen from the press gallery.



The giant scoreboard in Olympic Stadium shows Queen Elizabeth II and Governor-General Jules Léger, watching the parade of athletes during the opening ceremony of the Montréal Games.



Organization

The first step in organization was to divide technical equipment into two groups: equipment to be installed as part of a building, such as lighting and heating, was considered construction; technical equipment for Games use only was considered to be technology. Two exceptions were scoreboards and sound systems. These were included in technology because their design, development, and operation were closely tied to sports proper.

Systems were also either permanent or temporary, and the Technology Directorate had to ensure that the permanent ones could be used after the Games.

The next step was to define the distinct areas in Technology:

- Timekeeping and Measuring
- Scoreboards
- Results
- Sound Systems
- Telecommunications
- Data Processing
- Closed-Circuit TV
- Liaison with ORTO

Timekeeping and Measuring

Timekeeping and measuring may be described as the development, installation, and operation of any system that involves automatic or semi-automatic measurement of time or distance, or the collection of performance evaluation by points.

Where time or distance was to be measured manually with a stopwatch or a measuring tape, this directorate was not involved except, at times, to provide equipment.

Some equipment could also provide features considered as sports functions or it could be totally operated by sports officials. If its main function was timing or measuring, however, it was considered Technology's responsibility.

Scoreboards

Information gathered from sports officials through timekeeping and measuring systems, or from manual systems, was to be displayed on scoreboards to inform spectators on the site, or elsewhere through TV, of the progress of the events taking place on that site.

This responsibility included the development, installation, and operation of the scoreboards, and, for post-Olympic use, additional features at reasonable cost.

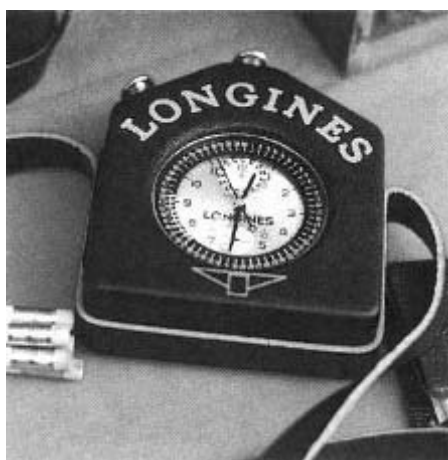
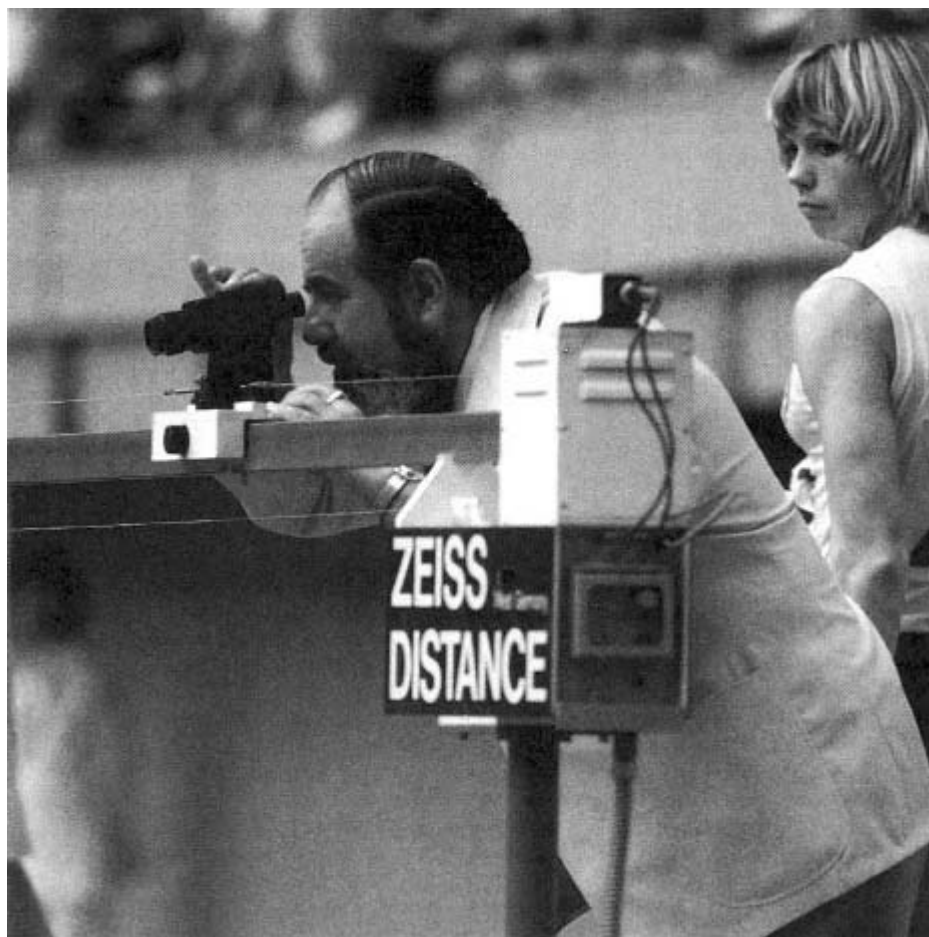
Results

Results were to be presented to media, officials, and athletes in printed form, and at several locations, as well as at the site of origin itself.

This information was to be published as quickly as possible so that commentators could use it on the air, journalists could write stories to meet their deadlines, officials could use it to plan future rounds of their sport, and

athletes and coaches could use it for performance evaluation.

Thus, the responsibility included the design, development, installation, and operation of a system that would collect results information and distribute it to various sites in sufficient volume and fast enough to meet the needs of the various users.



A manual stopwatch.

The length of a long jump is being measured here.

Sound Systems

The responsibility of the Technology Directorate was to ensure that announcements of the start of an event, some results, medal ceremonies, background music, and national anthems could be heard adequately by all spectators without distortion.

Several arenas already had sound systems, and, for new arenas, sound systems were to be included in construction. Technology was, therefore, responsible for peripheral equipment, the upgrading of existing systems, and consultation on systems to be installed in new arenas.

Also included was the operation of all sound systems during the Games.

Telecommunications

The primary objective was to provide communications facilities for COJO during the Games and to provide communications services for the media.

The exceptions to this rule were:

1. The Olympics Radio and Television Organization (ORTO) the host broadcaster: this organization provided its own telecommunications facilities.
2. Security: responsibility was limited to the furnishing of some security equipment.
3. Administration: the planning and preparatory phase required a telephone system; this was the responsibility of the organizing committee's own administrative branch.

Data Processing

The Technology Directorate was to provide data processing services for COJO. Due to the latter's short-term nature, however, no large permanent development group or central computer processing facilities were envisaged. But a small group of professionals would determine the needs of a particular department, analyze the cost versus doing the job manually, and make appropriate recommendations.

Once it was agreed to proceed, total responsibility for the design, development, and operation would be given to a supplier under the supervision of this group.

Typical examples were payroll and accounting, tickets, accreditation, and schedules.

Closed-Circuit TV

While ORTO was providing TV signals around the world, these signals were also to be distributed to journalists' desks, press centres, COJO offices, and the Olympic Village.

This directorate had to ensure that these signals could be transmitted to each location on each site.

Potential users varied from media personnel, who needed the TV signal for their work, control centres, to COJO employees, who had no chance to view the Games because of their location. To serve the many users, compromises would be necessary because of the cost of TV sets and cable.

Liaison with ORTO

The organizing committee had to provide appropriate TV and radio facilities so that companies acquiring distribution rights could effectively reach their customers with a TV signal and voice commentary.

These technical facilities were to be provided by ORTO under contract to the organizing committee, and Technology was given the mandate of assuring that this was possible.

Also, considerable work had to be done on the interfaces between the technical systems of the host broadcaster and those of the organizing committee.



Closed-circuit television monitors brought action from several Games sites at the same time to journalists gathered in a press subcentre.

Project Development

Planning and operations at the Munich and other Games had been studied, and it was well known that certain technical systems demanded a considerable amount of preparatory work.

Due to the vast increase in telecommunications required during Olympic Games, preparations would have to be made several years before. Acquisitions were being considered long before the final nature of the telecommunications systems for the Games could be determined.

The results system, which would require a large on-line computer, would have to be started early to be ready on time.

From the start, Technology, therefore, emphasized these areas. Directors were engaged for telecommunications, results, and timekeeping and measuring.

In the summer of 1973, tenders were called for results and timing and measuring, and specifications sent to potential suppliers; simultaneously, basic preparation work on telecommunication networks was in progress.

By autumn, the directors for scoreboards and data processing were engaged and preparatory work on specifications was started.

At this stage little was being done regarding sound systems since the final choices of competition sites had not yet been made, and because construction of new arenas was only in the planning stage.

Coordination with ORTO was being handled by the director-general and each director according to the level of his involvement.

Closed-circuit TV was assigned to the director of scoreboards, and the printing of participant and results books to the results director, due to their close relationship.

Thus the detailed development, starting late in 1973, was divided as follows: results and printing; scoreboards and closed-circuit TV; timekeeping and measuring; telecommunications; and data processing.

Results and Printing

Large computer systems have been used in the last few Olympic Games to collect results data and distribute it to the competitors, officials, spectators, and news media at various locations. This has involved copying services capable of supplying millions of copies of results and start lists as well as printing participant books, results books, the results and start lists required for inclusion in the daily programs, and the special short-format results used by press agencies.

With tight deadlines on the production of the printed material requiring electronic typesetting, and the use of computer systems by the major press agencies in collecting sports statistics, the results and printing system had to be able to interface with the latter as well as provide its own internal high-speed network.

As the Olympics have increased in size, so have results. Modern technology in broadcasting and newspaper publishing demand that this information be available immediately.

To meet these demands in Munich, a large central computer system was used with input and output terminals on all sites connected to the central system by data telephone lines. Such systems required extensive software development for the input-output functions and control of each terminal by the central system. In Munich, considerable effort was put into programming each sport completely, allowing for several different types of output formats, validity checks on data, calculations, sorting for the finish order, and even the draws for following rounds.

This resulted in high costs and a certain dehumanization of the system which the committee for the 1976 Games decided were prohibitive and restrictive for Montréal. Fortunately, also, computer software had improved, so that terminal control systems were now available which permitted easier and less costly programming of applications. It was also decided to reduce programming to the level where the system did only clerical work such as sorting long lists of competitors, simple calculations, or look-ups of tables of points. The decision was to be left to the officials.

Despite this reduction in the scope of the system, it was still felt that the earlier the start the better, since data processing systems were not always

ready on schedule. Consequently, a call for tenders was issued in July, 1973, and the recommended supplier, IBM, was accepted by the board of directors in November. Development work on the computer system started in February, 1974, following negotiation of all contract details.

The system proposed was an IBM 370 model 145 central computer system (512K), connected by 2400 baud data lines to IBM 3270 terminal systems on all sites, for input and output, (120 terminals including registration of athletes) except for high-speed output using IBM 2780s in the main press centre, the Olympic Village, and broadcast centres.



The results centre computer received results and start lists by telephone data lines and retransmitted them to press centres.

For production of copies of results and start lists, COJO had already received a sponsorship offer from Xerox for a complete range of copiers and telecopiers, and this offer was accepted in November, 1973.

Work then progressed on:

- a) the detailed systems specifications and design for the computer system;
- b) estimates of the number of copies by sport, by site, peak volumes for a day's operation, and peak hour volume by site. Analysis of the use of telecopiers for results transmission as a back-up to the computer system;
- c) the preliminary analysis of operating procedures by site, the number and type of operators required;
- d) specifications for the printing system, number of pages and characters to be typeset and printed, type of publications (paper quality, cover design, and material), method of binding, quantities of each publication; and
- e) specifications regarding the needs of the press agencies for results in short format.

By late 1974, the computer system's detailed design was completed, documented, and ready for the programming phase. During this time, there had been close cooperation with the Sports and Press Services personnel. Consequently, final approval of the total system by these groups proved a simple task.

At the same time, the copying system and operational staffing was well defined and little more could be done until operational trials took place.

For the printing of participant and results books, the fast response required was virtually impossible if all the

participant and results information appeared in single publications. As the dates on which each sport competition finished were staggered, it was decided to publish each sport in a separate brochure. This would reduce the type-setting and printing peak load, allow for easier collating and binding procedures, and reduce the quantities of brochures required for the sports that did not attract spectators in large numbers.

It had also been decided in 1973 to publish a results newspaper each day in two or more editions, showing all results for the previous day and all start lists for the current day. The evening edition would be updated with current results. This publication, in tabloid format (28 x 38 cm) was intended to replace a large proportion of the demand for the individual 21.5 x 28-cm results and start lists by event by having all the day's events in one easily handled publication.

Specifications for press agency needs had presented a problem. To keep costs reasonable, it had been agreed that only a single output format for results would be produced. This format contained all statistical information such as intermediate times or points, weather conditions, points, goals, scores, or penalties by individual team members, etc. It was in French and English and all measurements were in metric units.

Several major press agencies had asked only for final results, no descriptive material, with modified headings in English only, and results in English units of yards, feet, and inches.

Their argument was that with such a format they could transmit directly to their offices around the world, where the headings would be translated and the results transmitted directly to their customers without any further editing.

Initially, this request was not acceptable as the development work involved was costly, and it was, therefore, suggested that they receive the full format and provide their own editing programs.

This was, however, refused by most agencies and pressure was again applied for a short results format. Their

reasoning was that if the short format was not available, a considerable number of technicians would have to be in Montréal to do the necessary editing.

Finally, early in 1975, it was agreed to provide the service and a joint specification was produced with the agencies. Then the lowest cost approach was to take the full results output by transmission from one computer system to another, change the headings, removing extraneous statistical data, and then reformatting. The results were to be transmitted by data line to New York, site of the North American offices of many press agencies, or made available in Montréal to agencies having appropriate receiving equipment.

Then the development work on the main computer system ran into difficulties as the estimated costs for the programming phase increased. This increase was not acceptable and the system was modified. But by now, the sports directors had been appointed and they suggested output formats and processing of information not originally specified.

Fortunately, as a result of the use of computer programs for several sports during the International Competitions Montréal 1975 (CIM 75), and the earlier than expected completion of programming for the 1976 system, it was possible to accede to some of these demands. For sports where the processing of results data could have an effect on competition schedules, or where results would be published too late after the completion of an event, these changes were incorporated.

The sports involved were athletics, gymnastics, rowing, canoeing, fencing, and modern pentathlon. The necessary calculations to speed up results preparation were included. These modifications were incorporated by late 1975 and early 1976.

At the same time, the expected performance of the computer system was simulated for its peak period and response times. As a result, data lines were increased from 17 to 40, and the memory size of the central computer was increased from 512K to 1 M.

During this time, the copying system had also been reviewed regarding the capacity of the high-speed copiers suggested. It was decided to use Xerox 3600 and 7000 model copiers, which had been on the market for several years and found reliable during the World Cycling Championships in 1974, and CIM 75 the following year.

But peak demands indicated an increase in the number of copiers. And as space was limited, some compromise solution was necessary. Fortunately this problem had already been solved by Xerox: two copies of the same results were put through a 7000 reduction copier to produce a single 21.5 x 35.5-cm sheet with two results on it. Multiple copies of this sheet were then produced.

Automatic slitters on the copiers produced 21.5 x 17.75-cm results at double the rate for normal 21.5 x 28-cm sheets.

The reduced results copies could be easily read and transmitted by telecopier for the backup system. Other advantages were: reducing the quantity of paper required, giving easily handled results, and reducing the size and cost of filing shelves in press centres.

The call for tenders for the printing of participant and results brochures by sport, the daily programs, and the results newspaper had been published at the end of 1974. But the demands for electronic typesetting and printing for a one-time production job were such that no single company was willing to take full responsibility.

Thus the specifications and call for tenders were reissued and a compromise solution was reached, involving a consortium of suppliers, which allowed for the spreading of the load. Several regular printing companies produced the brochures and programs, and a daily newspaper produced the results tabloid.

For the newspaper, two factors had to be considered: the deadline on results for each edition, and the scheduling of its production with the publishing company's normal daily runs.

The electronic typesetting for all these publications was to be handled by one company with adequate high-speed electronic typesetting equipment and computer controls. Using tape output from the results computer system, this company would produce the appropriate typeset sheets, correct as to character size, type, and use of bold face.

The end product had to satisfy the graphic standards set by the organizing committee for all printed publications.

Summary

Definite standards should be set as to the minimum assistance required by each sport in the processing of results.

Some agreement should be reached as to the quantity of information to be compiled and published in results form. Some statistics are only of interest to sports officials, others to the expert media representatives of a particular sport, whereas a considerable number of media and the press agencies want only final results quickly and in simple form.

The printing deadlines to produce participant brochures, results brochures, and daily programs are difficult to meet without sophisticated techniques and considerable effort. The idea of a newspaper which can be produced more easily and cheaper should be pursued further. Its format could be extended to produce participant lists for all sports before the Games, total results for a sport as it ends, plus its daily use on each site showing the progress for each sport.

Daily programs could be produced before the Games containing only fixed information regarding each sport and participant, and results books produced after the Games as souvenirs.



Sophisticated equipment is part and parcel of the electronic typesetting computer operation.

Results data is entered on a computer terminal in Olympic Stadium.

Scoreboards and Closed-Circuit TV

The specifications for scoreboards respected the following guidelines:

- a) minimum design and facilities to give spectator satisfaction;
- b) requirements of international sports federations (ISFs);
- c) evaluation of existing models as to suitability and possible modification; and
- d) evaluation and joint discussion with future owners for post-Olympic use.

The main call for tenders was issued in July, 1974, primarily for sites owned by the City of Montréal. Of these, the Olympic Velodrome, Pool, and Stadium were to be new buildings in Olympic Park, which already contained city arenas to be used for boxing and wrestling. Two other new buildings had been designated for general sports use after the Games: the Étienne Desmarteau Centre, which would be used for basketball, and the Claude



During the medal ceremonies, the names of the winners, as well as their performances, appear on the scoreboards.

Robillard Centre for handball and water polo. All the new buildings needed scoreboards for general use after the Olympics. The Olympic Stadium was to be used for professional baseball and football (North American variety). The scoreboards, therefore, had to be suitable for these sports, and be able to show commercial messages. They would also be used during the Olympic Games for athletics, modern pentathlon, football (association), and equestrian sports.

The call for tenders, sent to twenty-four different companies in five countries, brought replies at the end of September, 1974. The Conrac company was recommended for the Olympic Stadium on the basis of cost, past record, the suitability of its board system for amateur and professional sports, and its capacity for TV replays and commercial messages.

Swiss Timing was chosen for the Olympic Pool with a full computer control system and board that interfaced with their automatic timing system for swimming and the points calculation system for diving.

Similarly, Swiss Timing was chosen for water polo in the Claude Robillard Centre, fencing at the Winter Stadium, University of Montréal, volleyball at the Paul Sauvé Centre, and basketball at the Étienne Desmarteau Centre.

Electroimpex provided the weight-lifting board for the St. Michel Arena. Eidophor projection systems from Conrac were to be used in the Claude Robillard Centre for handball, in the Pierre Charbonneau Centre (formerly Maisonneuve Sports Centre) for wrestling, and in the Maurice Richard Arena for boxing.

The Olympic Stadium boards (one at each end) had message areas approximately eighteen by nine metres each, and were visible from more than 300 metres. They allowed for variable character width, many special effects, messages, the storage of hundreds of phrases, and of pre-programmed sequences. There was also a full video section with inputs from live TV, recorded video on tape or cassette, and film slide or fixed camera inputs.

The Olympic Pool board permitted the display of the athlete's name and country for each lane, and the automatic display of the running and finish times for each athlete. As each swimmer finished, the results were sorted as to time and finish order and automatically displayed. World and Olympic records were indicated.

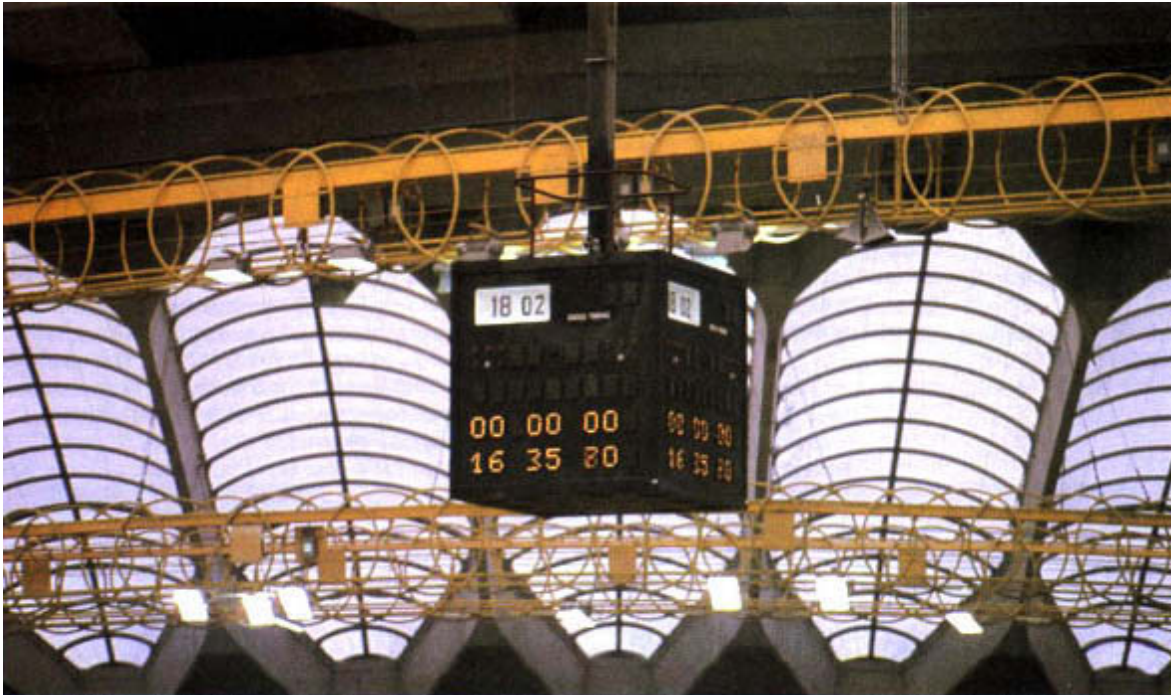
For diving, the scoreboard showed the competitor's name and country, as well as the automatic points total compiled by computer.

The system chosen for the Claude Robillard Centre for water polo was less sophisticated than the one in the Olympic Pool, but it *did* allow the posting of times by lane and finish order for its eventual use in post-Olympic swimming competition.

The Eidophor projection systems, with computer control for easy message preparation and editing, were chosen on the basis of their general capabilities both during and after the Games.

At the other sites, manual boards had been specified for several sports on the basis of cost and the needs of the sport. The experience with some of these is discussed in the section on the 1975 pre-Olympic competitions. For the Olympic Basin, however, an older electronic board used in the 1967 World Exhibition had been modified and computer controls added by the City of Montréal, resulting in a board which could display country names and times for the six rowing lanes or the nine canoeing lanes. The system also had message storage facilities plus limited special effects.

For shooting at L'Acadie, a projection system was to be used, courtesy of Bell and Howell. This allowed the projection of a score sheet on a screen as it was completed, with the scores of each competitor.



The small four-sided board in the Olympic Velodrome showing running time.



While pole vault competition takes place in one part of the stadium, an actual race is displayed on the giant Scoreboard.



Scoresheets for the shooting competition at L'Acadie were displayed by this overhead projection system.

For gymnastics at the Forum, it was decided to rent an Eidophor projection system for the Games period, as there was no need for this type of scoreboard afterwards.

Existing boards were to be used at other sites.

The experience gained in the 1975 competitions plus the demands of the Sports Directorate and the international sports federations resulted in some changes.

It was found impossible to install the Eidophor systems in the Claude Robillard and Pierre Charbonneau Cen-

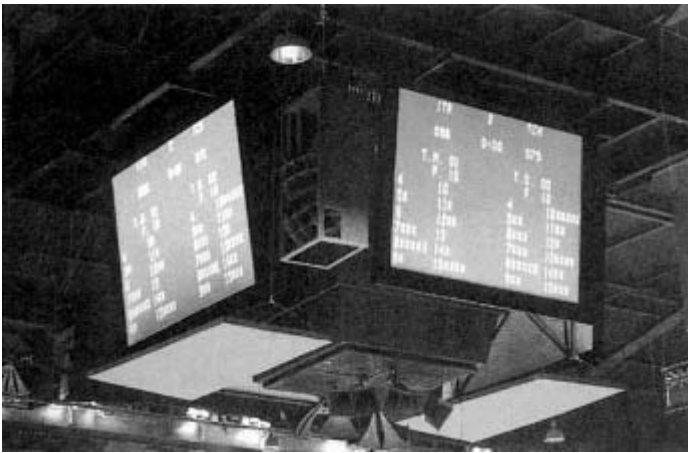
tres and the Maurice Richard Arena, because of the configuration of these buildings and the high level of light required for TV. This also applied in the Olympic Pool to a second board which was required for spectators in the temporary seats who could not see the main board.

Tenders were called for boards at those sites in the autumn of 1975, and Swiss Timing was awarded the contract for the omnisport systems with regular scoreboard computer control,

input screen, and keyboard and message storage on disc.

Several of the existing boards in the Sherbrooke Sports Palace and Laval University for handball, and in Molson Stadium, McGill University for hockey, had to be modified for these sports, which are not normally played there.

For sports requiring large quantities of information to be displayed — fencing (direct elimination), modern pentathlon, and equestrian sports — manual boards were retained. Electronic boards for this quantity of information would have been prohibitively expensive.



The four-sided Eidophor board used in the Forum for competitions shows teams, points, and time remaining.

A small indoor display board.



Video timing control equipment for rowing in the photo-finish tower at the Olympic Basin, Notre Dame Island.

Summary

The lessons learned from this development period were:

- the use of existing stadiums and scoreboards, normally used for other sports, should be decided upon as early as possible since adaptation to Olympic sports can be costly;
- tight control should be kept on the information shown. Quite often too much is displayed thereby causing confusion rather than comprehension. Unfortunately, the majority of people do not realize what an arrangement of information prepared on a sheet of paper will look like on a Scoreboard;
- close cooperation of timing personnel and Sports is required when timing data is to be displayed. Such information must be included in the overall scoreboard design; and
- manual boards, although apparently not costly in comparison with electronic boards, can become so in operation if too much information is displayed. They may also become unreadable.

Timekeeping and Measuring

Timekeeping and measuring is one of the few areas in technology that has been well defined in the past, because of the constant development and use of automated techniques at international meets, world championships, Pan-American Games, Asian Games, and the Olympics.

Officials have become accustomed to their use, and the international sports federations have a good understanding of the types of operation possible when automated equipment is used for timekeeping and measuring.

Because of the specialized nature of chronometry as applied to amateur sports, only a few companies have become expert in the field. Consequently, when tenders were called in July, 1973, only two firms offered to fill all the timekeeping and measuring needs of the twenty-one sports. Because the Swiss Timing offer combined financial advantages with technical knowledge and experience, they were chosen as official timekeeper for the 1976 Games at a board of directors' meeting in November, 1973.

The Swiss Timing consortium and its member companies had been heavily involved in many international competitions, including the previous Games, and had already developed systems acceptable to the international sports federations.

In April, 1973, Swiss Timing, the ISFs and other interested technical groups met to update the specifications for timekeeping and measuring systems.

The meeting involved both summer and winter Olympic and non-Olympic sports requiring sophisticated techniques at international meets or world championships. Discussions covered such matters as false-start detection in swimming and athletics, boat identification and location of the photo-finish tower for rowing and canoeing, timing of boxing and wrestling bouts, and the time countdown allowed each competitor in weightlifting and archery.

The specifications accompanying the call for tenders were based on the experience gained in using these systems in previous international competitions, and on agreements reached between the ISFs and specialist companies such as Swiss Timing. It should be stressed that the specifications were based on the requirements of the federations and not on what was available from any particular company, despite that company's involvement in the development of such systems.

After further detailed specifications, it was possible to present to the international sports federations meeting in Lucerne in May, 1974, the full specifications for each Olympic sport and to obtain the formal approval of many of them.

The system approved for swimming included the full automatic timing system, with touch pads, false-start detection, transmission of the start signal to each starting block, and a video backup system for timing the race. The water polo system included the timing of play, the display of the period, time left to play, score and penalties, and a horn to automatically signal the end of play. The diving system included a method for entering the score of each judge, the calculation of points, and the display of competitor identification and points.



The scoreboard at the Olympic Basin flashes the results of women's kayak singles.

Display implies use of a scoreboard, which at the time was not necessarily to be provided by Swiss Timing. Any board supplied by another manufacturer would require space to display such information or have the necessary interface to be able to receive the results from the timing equipment.

Agreements were reached with the ISFs at the Lucerne meeting covering swimming, cycling, gymnastics, equestrian sports, basketball, shooting, handball, volleyball, and hockey. Agreement was reached with the International Archery Federation in June, 1974, and other agreements followed later.

Timing systems involved photo-finish equipment with video backup for athletic races, cycling, rowing, and canoeing. They scored elapsed time to complete a course in equestrian events

using photo electric cells and printers. They timed boxing and wrestling bouts; displayed time left in team sports with automatic end of play signal by horn (except in football and volleyball), and timed the countdown of preparation time for weightlifting and archery competitors. Connected to the timing systems were displays indicating ball in play for basketball, timeouts for several team sports, and special countdowns.

In cycling, timekeeping included a photo-finish provision for sprints and impulse bands on the track for pursuits. Video systems were used as backup, and, for the team pursuits, showed the finish of each team member. A video monitor showed the synchronized time.

Intermediate times were registered by a variety of methods. For swimming this was done automatically through the touch pads; for athletics, by the use of photoelectric cells spaced every 400 metres for intermediate races and every 1,000 metres for long

races; by impulse bands for cycling on the track for every lap, and by video or push-button signal transmission for rowing and canoeing. Measuring of throws and long jumps was done automatically with Zeiss equipment. The measurements were displayed automatically on the small scoreboards in the competition area. Competitors' names and numbers were entered by a keyboard attached to the main control unit.

The points systems for diving and gymnastics enabled the judges to evaluate each performance, show the points on the chief judge's unit, and display the automatic calculation of the average of the four judges (low and high scores eliminated, average of the other two). The compiling of team and individual totals for performances on gymnastic apparatus (four for women,



The photoelectric cell which automatically stops the clock on a board and activates a printer when a competitor finishes his event.

Photo-finish equipment with a backup videotape system was used to decide close results in cycling in the velodrome.

Photo-finish cameras in Olympic Stadium.



six for men), team rankings, individual qualifications for finals, and the compiling of total scores and ranking for the finals had to be done manually or by another system.

After detailed specifications were produced for each sport, observer missions were sent to the European Track and Field Championships and the World Rowing Championships in Rome in September, 1974. In Rome, difficulties were encountered with photo-finish camera angles, non-waterproof electrical outlets, inadequate electrical feeds, and inadequate, non-air conditioned working space.

The control of lanes by a video system was reviewed for 1976. At the 1974 World Rowing Championships, a video system for the starter was proposed for 1976.

The official finishing time for each craft would be controlled by push button at the finish line, with the finishing order determined by photo finish in the tower.

In October, 1974, the timekeeping and measuring group and Swiss Timing met with COJO Sports and Construction officials to complete installation specifications. Included were space requirements, cable, electrical feed and communications, and air conditioning.

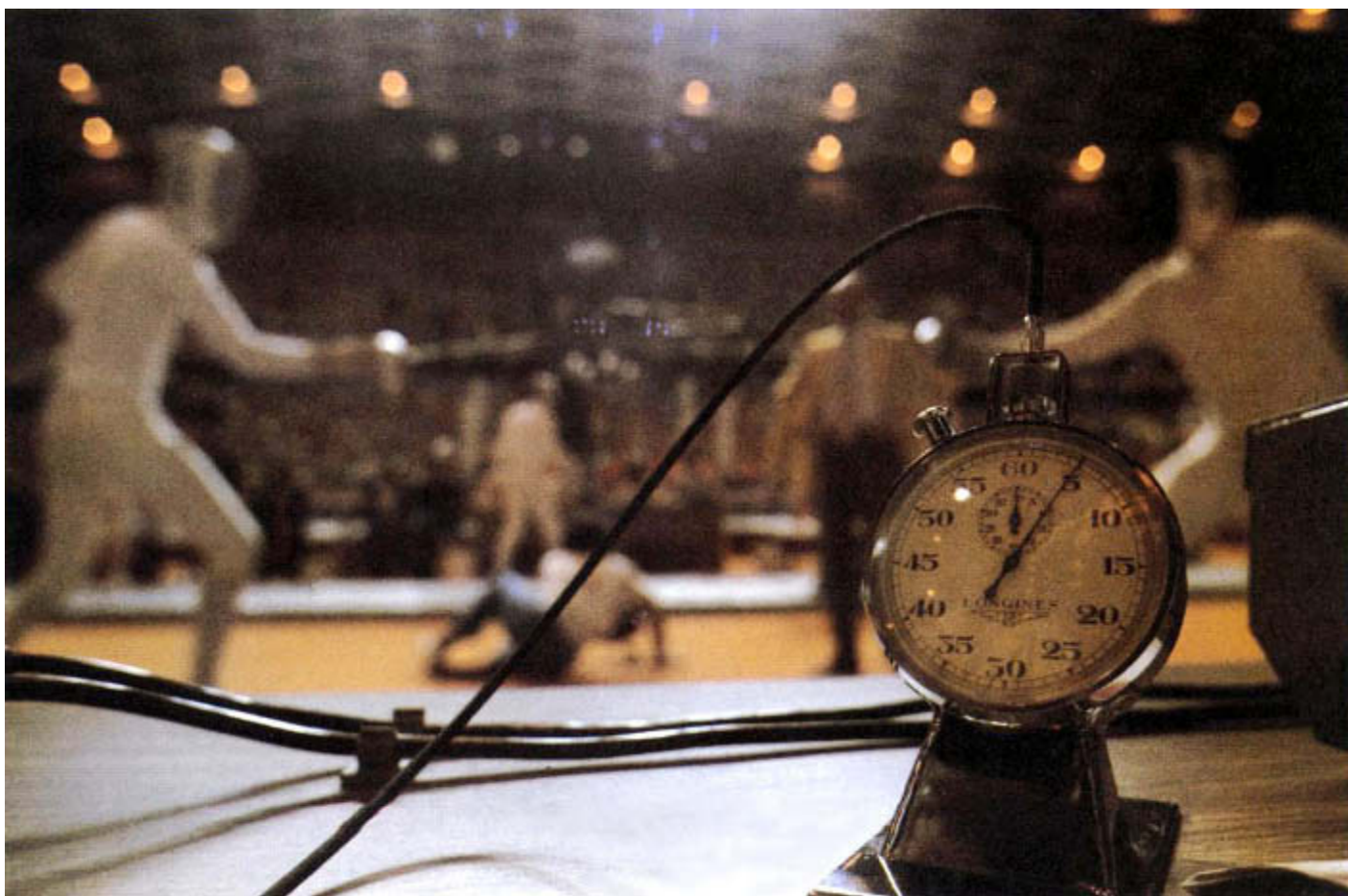
Regarding swimming, for example, the plans submitted by Swiss Timing were in general terms: start and false-start plans, general cabling, equipment characteristics, method of installation of touch pads, control room layout, and operational procedures.

At these sport-by-sport meetings, additional requirements were discussed. For basketball, the 30-second countdown and its display; for volleyball, push-button control of time outs; for athletics, video-lane control;

for rowing, the problem of the alignment of boats at the start and communications between starters and aligners; and for wrestling, push-button control of points display.

In a further discussion with Swiss Timing, all the interface needs for the display of running times and time left to play on scoreboards were defined, depending on whether these times were planned on line or off line. This was particularly important where another supplier was providing the scoreboard.

In December, 1975, it was time to look at the details of construction plans, namely, the installation of power and communication pits in the competition area for athletics, the official statement by the fencing federation on revised timing needs as the result of changes made in the direct elimination portion of the competition, and the final planning of the displays of times on scoreboards.



Stopwatch used in fencing bouts.

Summary

Apart from a few additional demands, technical specifications for time-keeping and measuring underwent little change. Some improvements involving more expensive system installations were requested, but, of these, the basic changes or additions that were considered necessary and which should have been resolved earlier were:

- a) the change in fencing federation rules which doubled the combat time for the direct elimination portion of the competition;
- b) the 30-second rule for basketball; and
- c) the lane control system using video cameras, recorders, and screens for race protests in athletics.

Telecommunications

The experience in 1967 with the Montréal World Exhibition (Expo 67) had resulted in a large increase in the use of telecommunications circuits in the Montréal area, and it was expected that the Olympics would generate traffic about three times that of 1967. This increase would require extra telephone sets, telex equipment, and lines connecting this equipment to local telephone cables. Also needed were additional equipment rooms on each competition site with racks for circuit hook-ups, underground conduits, and cables from the new sites into new local exchanges, extra cable between existing major exchanges, and extra switching equipment in these centres.

The additional services included a telephone network to be used by COJO, linking all the competition and administration sites with one another

and with headquarters in a common network. And each site needed intercoms and hot lines for direct on-site operations. News media representatives needed telephones in the press centres and at press seats to permit direct communication with their newspapers, radio stations, and offices around the world. Also vital was a message service so that copy could be transmitted by telecopier or telex.

Additional telephone networks were needed for ticket sales and concessionaires. A public call-box service was needed on all new sites. The security forces needed additional telephones, and the host broadcaster a complete network of telephones in its headquarters connecting the latter with all sites.

Dedicated lines were needed for the transmission of data (results system), for video signals (TV), for audio (radio and TV commentary), and for a series of intercom circuits outside the sites.

This whole range of additional services obviously required a considerable amount of construction and installation work. The total needs of each network user had to be specified for the ordering of equipment and cables for basic construction before the final installation on each site of telephones, telexes, TV monitors, microphones, and associated equipment.

In 1971 and 1972, the total traffic expected and the total extra circuits required for telephone, video, and audio transmission were estimated. But to put these requirements in terms of extra cable and equipment, it was necessary to know where in the Montréal area the additional circuits would be required. A network was determined but could only be theoretical until the site for each sport was decided.

The search for suitable sites had been started before Montréal had been awarded the 1976 Games, and, by this time, sites such as Olympic Park, the Forum, and COJO headquarters had already been selected. With twenty-one sports to be accommodated, however, on sites meeting ISF requirements, site locations were not settled even by the end of 1973.

Early in 1974, Bell Canada produced a plan showing the total number of circuits required by type and by site. These were then incorporated into a network linking the sites and headquarters (COJO and ORTO) according to

communications required between a site and headquarters, or between sites.

This Olympic network was added to the existing domestic network of communications for Montréal. Knowing the current use of the domestic network, the planned normal growth through the period of the Olympics and the capacity of each network leg, exchange, and switching centre, a plan was produced that showed the additional circuits required and the routes they would take through exchanges and switching centres.

This plan was translated into a schedule involving the requisitioning of cable and equipment; the construction of new conduits; the installation and testing of cable; the installation of new switching equipment in existing exchanges; the construction and installation of local exchanges for new sites such as Olympic Park; the connecting of cable to these exchanges; the construction of conduits on a site and cable installations; the construction of equipment rooms on a site or the enlarging of existing ones; and the installation of lines, telephones, telexes, and other equipment.

For this schedule to be completed with a reasonably regular work load during the major construction and main cable installation period, it was necessary: to have final plans by July-August, 1974; to have all cable ordered by the end of July, 1974; to schedule major construction work and main cable installations from November, 1974, to July, 1975; and to complete tests of these installations from January to August, 1975, as each section was done.

Construction of conduits in the Olympic Park site was scheduled from the summer of 1975 to the end of the year, followed by final installation of site equipment rooms and operating areas, to have all systems operational by the spring of 1976.



The busy message centre, a vital part of the main press centre in *Complexe Desjardins*.

The plans early in 1974 called for 8,700 telephones, 6,700 lines, and 13,500 circuits. Of these, the dedicated lines consisted of 50 data transmission lines, 140 video circuits, 5,900 audio circuits, 22 closed-circuit TV, 310 intercom circuits between sites, and 640 intercom circuits on-site.

As all this preparatory work on wired circuits was proceeding, it was necessary to consider wireless transmission. Some type of radio system was needed for all operating personnel, officials, and VIPs who had to be contacted while on the move. These systems were also to be used as backup communications should the wired systems fail. The radio systems were divided into three basic types:

1. Mobile radio systems: for dispatching of vehicles; for intervehicle communications; for communication between a passenger in a vehicle and a person on a site or at headquarters (normally by telephone).

2. Portable radio systems: for communication within a site (normally by walkie-talkie); for communications from a site to headquarters (via a site base station to a central radio location).
3. Paging system: for communication with a person anywhere within reach of the Olympic operation areas, namely, Montréal Island, Kingston, Bromont, etc.

Since equipment in the quantity required was not readily available on short notice, tenders were called in January, 1974, from the major suppliers.

Frequencies and transmission modes were to be determined so that adequate signal separation could be achieved between sites, without affecting the reception within a site.

For mobile radio systems, it was proposed that one hundred and fifty sets would be in vehicles used for gen-



A radio control central.

eral transportation or by COJO personnel. Fourteen sets would be used in chauffeured vehicles for VIPs and COJO Protocol, and forty sets in ambulances.

Thirty of the radios in the general fleet would operate on two channels, the second reserved for COJO management. VIPs would be able to communicate with each other while in their respective vehicles.

The regional portable radio systems originally proposed provided separate systems for COJO management, Sports, Communications, Services, and Technology (on the same system), as well as the portable system of walkie-talkies by site. The systems by department were to provide communications for operations personnel difficult to contact by phone during the installation and operating phase. These systems had to be able to operate throughout the island of Montréal.

Bell Canada was chosen as the supplier based on cost and equipment.

The regional portable radio system by department was condensed into a single system using paging devices by tone only. This system, to be controlled from a single central message desk, would allow COJO personnel to be contacted by a radio-transmitted tone signal. The person contacted would then call the central desk by telephone to receive the message. This system was low in cost and simple to operate.

The remaining radio systems were then modified. Apart from the additional walkie-talkies required, each system by site was to have a base station connected by radio to a headquarters control. All operations were in the UHF band using a remote antenna.

Simplex transmission applied on all sites, except Bromont for equestrian events, the Olympic Stadium, and Kingston for yachting, where duplex

transmission was used, due to the wide dispersal of personnel and the complexity of operations.

Off-site communication was used for events such as the marathon and the walk, road races in cycling, and cross-country in modern pentathlon. For these events, mobile repeater stations were used for reasonable radio transmission over the distances involved.

Also on the UHF band were four mobile services on separate channels. These were in radio-equipped vehicles for COJO executives, COJO operations, the general service fleet, and special service. These mobile radio systems were such that vehicles could communicate on four UHF channels, but the first channel for COJO executives was restricted. The general fleet of one hundred and twenty vehicles could communicate on three UHF channels, this fleet being used by COJO operations staff.



A Canadian Forces member and an officer of the Royal Canadian Mounted Police with walkie-talkie on transport detail at the Olympic Basin.



The fourth channel for either executive or general operations included the use of portables, on site, which could switch to this channel.

The original mobile radio system remained as planned on VHF channels except as regards quantities, reduced to twelve from forty for mobiles in ambulances and for the COJO executive radio system now on UHF. The IOC mobile radio system remained at fourteen radio-equipped vehicles.

Radio links between mobile and portable radios were also planned to provide an effective link between Transport and the airport receiving area for visitors, and between vehicles used for road events and personnel at check-points.

COJO had agreed as a matter of policy to install basic in-town communication services for VIPs, officials, athletes, the media, and its operations staff. For out-of-town communications, equipment and operating personnel were provided but the members of the Olympic family had to pay the appropriate tariff.

To define these system requirements, telephone call volumes for the written press were estimated for inside Québec, the rest of Canada, the U.S., and overseas. Peaks were estimated as occurring during a two-hour period following the end of a competition, and the average call was estimated to be eight minutes. On the average, one out of two journalists would call daily from a site and one out of four from their residences. From this and the expected number of journalists on a particular site, the number of phones by site was estimated.

The written message system for journalists had been based on telex for overseas transmission and telecopier for North America. The costs of installing telexes on each site, however, made this system prohibitively expensive. At most sites, therefore, messages were sent by telecopier to the central message area where they would be sent by telex. This assured continuous loading in the central message area, and reduced the total requirements for telexes and qualified operators.

The expected loading for the written message system was a peak of ninety per cent of the daily load occurring during a four-hour period from just before the end of competition at each site. These various peak loads from each site gave a six-hour busy period for the whole system. Expected loadings by site were:



Telephones for members of the news media in a press subcentre.

Another press service was the telecopier (facsimile) message system. Shown here is a message entry area.

- main press centre peak hour 22:00, peak load 55 messages per hour, normal load 10 messages per hour;
- Olympic Stadium, peak 14 per hour, normal 3 per hour;
- Olympic Pool, peak 47 per hour, normal 5 per hour;
- central message area, peak 300 per hour, normal 15-50 per hour.

Because the main press centre and the Olympic Stadium press subcentre were originally supposed to be located in the same building, the message estimate for the stadium was low.

Planning of detailed telephone requirements for operations by site was arduous, since most personnel had little idea, late in 1974, how they would operate and how site layout would affect communications needs.

The International Competitions Montréal 1975 (CIM 75) experience helped considerably in determining the telephone network required for 1976,

the need for speed for scoreboard messages, announcements, medal ceremonies, between sports officials, and the operation of each sport secretariat. But for the Olympic Games the scale of operations was to be considerably larger, and the effect of this on communications was still not fully appreciated.

Summary

There was a lack of definitive early planning, which resulted in:

- a) the re-definition and re-planning of construction, installations, and equipment for the common carrier network;
- b) the redesign and ordering of additional equipment for the radio system; and
- c) last-minute decisions on operating telephone equipment by site.

These problems can be avoided by having sufficient experienced personnel available to specify these needs earlier — technological personnel aware of development and the real needs of each user.

This would seem to suggest the establishment of a permanent body that would be able to assist each organizing committee (based upon their experience with previous Olympics) with adopting systems as they are improved through a continuous learning process from one Olympics to the next.

The present approach of redefining the needs for each Olympics by operating and technical personnel, each going through a learning experience from virtually zero, is certainly prohibitive in cost.



Data Processing

During the three years of its existence, the Data Processing Department studied, specified, and assisted in the implementation and operation of twenty systems. The applications ranged from the accounting system (started in May, 1974) to the registering of some 29,000 arrivals and departures of members of the Olympic family, including participants in the Arts and Culture program, in June and July, 1976.

The responsibility of the department was to develop jointly with any other department, the specifications of a system, evaluating its suitability for data processing. If acceptable, tenders were called. The department then evaluated the offers and made recommendations. After the contract was awarded, it supervised the development work and the installation of the system.

Data processing was first applied to accounting. Between October, 1973, and the end of that year, a study was made with an accounting firm.

The accounting system operated in batch mode — transactions were put into the system and balanced against a control total. The system generated cheques for payment of suppliers, and a file was maintained of all transactions. Costs could be charged both to projects and departments. Normally, the transactions were processed once a month but this changed to weekly in August, 1975. The system maintained all the normal records for accounts payable and receivable and the general ledger.

Briefly, data processing, as applied to accounting, resulted in transaction processing by batch (with less likelihood that a transaction would be rejected); in the automatic calculation of salaries; and in the establishment of order vis-à-vis COJO liabilities and their liquidation.

By February, 1975, data processing for the ticket system was in operation for the first sale. By June, 1975, it was operating on a weekly basis. In March, 1976, there were two or three production runs a week, and, during the period July 13, to August 2, 1976, the runs were daily.

The ticket system provided control of tickets sold and available for each event, taking into account the allocations made to the rest of the world, to Canada, and to other organizations.

The other data processing applications were:

- a) a pay system for permanent personnel implemented in May, 1974; this was a package system offered by a national bank; and
- b) the pay system for short-term personnel was different, the pay being calculated from hourly time sheets collected on a weekly basis.

From May, 1976, to the end of the Games the pay for 23,000 employees was processed, 120,000 cheques were issued, and 245,000 separate transactions were handled. Each supervisor on a site was responsible for the preparation of a time sheet for his staff; payroll section personnel on the sites checked the sheets and distributed the cheques. Staff members in the central office further processed the time sheets for data entry and output control.

Despite its size and the short-term nature of the project, the system worked well.

A system for recruiting temporary personnel was implemented in August, 1975. Input was the personnel needs for each type of position. Once personnel were hired, this data was entered, and resulted in a net inventory of posts still to be filled. The system processed 200 different types of positions, 5,000 requisitions for personnel, and approximately 25,000 individuals.

The data processing system for the Olympic Village, developed by January, 1976, kept a file on each of the 130 countries expected to participate, and the 12,000 prospective

occupants of the Village. The system controlled the condition, use, and allocation of the approximately 1,000 apartments.

A system for the lodging of COJO's invited guests was implemented in March 1976. An inventory of rooms and nights available was maintained, covering fifty hotels for 5,000 guests. The system provided for allocation of rooms on demand and the control of the deposits required for each room.

An inventory system for all signs to be used on sites and access routes was put into operation in December, 1975, involving approximately 15,000 signs.

The inventory had to include not only a description of the sign, but also the information it contained. Due to variations in sign content, there was a wide variety of sizes of signs to be considered.

Information for some 9,000 press representatives was entered into a system introduced in November, 1975. It covered each representative's arrival and departure dates, temporary residence during the Games, country of origin, and specialty.

Several features allowed for separate reports for written and electronic press, lists of arrivals and departures by date and place, and arrivals and departures by date and hour. Also included was a confirmation of arrivals and departures, media statistics by country, and a data entry form for the non-sports media.

The volume of entries processed rose to 10,000 and reports were produced more frequently. The most useful were: alphabetic lists, lists by accreditation number, lists by press organization within a country, and the lists of arrivals and departures.

The strengths of the system were: data verification, availability of up-to-date files, instantaneous access to information, the centralization of all media information, and the use of address labels allowing quick communication.

The system worked well and allowed press services to have a measure of control over accreditation and to be aware of all lodging, transportation, and telecommunication needs.

In the few months available for Games preparation in 1976, some management control was needed over schedules. For this, a system was set up in February. Involved were some 15,000 activities in 100 projects for 30 operations units (UNOPs) by sport and site. Daily updates took place on the current status of each project.

Reports on their current status were available to UNOPs, project staff, operations control, and COJO top management. Project status could be shown on a large projection screen in the coordination centre by video projection interfaced with the computer.

The system was useful with the accurate updating of information and the involvement of both coordination centre and UNOP personnel. This constant contact meant that little was forgotten. The large projection screen enabled everybody in the coordination centre to see the important activities.

For the remaining data processing applications, including the inventory of furniture, office supplies by room and site, internal telephone directory, address lists, accreditation of the Olympic family, arrival and departure control, accommodation of visitors to the Youth Camp, Sports officials, VIPs, the control over the supply of uniforms, the accreditation of COJO personnel and suppliers, similar evaluations could be made but would be largely repetitive.

Sound Systems

In 1973-74, the responsibilities for sound and scoreboards were combined in a single department. The objectives for any site were similar: to provide a low cost system, which would ensure that announcements and

visual messages would be easily understood by spectators. Most of the sites being considered already had sound systems, but, in the new sites being built, the sound systems were considered an integral part of construction for both Olympic and post-Olympic use.

By late 1974, the sites had all been selected and it, therefore, became possible to evaluate existing systems. Planning for the International Competitions Montréal 1975, however, brought rapid growth to this department and its staff became involved with providing sound services for the widely separated sites.

Peripheral equipment such as record players, tape and cassette units, and microphones had to be provided on each site, and temporary cable installed between various peripheral components and the sound system. Additional loudspeakers and the appropriate cable had to be installed on some sites to raise the quality of the existing systems to a satisfactory level, and, for outdoor sites, mobile systems, cable and loudspeakers had to be installed on a temporary basis.

Added to this were the responsibilities covering music, national anthems, and the training of sound system operators.

Some existing systems were adjusted and balanced to give satisfactory performance. Acoustics normally being poor in many closed arenas, it was assumed that this was the problem, even though this could be overcome with proper adjustments. But the sites generally needed a control console for the sound system which could provide a feed to the host broadcaster ORTO, amplifiers, equalizers, microphones, record, tape, cassette players, cable, and loudspeakers.

Outside sites with no permanent sound arrangement required a full public address system capable of covering all operational areas. At Bromont, for example, the system had to cover the outdoor stadium for jumping and dressage, part of the mountain side for the spectators, and the stables for those in charge of the horses.

Similar needs, although not as geographically dispersed, were specified for shooting at L'Acadie and archery at Joliette.

Summary

Sound systems in sports arenas are often either poorly designed, poorly installed, or poorly adjusted, balanced, and operated, due, perhaps, to the assumption that sound in public areas is usually bad because of poor acoustics.

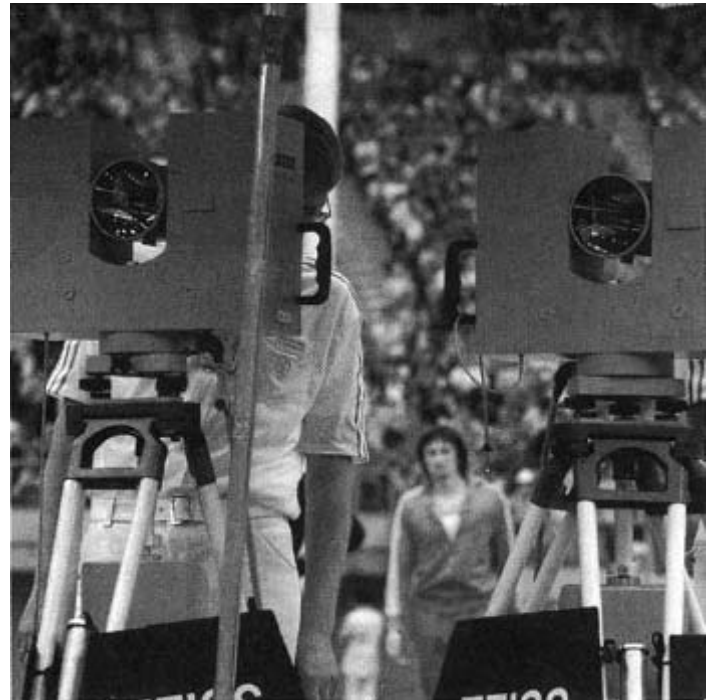
With the experience currently available from sound system design engineers and operation experts, there is no need to accept this excuse any more.

COJO was able to overcome most of these deficiencies, if somewhat belatedly. Earlier identification of sites and their sound system needs could have resulted in permanent improvements for the post-Olympic benefit of spectators.



Closed-circuit television monitors in the press section at the Olympic Pool.

Vehicle with electronic timing board that preceded runners along the marathon course and walkers on the walk course.



Measuring equipment used for javelin, discus, and hammer throw events.

Interfaces with Other Departments

Technology provided services to other directorates, such as Sports and Communications, which, in their turn, were responsible for the services provided to athletes, officials, and the press. The needs of each sport and of the news media had to be defined by the COJO Sports and Communications Directorates. This was done in their direct dealings and negotiations with the international sports federations, and the international press and press agencies.

What was required to define these needs? Regarding the media, the first was for an accurate estimate of the total number of accredited news personnel who would need results, written messages, and telephone service. This total then had to be broken down into the number of journalists expected on each site. With these estimates it should be possible to calculate the quantity of equipment to be installed. From the equipment required and the number of journalists expected, it should also be possible to estimate the number of operators. The services provided by Technology in any press centre depended on the accuracy of these estimates.

Similarly, with the Sports Directorate, it was necessary to define the source of results information, in what format it would be provided, how it would be processed, and, finally presented for approval. Sports had to assist in the definition of the time-keeping and measuring systems so that the equipment for photo-finishes, timing, distance measuring, and points calculations could be determined. Messages to be displayed on scoreboards and the space required had to be decided, and a compromise reached on scoreboard size.

Technology also provided services to all other departments in its telecommunications and data processing areas and supplied everyone with a printed progress report of results.

Once these needs had been defined and the systems designed, it was Technology's responsibility to ensure that these systems were installed and operational. This meant close dealings with the construction groups, because, until the needs of a system are defined, it is impossible to proceed.

But technical systems require several years to develop, certainly, if custom-designed for a special application such as the Olympic Games. To avoid late definition, compressed development periods, or changes in design, therefore, the early involvement of qualified sports and press personnel is absolutely necessary. The alternative implies costly development and unsatisfactory systems.

These systems are, however, produced for each Olympic Games. In the Games that follow, technology may improve but the application will remain the same — the number of athletes and events may increase but the sports themselves change little. So past systems may possibly be taken as models and improved where necessary. Basically, this has been the approach: the technical groups started early on development depending on prior experience.

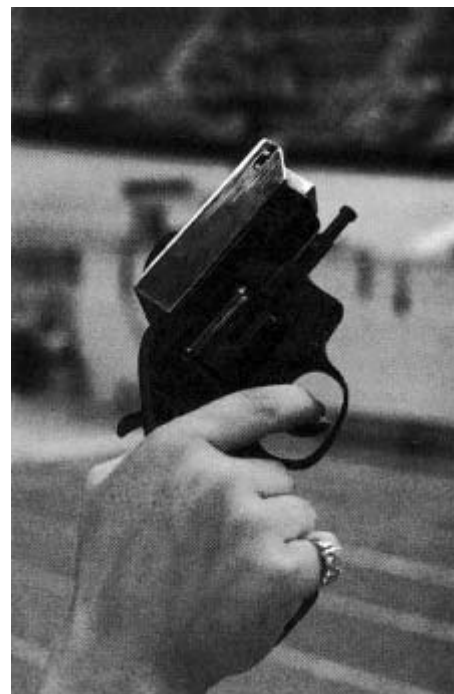
This continual building upon systems from Games to Games, however, never questions whether the systems being provided are what the ISFs and the news media really need. The assumption has been — incorrectly — that if there are no violent objections, the systems are satisfactory.

There has also been an attitude prevalent that it is up to the organizing committee to propose and for the federations and the media to object. Thus, if the organizing committee proposes more than is necessary, objections are rare. It is quite possible, therefore, that some systems are not necessary and their removal could result in reduced costs.

Perhaps it is time that those responsible for the Olympic Games answer the following questions:

1. What level of automation is required for any sport in its timing, measuring, displays, results collection, and compilation?
2. What services do the media need for the proper execution of their tasks? Are all the closed-circuit TV systems and telephone networks really necessary in their present form?

To answer these questions realistically will require that those responsible be involved in technical areas usually left to experts hired by the organizing committee. The involvement of the international sports federations and the media in this type of thinking, however, with the help of the many technical experts now available from Games in Montréal, Munich, Mexico, etc., could surely result in the specification of minimum needs for the guidance of future organizing committees.



Pistol used to start swimming events.

1975 Pre-Olympic Competitions

The objectives and organization of the International Competitions Montréal 1975 are described in chapter 5: Dress Rehearsals.

As the date of the start of these competitions approached, it became increasingly evident that the participation of the Technology Directorate was changing from an advisory role to a more direct one, due to the diverse backgrounds of the various organizing committees and their lack of experience in the auxiliary services normally

provided for a competition at this level. Other COJO departments found themselves involved in the same way, and the formation of an operations centre for grouping the representatives of each COJO department considerably helped in smoothing out some of the problems, such as who would provide what service, when, and where.

One major difficulty remained, as senior staff members of the Technology Directorate devoted more and more time to the planning and supervision of the 1975 competitions, sometimes to the detriment of development work for 1976. Overall, however, the experience gained outweighed the delays encountered.

Organizational Experience

With the events taking place one after another (sometimes several at once), services such as press, technology, transport, accreditation, and lodging were being provided in rapid succession.

The Technology coordinator had to ensure that all equipment was installed and working, that operational staff were available, adequately informed regarding competition schedules, and trained for the particular sport involved. Also, he had to ensure that accreditation, transportation, and lodging were available for his staff.

Thus, the first step was taken in setting up the organization as a prototype for the operations group in 1976.

Obviously it was not possible to provide all the equipment and staff planned for 1976. Some of the sites were still not ready and some of the systems not fully developed.



The International Competitions Montréal 1975 (CIM 75) provided COJO with the opportunity to test the various systems that would be used during the Olympics.

Operational Experience

For results, computer terminals, attached by data lines to remote computers, were used for the rowing, canoeing, modern pentathlon, and fencing. All computer programs worked and only one computer failure occurred.

Lessons learned were:

1. The systems speeded up results preparation for Sports personnel when they input the appropriate results data and let the computer do the calculation. When this was done correctly, results were produced within fifteen minutes after an event.
2. Backup systems in the event of computer failure could work reasonably quickly at a local site level, when combined with the computer output provided up to the time of failure.

Copying services were the main results services provided for most sports, and analysis showed the need for 1976 of:

- a) a coordinator to schedule and smooth out copier production where several results could occur simultaneously; and
- b) collators to meet the heavy demand for packages of results of the day's events. Doing this manually put a considerable burden on the operations staff.

Scoreboards

A mixture of manual and electronic boards was used in 1975.

1. Electronic Boards

With the limited memory capacity of some systems, extensive keying and use of paper tape was required. Errors were likely to occur as the operator tired. Systems were improved in 1976 to overcome these deficiencies.

When the Sports staff directed operators, errors were more likely to occur. To reduce such errors for 1976, message programmers would produce the message, read it to the operator, and verify it.

Additional people in control rooms did not expedite problem solving. It was, therefore, decided that for the Olympics, control rooms would be restricted to operating and technical staff.

2. Manual Boards

Operation of manual boards in 1975 demonstrated that:

- a) display of too much information requires more time to update the board and keep up with the competition;
- b) because of the volume of information, the board was not always readable; and
- c) attempts to improve readability by increasing board size increased costs.



A vital factor in every organization that deals with sports competition is that *all* personnel must be well-acquainted with their jobs, no matter how insignificant they may seem.

This manual scoreboard was moved by trailer to such sites as the cycling road courses.

Sound Systems

A combination of existing and temporary systems was used. Experience showed that:

- a) some existing systems did not function well and needed either balancing or improvement;
- b) acoustic problems called for considerable additional equipment;
- c) proper mixing and control over various source inputs was defined; and
- d) care was necessary in playing the right music at the right time and avoiding malfunctions.

Telecommunications

Paging System

The system worked well most of the time, and operators at the central message desk were very conscientious in trying to contact operating personnel via their paging devices (Bell Boys).

System deficiencies were:

- a) use for trivial demands resulting in annoyance on the part of the recipient, and a tendency to turn off the paging device;
- b) allocation of paging devices to personnel on the basis of status rather than operational need; and
- c) marginal operation of the system at more than 30 km from Montréal, or

when surrounded by large masses of concrete and steel.

Telephone Systems

These consisted of a combination of centrex lines (with local intercom capability), and hot lines.

The main lesson learned here was the need for on-site communications, particularly between key departments during competition.

Hot lines were installed between Sports and scoreboard control, and between Sports and sound control, for the coordination of scoreboard displays and announcements, and also to transmit vital competition information.

Radio Systems

Walkie-talkies were supplied primarily for personnel constantly on the move.

There were some drawbacks:

1. Noise level in the competition area disturbed competitors, officials, and spectators. This was corrected with headsets for 1976.
2. Trivial use of the system for unimportant messages.
3. Using the system for messages that could be transmitted by phone intercom.
4. Association of the possession of a walkie-talkie with status rather than operational need.

Timing

Few difficulties occurred in timing due to the experience of the Swiss Timing personnel.

Summary

There were considerable technical and operational problems, especially at the detail level, but their experience contributed greatly to the success of the Olympics. Not much was learned from the competitions later in the year, however, due to the limited personnel in the directorate and the need to get on with development for 1976. The time could thus have been better spent solving problems.



The international track meet presented in 1975 in Kent Park was a most useful exercise vis-a-vis the 1976 Olympics.

Training and Installation

The schedule for the personnel training and equipment installation was:

- January to April 1976: arrival and training of supervisory staff; and
- May to June 1976: arrival and training of operating staff; installation of equipment.

Training of Supervisory Staff

Most of the supervisory staff for the results and telecommunications networks were to be supplied by the Canadian Forces. And job descriptions at the supervisory level had been submitted earlier as part of the overall staffing plan using military assistance. These positions were rated as to levels of responsibility and difficulty, enabling production of a staff plan which showed the expertise necessary and the suggested rank for each position. The first group of forty that arrived at the beginning of January, 1976, were given a two-week course covering the Olympic Games in general, the role of COJO, a description of each sport, and the responsibilities of each department. Then the role of each Technology department, the methods of operation for each service, their interfaces within Technology and with others such as Sports and Press, were disclosed.

Finally, the results and telecommunications groups were divided equally and introduced to their own specific responsibilities. For example, regarding results, training covered data acquisition from Sports, entry and validation in the computer system, printing of output in the press centres, and distribution of results copies in the press stands and press rooms. The main press centre, broadcast centres, and the Olympic Village, which received results for all sports, required different training, as emphasis was on proper scheduling of copier operations and distribution of results to the clients of the system. These personnel were then given operator experience on the input terminals previously installed in COJO offices for system development and final testing. There they learned how to enter athlete registration data, create and enter a start list, and to update a start list to produce a result.

Training was also provided for the enquiry operation which allowed the retrieval of athlete information, and specific start lists and results from any site for any sport.

Telecommunications personnel were given a preview of the proposed telephone networks, the site radio networks, and the journalist message system. The supervisor also got a basic understanding of each system's operation, operator responsibilities, system controls for written messages and controls on payment for media services. Each telecommunications supervisor was responsible for a wide variety of services in the press centre or throughout the sites in the telephone and radio networks. It was important that he understand what service he was expected to provide, and the limits and controls on each service.

For supervisory staff operating out of results or telecommunications headquarters, training emphasis was on the operation of the main computer system, the coordination of all sites for maintenance by IBM and Xerox, the radio control for all networks (transport general fleet, VIPs, operations and executive fleet, site radio monitoring), and the central message area for the paging system.

Special training was also given those working in the main press centre as the service involved a large group for the production and distribution of results, and the transmission of written messages by telex and telecopier direct to their destinations.

The first supervisory personnel became directly involved with the operations units to produce detailed procedures and requirements by sport.

A representative of Technology was needed in the operations units and, due to the lack of trained and experienced personnel, it was decided to use the military. But due to limitations in military staff, however, the senior and more experienced officer was assigned to each site. In most cases this was the results supervisor.

This occasionally caused problems as the supervisor could not adequately cover both. Certainly, for the major sites, the functions of Technology supervisor and the supervisors of each technology service should have been kept separate.

Fortunately for the Olympic Stadium, it had been necessary to assign senior Technology personnel to this area to provide the supervision required.

Training continued in a similar manner for each group of military personnel. Arrivals occurring at one-month intervals allowed sufficient time for training and starting assignments between arrivals. But there were difficulties in handling this large staff, in allocating working space when the sites were not quite ready, and in continuing the supervision of one group while training the latest arrivals.

Supervisory personnel for other services, such as scoreboards, were now arriving and attended the general technology part of the training course. For timekeeping and measuring, no supervisors were necessary as Swiss Timing were providing an experienced operating team for each site. And the latter arrived in Montréal sufficiently ahead of time for system installation and start-up in readiness for the dress rehearsals late in June, 1976.

Training of Operating Staff

With the arrival of later groups of supervisors, training and working space became critical — about five hundred people had been added to a staff of less than one hundred. And competition sites were not ready for occupancy except for a few areas such as office space in Bromont (equestrian sports) and Kingston (yachting). Many sites in Montréal were being used during winter and spring for ice-hockey games, or by students at school or university, while the new sites, such as the Olympic Stadium, Pool, and Velodrome were still not ready.

Space to train staff was difficult to find on a short-term basis, especially for the large number expected. Fortunately, a new midtown development, *Complexe Desjardins*, was nearing completion, and the main press centre was installed in one of the office towers. Telecommunications and some results personnel were soon able to use this area for training and starting their various assignments. As the schools and universities finished their spring terms, one of the junior colleges became a training centre for the results group.

From mid-April to the beginning of July, close to 800 operating personnel were trained: only about 250 from mid-April to the end of May, but over 100 per week from then on. With such a large number, it was not possible to duplicate the detailed course given to the first groups. Nor could computer terminals be installed for hands-on classroom training. The terminals installed in the junior college were used for demonstration only, and, following classwork, operators received training on the larger number of terminals in the main press centre. It was thus possible to give each operator at least half a day of hands-on terminal experience.

Similar training programs were provided for telecommunications personnel at *Complexe Desjardins* and the COJO main office. For other operational staff like scoreboard operators, training took place at Technology headquarters. For each position, the work was broken down into a series of simple steps and the operator trained to follow them. They were also given operational procedures which listed these simple steps and described their duties.

Scoreboard operators were trained first in the general method of entry of messages. As the scoreboards differed by site, little further classroom training could be given except for a description of the various scoreboard systems. Most of the specialized hands-on training occurred on the competition site. Operators and programmers (who prepared and checked messages) were, however, trained in message composition, line and character limitations, and message presentation for readability and appearance.

Although it was possible for most operators to be trained on-site, the Olympic Stadium presented a problem. Due to delays in installation and system testing, operators and Conrac installation personnel found themselves working side by side, one trying to learn operational procedures, the other trying to test them. This situation was finally resolved, but operators had only ten days of training and message preparation time for the June dress rehearsal.

Installation

Installation had originally been planned for the three-month period March to May, 1976, thus spreading the work load. Unfortunately, this did not materialize and a large part had to be done in May.

As it was necessary now to install the equipment in a shorter period, suppliers had to either assign more personnel or have their crews work longer hours; *both* occurred in some cases. For suppliers installing similar equipment on many sites, work crews would move from site to site, installing copiers, terminals, and data telephone lines, usually having only sufficient time to set up the equipment, test it in operation, and proceed to the next site.

Under tight security, a technician moving from site to site is often an unknown quantity to site security personnel. He is subject to much closer scrutiny and delay than regular employees. Teams of such mobile technicians are, however, necessary and must be provided for in any security plans.

With the operations units arriving on site, and many observing for the first time how the technical systems worked, there were many requests for changes. Most of the major difficulties had been resolved and the changes demanded were usually for a different colored lamp on a scoreboard, or a slight change in operating procedure for results entry. Some operating groups were, however, just not satisfied with the system provided, but, since it was not possible at this stage to make major changes, ways were found to live with the systems within the restraints of their capabilities. It is certainly true that they generally worked during the Games, so most of these demands *did* come from a desire for perfection.

The installation phase and on-the-job training then began to move into the final countdown to the Games with its dry runs, dress rehearsals, and final checks. Most of the systems were reasonably operational for the main dress rehearsal at the end of June.



Bell Canada technicians installing Telecommunications equipment.

Final Countdown and Operations

Preparation for the dress rehearsal was largely repetitive training of computer operators and the preparation of the basic information to be used. Unfortunately, some of the information, such as scoreboard messages and results formats, conflicted with those being prepared for the Games, and there was consternation due to the doubling of work and the possible loss of time needed to get ready for the July 17 opening.

It also became evident during the rehearsal that individual groups and their operating staffs had been adequately trained, but according to certain assumptions about how a competition was to proceed. These assumptions, however, were not always consistent between groups, and operation under pressure of competition suffered until inter-group communications became more effective.

For example, priorities of the results group for athletics were different than those of the group for Scoreboard control, particularly for field events. The results branch was supposed to publish detailed results at the end of

the event, and scoreboard control to display short, simple messages showing the progress of the event. Finally, a system was devised where Sports could satisfy the needs of both independently, by two communication systems from the field.

With the end of the dress rehearsal came the beginnings of a cooperative rhythm among the COJO staff, and, after several years of preparation, the difficulties encountered, and the many long hours of work, the opening ceremony was for many an experience where emotions were difficult to control.



Results are distributed by a Girl Guide to the journalists' desks in Olympic Stadium.

The scoreboard system worked flawlessly, from the video displays of Queen Elizabeth opening the Games, to the display of messages for each country. The announcers overcame most delays and problems with the public address system, as the vibrant music reverberated through the assembled athletes and spectators on the afternoon of July 17, 1976. Through a giant step in modern technology, the progress of the Olympic Flame could be watched on the main scoreboards. The afternoon was complete!

It was afterwards difficult to get back to the everyday repetitive tasks associated with the running of a sports event, but everyone *did* and very little of note occurred to disturb the regular day-to-day rhythm. Though there were a few disturbing moments with equipment failures, none were obvious to those watching on the sites or at home on television.

Several of the problems backstage, however, and some of the main statistics are worth reporting for the benefit of future organizing committees. They are divided by department as normally presented in this report.

Results Operations

The first task was to enter athlete registration data from entry forms. Despite previous predictions of receiving about one quarter of this information early and the rest in the last two weeks, the first registrations were only received July 5. Nearly 4,000 of 7,355 were processed July 7 and 8, and most of the rest between July 9 and 13. For team officials, the situation was worse, with more than 2,500 processed July 14 and 15. The final count was 7,334 athletes, 2,885 team officials, and 114 countries. Following the departure of the African and some other countries, the count was 6,189 athletes, 2,661 team officials, and 93 countries.

The correct allocation of athlete numbers following the close of registration for a sport was an arduous task. And the final act of printing brochures by sport within the time left was not easy either. Despite these delays, plus a few late entries, the brochures were prepared in sufficient quantity to be delivered in a presentation kit before the end of the opening ceremony. The remaining deliveries were made July 18 and 19. About 75,000 participant brochures were printed and close to 35,000 kits of twenty-two brochures listing all athletes and officials were prepared.

The results system operation for the twenty-one sports met most of its original objectives during compe-

tion, producing results for the press within ten to fifteen minutes of the end of an event, publishing 5,000 individual results, and producing about 10,000,000 copies of these individual results. The latter figure was considerably lower than in previous Games because of the publication of the results newspaper twice daily. This publication was very popular with the news media, giving them all the results for every sport from the previous day and starting lists for the current day.

Despite some last minute changes, a few errors in printing plates, and variations in the scheduled numbers of pages, the newspaper appeared regu-

larly and on time. Twenty-nine editions were produced at two a day (except one day); 740 pages were edited, and more than 650,000 copies were produced with an average of about 23,000 per edition (30,000 morning and 14,500 evening).

There was a major edition on August 1, printed with all the final results by sport. It contained 48 pages and ran 75,000 copies.

The paper was delivered to forty-five points in the morning and twenty in the evening for circulation to one hundred and twenty locations with final distribution to individual readers from there.



Results sheets are placed in slots for journalists at a press subcentre. The messenger is a Girl Guide volunteer.

The final printing of results in brochures for each sport took place as planned. The brochures were delivered before 17:00 on the day of the closing ceremony. Presentation kits containing the brochures for all twenty-one sports were available for presentation to VIPs, officials, and press, one day later.

The number of brochures had to be increased by one-third (to 4,000) to satisfy the needs of the electronic press. In total, 142,000 results brochures were produced containing 1,718 different pages covering the twenty-one sports. The maximum number of pages in a brochure was 240 for swimming, the minimum 16 for archery. The minimum total production time was eight hours for producing the results on magnetic tape, delivery of the tape, electronic phototypesetting, lithographic plate production, printing, collating, and binding.

It would not have been possible to meet the necessary deadlines if the production work had not been staggered by producing the brochure for each sport as it ended.

Results Computer System Operation

Two IBM 370 Model 145s were used in the results operation, the first being available for development from March, 1975, and the second, with its extra memory capacity, delivered in May, 1976, to become the principal operations computer. During the final countdown, one computer was used for training and the other for final software modifications. The first volume tests of the system under load uncovered several software problems which had to be corrected.

Immediately after the tests, one system was reserved for registration, using the twelve terminals (IBM 3270s) in the Village, and the other was used for final operator training on the sites.

From July 15 at 04:30 all terminals were connected to the primary system, and, from that point on, the second system was only a backup and was never required because there were no breakdowns during the Games.

The small computer, used to take the results data from the main system, add it, and transmit it by data line to the press agencies, also operated without breakdown.

There were 290,000 software transactions processed, of which 105,000 were for data entry, 30,000 for worldwide distribution, 5,000 for local distribution, 75,000 for inquiries, and 75,000 mainly for servicing the application programs.

In an attempt to duplicate peak activity, the original simulated test of 1,750 transactions in an hour in May, 1976, had been repeated in June, when the rate of transaction processing climbed to 3,900 per hour and system difficulties were felt. Some 2,000 of these 3,900 transactions, however, were overhead transactions caused by the instability of the system. When the system was stabilized during the Games, a peak hour on July 27 from 15:00 to 16:00 with 1,740 transactions was observed. Only 450 of these were for system overhead.

There were only one hundred and twenty maintenance calls, and most were from sites and related to improper use of the printer on the IBM 3270 terminal.

Total staff was about 1,200, and the number of terminals 120, with 10 high-speed printers. The copying service used the following Xerox models: eight 3600s, seventy-six 7000s, fourteen 4000s, twelve 4500s, eighty-nine 3100s, and as backups, 97 Model 400 telecopiers and 41 Model 410 telecopiers.

Scoreboards

The Olympic Stadium boards, with their video capabilities, operated without too much apparent difficulty and boasted special message effects, three mini computers of 16K memory each, six special purpose screens and keyboard, and a host of video equipment to allow editing of live television signals of action in the stadium. There were some anxious moments behind the scenes, however, when inter-computer transmissions failed, or individual computer malfunctions required that the systems be reloaded and processing started afresh.

The only major malfunction was caused by rain getting into one board. This resulted in circuits burning out and required a full morning of repair work.

The board's video capabilities, including live television pictures and instant replays, put the onus on the

sports fraternity as to what should be shown. In long distance races, for example, the leader could see who was behind him by looking at the board. On other occasions, the distractions of the board took attention away from the competition itself, indicating the powerful attraction of living room television transferred to a large stadium.

The Olympic Pool system presented very few difficulties with its board of ten lines with thirty-three characters on each line connected to the timing system for automatic posting of times by lane, athlete name, and country, followed by automatic sorting to show the final order.

The system also contained a program especially for water polo, and programmed calculators for accumulation of points by a diver. Memory capabilities on disc allowed for storage of start lists and fifteen complete scoreboard messages.

For wrestling, the electronic board of eight lines by twenty-one characters, plus a running time sector, was 7.3 metres long and 4 metres high, driven by a microcomputer complete with two floppy disc drives, a screen, and a keyboard.


A similar system was used for boxing, and the only malfunction of note was an attempt (contrary to instructions) to illuminate the entire board at once which immediately blew all the fuses.

The electronic board for weightlifting was easy to operate, quick, efficient, and easily understood. The board was twenty lines of fifty-four characters each, and measured 6.52 metres long by 3.53 metres high.

The velodrome was equipped with an electronic board of seven lines by twenty-four characters, 8 metres long and 6 metres high. Controls were a minicomputer, screen and keyboard, high-speed papertape reader, and a teletype. The system had memory space for thirty messages. Timing information was displayed on a board with four faces high above the centre of the velodrome, showing the time of day and the running time.

The Claude Robillard Centre system for handball was the same as that used for wrestling and boxing.




 Jeux de la
 Olympe d'été
 Montréal 1976
 August 1976
 Organized by the
 CIO (Comité
 Montréal 1976)
 August 1, 1976

Sommaire quotidien 47
Daily Summary
Edition Finale

Résultats Yachting
Results Yachting

Classement	Nom du skipper	Temps	Points
1	É. BOUTIER	00:01:00:00	00:00
2	É. BOUTIER	01:00:00:00	00:00
3	É. BOUTIER	02:00:00:00	00:00
4	É. BOUTIER	03:00:00:00	00:00
5	É. BOUTIER	04:00:00:00	00:00
6	É. BOUTIER	05:00:00:00	00:00
7	É. BOUTIER	06:00:00:00	00:00
8	É. BOUTIER	07:00:00:00	00:00
9	É. BOUTIER	08:00:00:00	00:00
10	É. BOUTIER	09:00:00:00	00:00
11	É. BOUTIER	10:00:00:00	00:00
12	É. BOUTIER	11:00:00:00	00:00
13	É. BOUTIER	12:00:00:00	00:00
14	É. BOUTIER	13:00:00:00	00:00
15	É. BOUTIER	14:00:00:00	00:00
16	É. BOUTIER	15:00:00:00	00:00
17	É. BOUTIER	16:00:00:00	00:00
18	É. BOUTIER	17:00:00:00	00:00
19	É. BOUTIER	18:00:00:00	00:00
20	É. BOUTIER	19:00:00:00	00:00

Au Revoir de Montréal 1976
 Farewell Montréal 1976
 ПРОЩАНИЕ С МОНРЕАЛИ 1976

Rendez-vous à Moscou 1980
 Rendez-vous in Moscow 1980
 ДО СВИДАНИЯ В МОСКВЕ 1980



Spectators in the Olympic Stadium benefit from a giant view of the athletes with a video display on the scoreboard. Page proofs of a sports program are checked before printing.

Timekeeping and Measuring

Few difficulties occurred in time-keeping and measuring, the Swiss Timing team having had considerable previous experience with international and Olympic competitions. Problems that arose largely concerned construction and installation due to delays in the former and misunderstandings relative to the latter. Nadia Comaneci's perfect score of 10 points, however, went beyond the limits of 9.99 in the custom-built equipment, and the next Olympics will certainly stipulate that an additional figure be added. Other difficulties such as changes in rules for fencing by the *Fédération internationale d'escrime* required equipment changes, but this was completed before the Games started.

Although COJO relied heavily on Swiss Timing to take full responsibility, this charge was well placed and relieved the committee of many headaches.

Telecommunications

The telecommunications system enabled media, athletes, and officials to communicate among themselves in Montréal and also back to their homes. They were also provided with services linking all sites to administration and operating headquarters and with in-site communications relative to each sport.

For future organizing committees, the significant statistics for the operation of the various communications networks in Montréal can be found in Table A.

Sound Systems

This covered only the operations of sound systems on each site, and no other function was required during the Games. The development and installation have been covered in previous sections, particularly where difficulties in installation occurred.

Most of the activities during the Games related to proper synchronization of the system with the announcers. Allied to the proper scheduling of background music and national anthems, this was the main problem.

Other duties included the installation of temporary inputs such as field microphones.

There were no major operational difficulties.

Table A

Telephone

Directories required:
10,000 copies for all offices and competition sites

Telephone service for athletes and news media	Staff required		Telephone service	
	Team managers	Hostesses	International	Local
Montréal area	19	64	208	62
Outside Montréal	7	14	50	12

Use of telephones by competitors
June 26 to July 31, 1976 9,671 calls
From mid-July to end of Games 350-450 calls per day

Public information telephone system

Volume of calls received:
Three months prior to July 1976
average per day 3,000
July 1-10, average per day 10,000
July 10-17, average per day 12,500
July 17-24, average per day 13,800
July 24-31, average per day 10,600
Average length of call: 36.5 seconds

Telephones used on sites:

At Olympic Stadium 638
Average installed at other competition sites 100
At Olympic Village 1,800
(This included centrex, business, intercom, and hot-line circuits, about 10 percent of which were unrestricted for all out-of-town calls.)

Mobile radio

Radio-equipped cars:
for COJO staff 150
for IOC 14
for ambulances 12
Installation began in December, 1975,
and concluded in July, 1976

Operational hours of radio central:

to April 1976 13 hours a day, 5 days a week
April 5 to May 1 16 hours a day, 7 days a week
May 1 to July 31 24 hours a day, 7 days a week

Electronic paging

Operational hours:
January 7 to May 2, 1976 09:00 — 17:00, 5 days a week
May 3 to May 31 07:00 — 23:00, 7 days a week
June 1 to July 31 24 hours a day, 7 days a week

Staff:

Peak period 4 chiefs, 26 operators

Traffic:

To April 1976 40 calls a day
May up to 266 calls a day
June up to 1,264 calls a day
July 1 - 17 up to 1,700 calls a day
July 17 - 31 1,061 calls a day average
Calls were mainly for 300 members of operating staff

Table A (continued)

Paging devices issued:		
in Montréal area		1,035
outside Montréal		159 per site
Long distance devices issued		49
Radio Amateur service during the Olympics:		
Total contacts made for athletes worldwide		6,385
Number of countries contacted		110
Messages to the United States		45
Messages to other parts of Canada		452
Number of operators		68
Number of languages used		5
Written messages		
Athletes:		
Sent by telecopier from Olympic Village		698
Received and delivered at Olympic Village		24,615
Press message system:		
Methods: Telex/telegram and facsimile (telecopier)		
Messages sent from sites by messenger or telecopier to CN/CP Telecommunications for transmission abroad		
Hours of operation:		
Main press centre	June 24 — July 31, 24 hours a day	
Sites, competition days	competition period plus next four hours	
Sites, non-competition days	10:00 - 13:00	
Number of messages:		
Total		14,122
Daily average: facsimile		400
Daily average: Telex/telegraph		600
Average press message:		800 words
Total words transmitted		11,392,208
Destination of messages by continent:	Telex	Facsimile
North America	1,515	5,038
Europe	4,856	868
Asia	742	
Africa	81	
Caribbean	100	
Central America	491	7
South America	390	
Australia	34	
Peak hours:		
Telex from main press centre		17:00 - 19:00
Facsimile from competition sites and main press centre		16:00 - 20:00
Varied day to day		00:01 - 24:00
Facsimile messages by site:		
Olympic Stadium		1,242
Olympic Pool		501
Forum		424
Main press centre		2,169
Equipment used:		
Telex		125
Perforators		30
Telecopiers		220
Personnel:		
Supervisors		82
Operators and clerks		598

Closed-Circuit TV

Some of the problems in installing cable and TV sets in the press stands and offices are covered in previous sections. During the Games, the main responsibility was maintenance, although there were still some requests for TV sets in offices which could only be satisfied by moving ones already installed.

In all, 3,500 TV sets were installed on all sites, with 1,228 sets in the Olympic Stadium, 205 in the Pool, 157 in the Velodrome, 270 in the Forum, and 290 in the Village, the rest being distributed among the remaining site offices, and press centres.

Conclusions

Technology has become a very important factor in modern Olympic Games. To plan, develop, install, and operate the necessary systems require a considerable investment in time and money.

But time and/or money are not always available. Consequently, due to a lack of planning, systems have to be changed or augmented considerably to make them acceptable. Sometimes, where the needs are defined too late, as for telephone systems for Montréal, equipment is installed that is above and beyond the real needs of Olympic operations.

The experience of timekeeping and measuring in the 1976 Olympics demonstrated the advantage of having available a development team fully conversant with each sport's needs, with the knowledge of technical equipment, and operational experience with international sports events.

33

The Services Management Department, set up in November, 1974, had to organize and coordinate the services required on all competition sites to ensure the success of the immense spectacle the Olympic Games have become.

On its proper organization, its vigilance, and the quality of its personnel was based a vast mechanism, each element of which had to perform without malfunction. During the Games in Montréal as in other Olympic cities, the administration facilities required for each sports event had to be operational at the stipulated time, and the public was entitled to count on the sites being impeccably clean, on abundant food outlets, and on a diligent staff. The services needed by the entire Olympic family had to be available without question.

Nothing could be left to chance; it was, therefore, necessary that everything that had to be done be well defined and distributed. Here is what was involved:

- to recruit and train ushers and usherettes, ticket takers, and the staff manning the access points and those involved in crowd control; to train and, in cooperation with Security, supervise the night watchmen;
- to assist the sports directors by organizing administration services at competition and training sites as needed;
- to provide the services required by the competitors and team officials in locker rooms and training areas;
- to provide the manpower to handle furniture arriving and leaving Olympic facilities;
- to represent COJO in dealings with lessors and to see that the clauses of cleaning contracts, for example, were respected;
- to make sure that the Olympic facilities and ancillary buildings were kept neat and clean;

- to oversee the use of the assigned parking lots;
- to cooperate with Security in applying the emergency plan in unforeseen circumstances; and
- to estimate the number of employees required as well as the means of training them.

During the six months of the International Competitions Montréal 1975 (CIM 75), the Services Management director and four assistants had to organize and experiment with a structure on a reduced scale.

Planning

After CIM 75, it was reckoned that the Services administration and technical employees posted to each competition site would be most effective if integrated into the operations units (UNOPs).

One UNOP would be assigned to each competition site and be autonomous in quickly solving problems arising during ordinary operations. At the same time, it was considered necessary that a multipurpose flying squad be trained to deal with unforeseen situations requiring extraordinary action.

The department was set up to operate in five specific areas:

- a) Olympic Park;
- b) Montréal;
- c) other Olympic cities;
- d) cleaning and the flying squad; and
- e) modern pentathlon.

The whole operation was entrusted to 24 managers: 22 posted to the competition and training sites, 1 to modern pentathlon, and 1 to head the flying squad to assure its proper operation. In addition, the services that this manager would dispense would be common to all UNOPs. In some cases, he could call in special cleaning services and engage them after calling for tenders. His job included the purchasing of the cleaning materials and products used, from vacuum cleaners to a cake of soap.

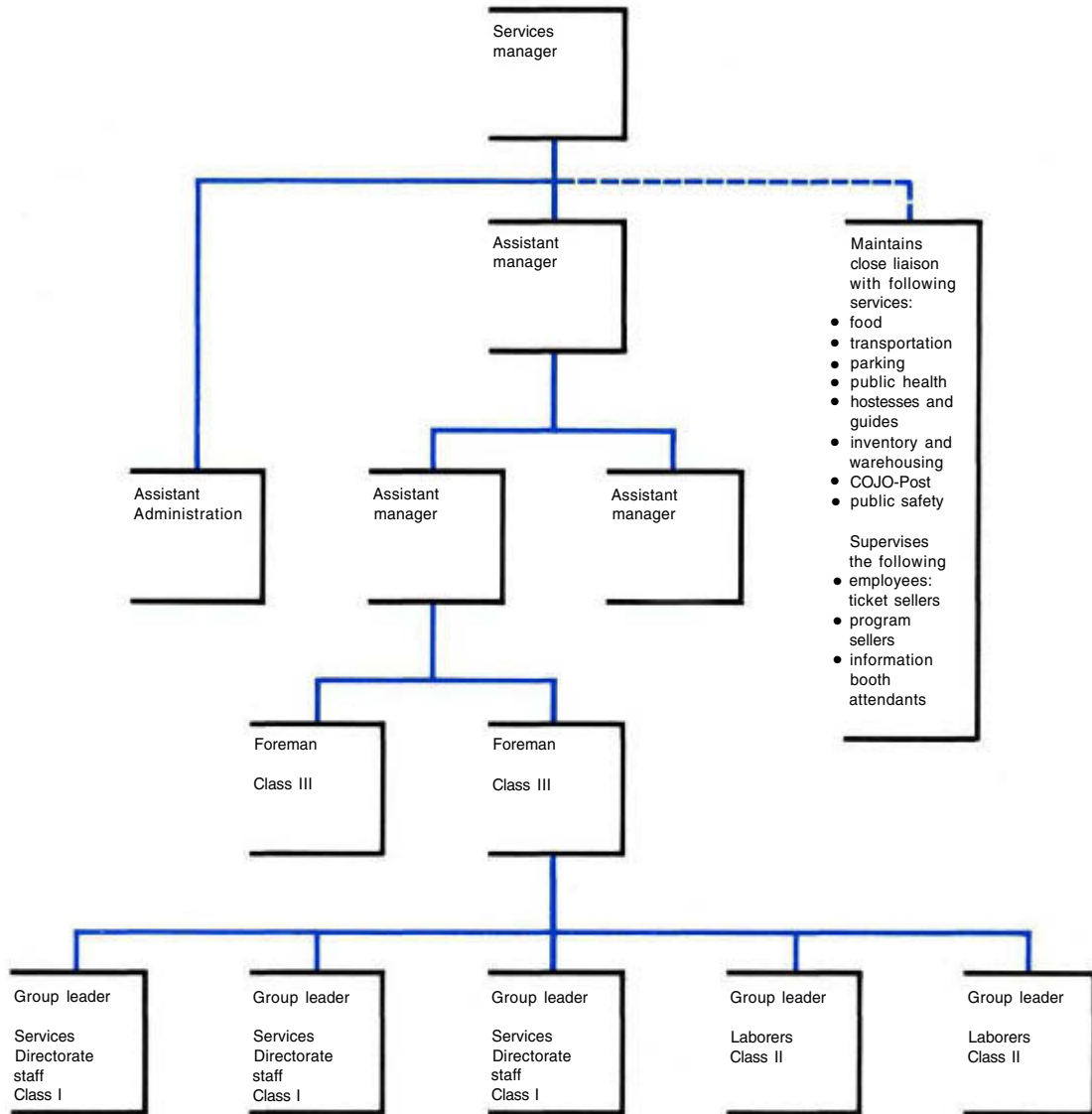
The operations of the 24 managers were coordinated by a services director.

Most of the functions indicated on the organization chart need no explanation. But two of them — control at access points, and crowd control — are, however, peculiar to large events (see Table A).



Courteous, yellow uniformed ushers and usherettes welcomed spectators in all competition sites with smiling faces.

Table A
Services Management organization chart
 for a competition site



Foreman Class III

Supervises and coordinates special jobs to be done by his crew. With the assistance of group leaders, oversees five to six groups of Services Directorate employees or laborers. Takes part in group training. Assists with the preparation of work schedules.

Laborers Class II

Under the leadership of a foreman, laborers are responsible for performing tasks assigned by their group leaders; assignments connected with installation, maintenance, or any other job relating to a site or event such as maintenance, garbage disposal, matériel handling, and vehicle and equipment operation.

Staff Class I

Under the supervision of a foreman, staff is responsible for performing tasks assigned by group leaders such as crowd control, access control, parking supervision, supervision in the ladies' restrooms, typing, general assistance, ushering and ticket taking.

Site manager

The site manager was responsible for all services available to spectators, athletes, and to everyone in any way connected with a competition, except those already provided by a particular department.

Control at Access Points

The access points were classified as follows: the public, dignitaries, athletes, officials and their staffs, the press, COJO staff, and suppliers.

Control employees were posted at the entrances used by holders of accreditation cards or passes. Located at all competition and training sites, they had to be well trained far enough in advance to be able to distinguish the various categories of cards at a glance, and to be well acquainted with the privileges and limitations associated with them. Most were students.

Crowd Control

Those assigned to crowd control devoted themselves to channelling the movement of spectators to keep traffic flowing. When incidents occurred, they assisted the security services.

Staff

At the beginning of 1976, full-time staff numbered 109, but it was estimated that 6,350 short-term employees would have to be hired, and this included a reserve of 5 percent.

By May 15, 1976, Services Management had hired 6,114 support staff using stipulated criteria and hiring practices.

Staff Training

The services managers cooperated with the staff training and integration centre. Integration was in three stages:

- a) general integration into COJO;
- b) integration into the work site and operations unit; and
- c) integration into the job.

The rate of integration was geared to the recruiting rate.

During the second stage, new employees were introduced to the sports scheduled to be played on the sites to which they were posted, and they were also made aware of the security measures to be taken in case of emergency.

Integration into the specific job was conducted by senior staff (including foremen and group leaders) from June 20 to 22 on all the Olympic sites. This enabled the employees to become familiar with the facilities.

On June 30, senior staff met to correct any deficiencies that had appeared during the dress rehearsal June 26-29. And, in the days that followed, Services Management circulated supplementary documents to its staff including a poster describing all the accreditation cards; instructions concerning the general disposition of the staff in its relations with the public; and details of the access points and protected zones and of the evacuation plan in case of emergency.

Staff Control

Each staff member was listed in a register established for each site and all data concerning him, as well as his working timetable, were kept there. The group leaders completed a time sheet each day, and, with the possibility of confusion due to varying hours and staff mobility, this time sheet served as a supplementary control.

The working hours for the short-term staff were established each week by the group leaders, foremen, and services manager, and each employee was given a card containing the schedule for the week. In addition, every day the services managers and their assistants had to prepare a report on staff availability for the Services Management control centre.

Operations Control

Starting in May, 1976, Services Management operations were controlled from a departmental centre, and the Services Management director or his assistants made sure that at least one of them was in the main operations centre daily from 07:00 to 24:00. Their role consisted of supplying a daily report on attendance at the training sites, the flow of spectators, the availability of the flying squad, and incidents in general. The director passed on such information to the operations centre.

Problems not solved at the UNOP were at once referred to the control centre which took the necessary action to correct them. If a problem concerned other departments as well, it was referred to the operations centre immediately.

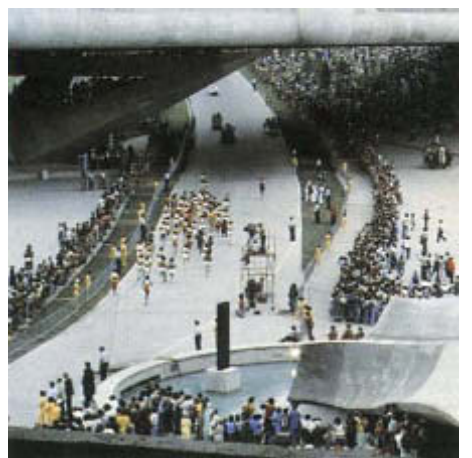
From June 21 until August 1, the Services Management control centre was in operation 24 hours a day.

A statement of available staff was prepared each morning by the head of administration. And, at 19:00 each day, the assistant director of Maintenance prepared a report on cleaning activities and the work of the flying squad, at the same time indicating staff availability for the next day.

Most of the reports were received between 19:00 and 24:00. At the end of each competition day, the one in charge of the control centre informed the Montréal Urban Community Transit Commission (MUCTC) of everything concerning the competitions taking place in Montréal the next day: when the doors would open to the public, the schedule of events, the approximate times the crowds would be leaving, and the likely traffic flow. Every evening the Ticket Department advised Services Management how many tickets had been sold for each competition site and made a prediction for the next day. Duplicates of these reports were sent to the security control centre and to the Olympic Park food outlets.

Olympic Park

In view of the importance of Olympic Park, which contained the stadium, swimming pool, velodrome, Maurice Richard Arena, and the Pierre Charbonneau Centre (formerly the Maisonneuve Sports Centre), a manager was appointed in January, 1976, to coordinate the services common to the five facilities and the training areas associated with them. These facilities were independent of one another, but this step was taken nevertheless because they were grouped together in the same area.



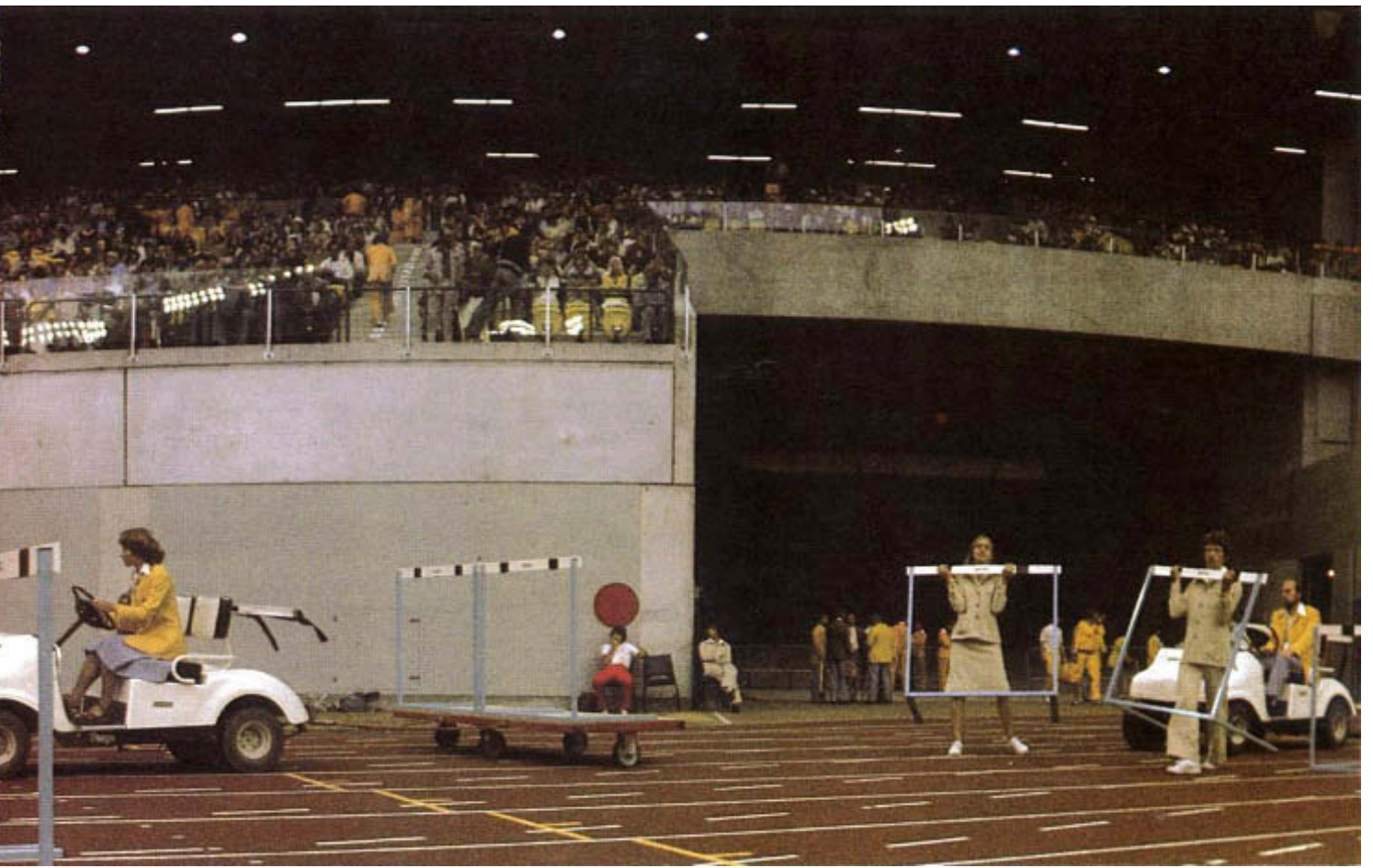


Table B
Attendance by site

Site	Protocol			Press			
	Total events	Seats allocated	Seats used	Occupancy %	Seats allocated	Seats used	Occupancy %
Olympic Park							
Olympic Stadium	29	49,621	14,104	28.4	45,844	41,004	89.4
Olympic Pool	28	7,966	2,453	30.8	15,376	11,287	73.4
Olympic Velodrome	18	4,320	1,581	36.6	7,218	1,348	18.8
Maurice Richard Arena	29	15,743	3,855	24.5	11,039	3,924	35.5
Pierre Charbonneau Centre	16	3,040	702	23.1	2,816	1,275	45.3
	120	80,690	22,695	28.1	82,293	58,838	71.5
Sites in Montréal							
Olympic Basin, Notre Dame Island	15	4,920	635	12.9	7,920	2,015	25.4
Claude Robillard Centre (pool)	8	1,080	76	7.3	800	340	42.5
(covered stadium)	8	1,232	169	13.7	832	401	48.2
Étienne Desmarteau Centre	21	4,788	1,356	28.3	3,402	2,096	61.6
St. Michel Arena	17	3,434	371	10.8	2,210	583	26.4
Forum	24	11,040	6,072	55.0	16,174	10,667	66.0
Paul Sauvé Centre	20	4,460	1,169	26.2	2,700	966	35.8
Winter Stadium, University of Montréal	19	3,895	639	16.4	2,698	1,103	40.9
Molson Stadium, McGill University	22	3,520	1,001	28.4	3,960	878	22.2
Fairview Circuit	1	80	80	100.0	177	140	79.1
Mont Royal Circuit	1	180	152	84.4	200	200	100.0
	156	38,629	11,720	30.3	41,073	19,389	47.2
Sites outside Montréal							
Olympic Shooting Range, L'Acadie	7	224	133	59.4	420	390	92.8
Olympic Equestrian Centre, Bromont	10	5,384	1,203	22.3	1,880	488	26.0
Olympic Archery Field, Joliette	8	1,200	166	13.8	440	131	29.8
Sherbrooke Stadium	3	504	22	4.4	381	54	14.2
Sherbrooke Sports Palace	5	600	155	25.8	425	139	32.7
PEPS, Laval University, Québec	5	560	165	29.5	245	150	61.2
Varsity Stadium, Toronto	5	1,245	57	4.6	240	171	71.3
Lansdowne Park, Ottawa	4	832	125	15.0	264	170	64.4
	47	10,549	2,026	19.2	4,295	1,693	39.4
Totals	323	129,868	36,441	28.1	127,661	79,920	62.6



Assignments included crowd control, parking lot management, cleaning of premises, installation of equipment, working with Security in special circumstances, and setting up a night watchman service.

In June, 1976, one month before the Games, the Olympic Park services manager had to assume the added responsibility of managing the 450-seat staff cafeteria, which had been established earlier for the construction workers.

Crowd Control in Olympic Park

In March, 1976, Services Management made a study of probable crowd movement in Olympic Park during the Games. It then appeared that the peak flow would be between 17:00 and 19:00. The National Research Council of Canada helped COJO prepare an exhaustive plan to cope with this flow.

Sports			Public			Total attendance		
Seats allocated	Seats used	Occupancy %	Seats on sale	Seats used	Occupancy %	Seats available	Total spectators	Occupancy %
48,662	35,323	72.6	1,955,486	1,398,236	71.5	2,099,613	1,488,667	70.9
14,218	9,899	69.6	220,598	196,344	89.0	258,158	219,983	85.2
5,226	2,151	41.2	119,676	102,045	85.3	136,440	107,125	78.5
8,265	4,657	56.3	158,390	133,996	84.6	193,437	146,432	75.7
5,840	3,725	63.8	32,112	23,645	73.6	43,808	29,347	67.0
82,211	55,755	67.8	2,486,262	1,854,266	74.6	2,731,456	1,991,554	72.9
12,450	1,401	11.3	433,860	90,200	20.8	459,150	94,251	20.5
1,800	528	29.3	18,184	13,399	73.7	21,864	14,343	65.6
1,152	414	35.9	34,312	27,042	78.8	37,528	28,026	74.7
3,864	1,723	44.6	83,454	78,450	94.0	95,508	83,625	87.6
3,213	408	12.7	37,451	33,275	88.8	46,308	34,637	74.8
5,416	5,486	101.3	369,608	355,158	96.1	402,238	377,383	93.8
2,400	6,291	262.1	84,920	77,959	91.8	94,480	86,385	91.4
3,192	1,448	45.4	33,307	24,817	74.5	43,092	28,007	65.0
5,280	2,390	45.3	390,368	98,427	25.2	403,128	102,696	25.5
			1,887	1,887	100.0	257	220	85.6
						2,267	2,239	98.8
38,767	20,089	51.8	1,487,351	800,614	53.8	1,605,820	851,812	53.0
595	48	8.1	23,000	7,496	32.6	24,239	8,067	33.3
1,200	520	43.3	220,609	147,431	66.8	229,073	149,642	65.3
480	112	23.3	19,560	12,502	63.9	21,680	12,911	59.6
144	35	24.3	29,304	13,173	44.6	30,333	13,284	43.8
455	119	26.2	22,310	8,511	38.1	23,790	8,924	37.5
440	119	27.0	17,645	10,630	60.2	18,890	11,064	58.6
250	46	18.4	106,520	83,657	78.5	108,255	83,931	77.5
256	44	17.2	118,912	63,642	53.5	120,264	63,981	53.2
3,820	1,043	27.3	557,860	347,042	62.2	576,524	351,804	61.0
124,798	76,887	61.6	4,531,473	3,001,922	66.2	4,913,800	3,195,170	65.0

After the dress rehearsal, the plan was revised to better synchronize the coming and going of the public. The ticket format (15.2 x 7 cm) and the requirement that a perforated corner be torn off were found to complicate the handling of the tickets at the turnstiles by slowing down the rate of admissions. Instead of the 750 admissions per half-hour, the rate was reduced to 600. And where an attendance of 50,000 had been expected per event, this was revised upward to 70,000, which required a 15 percent increase in the number of turnstiles.

The crowd could be cleared out in half-an-hour. And, what was vital, those leaving did not have to mingle with those arriving for another event! At the stadium, it was found during the first two days of the Games, that the departure of spectators could be speeded up by using two levels for exiting — the street level and the promenade level — which served to immediately ease the flow of traffic inside the park despite the tight schedule.

One incident did occur on July 31, the last day of athletics competition: Greg Joy of Canada won a silver medal in the men's high jump and the enthusiastic crowd did not want to leave the stadium! Outside, 60,000 persons waited impatiently in fine rain. Finally, the football match scheduled as the last event of the day was able to start — 15 minutes late — and 300 spectators from the previous event remained in the stadium.

On the whole, public transport, because of constant cooperation between the MUCTC and the Olympic Park service manager, operated well and was able to accommodate the arrival and departure flow of the crowds as required.



Table C

Attendance by sport

Sport and site	Total events	Protocol			Press		
		Seats allocated	Seats used	Occupancy %	Seats allocated	Seats used	Occupancy %
Athletics							
Olympic Stadium	15	24,600	7,184	29.2	23,820	28,095	117.9
Rowing							
Olympic Basin, Notre Dame Island	7	1,912	221	11.6	3,696	1,250	33.8
Basketball							
Étienne Desmarreau Centre	21	4,788	1,356	28.3	3,402	2,096	61.6
Forum	6	2,760	1,862	67.5	4,038	3,645	90.3
	27	7,548	3,218	42.6	7,440	5,741	77.1
Boxing							
Maurice Richard Arena	24	13,968	3,612	25.9	9,864	3,478	35.3
Forum	1	460	384	83.5	695	575	82.7
	25	14,428	3,996	27.7	10,559	4,053	38.4
Canoeing							
Olympic Basin, Notre Dame Island	8	3,008	414	13.8	4,224	765	18.1
Cycling							
Olympic Velodrome	6	1,440	882	61.3	2,406	706	29.3
Fairview Circuit	1	80	80	100.0	177	140	79.1
Mount Royal Circuit	1	180	152	84.4	200	200	100.0
	8	1,700	1,114	65.5	2,783	1,046	37.6
Fencing							
Winter Stadium, University of Montréal	18	3,690	615	16.7	2,556	1,045	40.9
Football							
Olympic Stadium	11	18,040	1,949	10.8	15,048	6,387	42.4
Sherbrooke Stadium	3	504	22	4.4	381	54	14.2
Varsity Stadium, Toronto	5	1,245	57	4.6	240	171	71.3
Lansdowne Park, Ottawa	4	832	125	15.0	264	170	64.4
	23	20,621	2,153	10.4	15,933	6,782	42.0
Gymnastics							
Forum	12	5,520	2,952	53.5	8,076	5,050	62.5
Weightlifting							
St. Michel Arena	17	3,434	371	10.8	2,210	583	26.4
Handball							
Claude Robillard Centre	8	1,232	169	13.7	832	401	48.2
Sherbrooke Sports Palace	5	600	155	25.8	425	139	32.7
PEPS, Laval University, Québec	5	560	165	29.5	245	150	61.2
Forum	1	460	360	78.3	673	110	16.3
	19	2,852	849	29.8	2,175	800	36.8
Hockey							
Molson Stadium, McGill University	22	3,520	1,001	28.4	3,960	878	22.2
Judo							
Olympic Velodrome	12	2,880	699	24.3	4,812	642	13.3
Wrestling							
Pierre Charbonneau Centre	16	3,040	702	23.1	2,816	1,275	45.3
Maurice Richard Arena	5	1,775	243	13.7	1,175	446	38.0
	21	4,815	945	19.6	3,991	1,721	43.1
Swimming							
Olympic Pool	28	7,966	2,453	30.8	15,376	11,287	73.4
Claude Robillard Centre	8	1,080	76	7.3	800	340	42.5
	36	9,046	2,529	28.0	16,176	11,627	71.9
Modern Pentathlon							
Olympic Stadium	**	**	**	**	**	**	**
Olympic Pool	***	***	***	***	***	***	***
Winter Stadium, University of Montréal	1	205	24	11.7	142	58	40.8
Olympic Shooting Range, L'Acadie	1	32	25	78.1	60	70	116.7
Olympic Equestrian Centre, Bromont	2	1,064	77	7.2	376	75	19.9
	4	1,301	126	9.7	578	203	35.1
Equestrian Sports							
Olympic Equestrian Centre, Bromont	8	4,320	1,126	26.1	1,504	413	27.5
Olympic Stadium	1	2,327	933	40.1	1,368	2,174	158.9
	9	6,647	2,059	31.0	2,872	2,587	90.1

Sports			Public			Total attendance		
Seats allocated	Seats used	Occupancy %	Seats on sale	Seats used	Occupancy %	Seats available	Total spectators	Occupancy %
25,170	22,560	89.6	1,012,485	786,042	77.6	1,086,075	843,881	77.7
5,810	626	10.8	202,852	55,025	27.1	214,270	57,122	26.7
3,864 1,344	1,723 1,322	44.6 98.4	83,454 95,832	78,450 90,257	94.0 94.2	95,508 103,974	83,625 97,086	87.6 93.4
5,208	3,045	58.5	179,286	168,707	94.1	199,482	180,711	90.6
6,840 264	4,147 125	60.6 47.3	130,080 16,701	111,772 16,853	85.9 100.9	160,752 18,120	123,009 17,937	76.5 99.0
7,104	4,272	60.1	146,781	128,625	87.6	178,872	140,946	78.8
6,640	775	11.7	231,008	35,175	15.2	244,880	37,129	15.2
906	797	88.0	37,128 1,887	34,030 1,887	91.7 100.0	41,880 257 2,267	36,415 220 2,239	67.0 85.6 98.8
906	797	88.0	39,015	35,917	92.1	44,404	38,874	87.5
3,024	1,380	45.6	31,554	24,517	77.7	40,824	27,557	67.5
18,458 144 250 256	7,045 35 46 44	38.2 24.3 18.4 17.2	744,920 29,304 106,520 118,912	420,997 13,173 83,657 63,642	56.5 44.6 78.5 53.5	796,466 30,333 108,255 120,264	436,378 13,284 83,931 63,981	54.8 43.8 77.5 53.2
19,108	7,170	37.5	999,656	581,469	58.2	1,055,318	597,574	56.6
2,688	3,318	123.4	179,088	172,359	96.2	195,372	183,679	94.0
3,213	408	12.7	37,451	33,275	88.8	46,308	34,637	74.8
1,152 455 440 224	414 119 119 240	35.9 26.2 27.0 107.1	34,312 22,310 17,645 14,871	27,042 8,511 10,630 14,300	78.8 38.1 60.2 96.2	37,528 23,790 18,890 16,228	28,026 8,924 11,064 15,010	74.7 37.5 58.6 92.5
2,271	892	39.3	89,138	60,483	67.9	96,436	63,024	65.4
5,280	2,390	45.3	390,368	98,427	25.2	403,128	102,696	25.5
4,320	1,354	31.3	82,548	68,015	82.4	94,560	70,710	74.8
5,840 1,425	3,725 510	63.8 35.8	32,112 28,310	23,645 22,224	73.6 78.5	43,808 32,685	29,347 23,423	67.0 71.7
7,265	4,235	58.3	60,422	45,869	75.9	76,493	52,770	69.0
14,218 1,800	9,899 528	69.6 29.3	220,598 18,184	196,344 13,399	89.0 73.7	258,158 21,864	219,983 14,343	85.2 65.6
16,018	10,427	65.1	238,782	209,743	87.8	280,022	234,326	83.7
** ***	** ***	** ***	** ***	** ***	** ***	** ***	** ***	** ***
168 85 240	68 8 35	40.5 9.4 14.6	1,753 2,000 60,000	300 1,264 15,774	17.1 63.2 26.3	2,268 2,177 61,680	450 1,367 15,961	19.8 62.8 25.9
493	111	22.5	63,753	17,338	27.2	66,125	17,778	26.9
960 1,678	485 1,842	50.5 109.8	160,609 67,033	131,657 55,950	82.0 83.5	167,393 72,406	133,681 60,899	79.9 84.1
2,638	2,327	88.2	227,642	187,607	82.4	239,799	194,580	81.1

Table C (continued)
Attendance by sport

Sport and site	Total events	Protocol			Press		
		Seats allocated	Seats used	Occupancy %	Seats allocated	Seats used	Occupancy %
Archery Olympic Archery Field, Joliette	8	1,200	166	13.8	440	131	29.8
Shooting Olympic Shooting Range, L'Acadie	6	192	108	56.3	360	320	88.9
Volleyball Paul Sauvé Centre	20	4,460	1,169	26.2	2,700	966	35.8
Forum	4	1,840	514	27.9	2,692	1,287	47.8
	24	6,300	1,683	26.7	5,392	2,253	41.8
Ceremonies Olympic Stadium — Opening	1	2,327	2,331	100.2	2,804	2,174	77.5
Closing*	1	2,327	1,707	73.4	2,804	2,174	77.5
	2	4,654	4,038	86.8	5,608	4,348	77.5
Totals	323	129,868	36,441	28.1	127,661	79,920	62.6

*The statistics for the Grand Prix des Nations final are included here.

**Included with football game statistics of July 22, 1976.

***Included with swimming event 1 statistics of July 21, 1976.



Sports			Public			Total attendance		
Seats allocated	Seats used	Occupancy %	Seats on sale	Seats used	Occupancy %	Seats available	Total spectators	Occupancy %
480	112	23.3	19,560	12,502	63.9	21,680	12,911	59.6
510	40	7.8	21,000	6,232	29.7	22,062	6,700	30.4
2,400	6,291	262.1	84,920	77,959	91.8	94,480	86,385	91.4
896	481	53.7	63,116	61,389	97.3	68,544	63,671	92.9
3,296	6,772	205.5	148,036	139,348	94.1	163,024	150,056	92.0
1,678	1,731	103.2	65,524	67,050	102.3	72,333	73,286	101.3
1,678	2,145	127.8	65,524	68,197	104.1	72,333	74,223	102.6
3,356	3,876	115.5	131,048	135,247	103.2	144,666	147,509	102.0
124,798	76,887	61.6	4,531,473	3,001,922	66.2	4,913,800	3,195,170	65.0

Yachting

Kingston:
The nature of the sport and the competition location made it virtually impossible to produce totally accurate attendance figures, but the following will serve as an indicator in those

situations where control was exercised: opening ceremony, 6,800; closing ceremony, 7,300; paying spectator boats, 2,078; VIP boats, 2,685; Marina promenade, 171,623, Grand Total, 190,486.

Grand Prix des Nations

The *Grand Prix des Nations* is traditionally the last equestrian event, and the final Olympic competition before the closing ceremony. In Montréal it was staged August 1. In preparation for it, the horses and equipment had to be brought to Montréal from the equestrian centre at Bromont and housed near the Olympic Stadium. The Transport Department service trucks were loaded and unloaded by the flying squad in 50 operations between 01:00 and 07:00 July 28, 29, and 30. The equipment was kept on the Municipal Golf Course, 300 metres from the Olympic Park until the night of July 31, when the equipment was transferred to the stadium and set up for use the next day.

The interval between the conclusion of the *Grand Prix des Nations* and the beginning of the closing ceremony was only twenty minutes. During that time, the jumping equipment and matériel had to be removed, the track cleaned after the passing of the horses, and the surface of the infield prepared for the ceremony to follow. It was a race against the clock that had been practised 10 times the night before (July 31).

As a result, the dismantling of the equestrian facilities and the clean up were completed in 15 minutes that August 1.

Modern Pentathlon

The modern pentathlon events had to be staged July 18 to 22 on five different sites, and there were nine training sites available, some 80 km from the Olympic Village.

The services manager assigned to modern pentathlon had the complicated job of maintaining liaison between the sports director and the various sections of the Services Directorate, which demanded constant vigilance and coordination.

The Flying Squad

Special attention had to be focused on the flying squad whose range of activities and mobility proved valuable in the skillful handling of last-minute problems. Its 100 members in Montréal supplied 52,140 hours of work from June 6 until August 1, and it was on call for service at all hours of the day and night.

The flying squad participated in:

- the development of facilities;
- setting up and dismantling the marathon, walk, and cycling courses, as well as the obstacles for the *Grand Prix des Nations*;
- caretaking;
- crowd control at ticket windows;
- cleaning operations;
- unloading Warehousing Department trucks; and
- dismantling the competition sites.

Commentary

The complex mechanism created by Services Management operated without a hitch. And since it could only be in operation from four to five weeks, there was no opportunity to polish the organization: it had to depend on a minutely detailed plan put in motion by an enthusiastic staff who were ready for anything. Everyone performed unstintingly.

34

The staging of Olympic Games under optimum conditions demands a comprehensive health care program designed to keep the athlete competing at his physical best.

During the Montréal Games, the Olympic Village housed more than 9,000 competitors and team officials who might, at any time, require a variety of specialized medical services. Even if the host city is already equipped with the best medical facilities available, the organizing committee must be ready to meet the specific needs of this influx of unique human beings — the best group of athletes in the world.

While the men and women of Games calibre appear to have limitless physical endurance and ability, even a minor indisposition or slight accident could conceivably destroy years of sacrifice and, as a side effect, cast a pall over the world's most spectacular sports event.

But the responsibilities of the organizing committee are not limited to the medical problems of athletes alone. For fifteen activity-filled days, millions of spectators flock to competition sites, and their needs must be met with emergency clinics staffed by competent medical and paramedical personnel.

Planning

Fully aware of the importance of health matters in its organizational planning, COJO wasted little time, recruiting plans were drawn up soon after Montréal was awarded the Games, and the first steps taken toward the establishment of an efficient health care service.

A three-man observer team attended the Munich Games to study the services provided there. And, in 1973, a twelve-member advisory medical committee met in Montréal for the first time. It had a specific goal: to determine the medical services to be offered during the 1976 Games.

In the autumn of 1973, COJO created a Health Department as part of the Services Directorate. It consisted of a small full-time staff initially but was built up gradually, with responsibility for planning and managing the health service operations.

In mid-May, 1976, the staff began to undergo a marked evolution: from 20 people on May 15, to 200 on June 4, 1,280 on July 14, 200 on August 2, and 6 on August 6.

During the Games, Health Department personnel would have been sufficient to care for a city of 100,000 (see Table A for total staff). Because the first athletes arrived in mid-June to take part in dress rehearsal activities, some clinics had to be opened earlier than planned. In most cases, however, the clinics were ready two weeks before the Games.

The Role of the Department

At the outset, the Health Department had a fourfold mandate:

- a) to provide complete health care service to the Olympic family except journalists;
- b) to render first aid to spectators and journalists at competition and training sites;
- c) to collect, transport, and analyze urine samples required for doping control; and
- d) to make femininity tests.

In practice, however, additional tasks fell to the Health Department aside from veterinary services. This was the treatment of COJO personnel, a service not called for in the initial plans. And, as far as journalists were concerned, what started out as elementary first-aid service, developed into a more comprehensive health program simply because of need.

Because medical care was primarily intended to allow a competitor to continue, priority was given to athletes not yet eliminated from competition. It must be clearly understood, however, that the Health Department doctor was there only to treat and advise competitors: in no case could he require an athlete to quit a competition, no matter how serious his injury might be. Such a decision could only be made either by the athlete's team physician or by the doctor of the international sports federation concerned, in accordance with the rules of the various sports. In reality, the question only arose in the combat sports.

The Health Department was also in charge of distributing medical supplies. Further, it inspected medical facilities located in hotels and airports, and checked that athletes had the proper information regarding immunization requirements for entering Canada. It also monitored the coordination of sanitation measures implemented by municipal, provincial, and federal authorities.

During the two years which preceded the Games, members of the Health Department met on several occasions with representatives of national sports federations to keep them up-to-date on the state of preparations to be sure that real needs were being met. Constant contact was also maintained with the international sports federations and the national Olympic committees.

Taking precautions against virtually every eventuality, an offer was accepted from the federal government to permit the use of special isolation units for treating individuals with contagious diseases. They were located in the National Defence Medical Centre in Ottawa.

Medical Facilities

The facilities for the Games included clinics for athletes and spectators; a polyclinic at the Olympic Village; and medical services at Kingston and Bromont.

Each competition and training site had an athletes' clinic and one or more for spectators. The former also housed a doping control station. Equipment provided varied according to the sport, the number of athletes, and how long the site was used. And each site had a senior medical officer (SMO) in charge of a staff which could include administrative personnel, nurses, medical assistants, physiotherapists, etc. Athletes' clinics, naturally, had more complex equipment than those for the spectators.

Specialized therapists and doctors administered aid which would help the athlete return to competition. In serious cases, they were removed to the polyclinic or the nearest hospital.

SMOs were responsible for medical decisions on their sites and for those sports in which they might have been particularly qualified. Problems which occurred of an administrative or technical medical nature on all sites which could not be resolved on the spot, however, had to be referred to the medical coordination centre, which was the final authority in such matters.



Table A

The Health Department staff consisted of 1,280 employees as follows:

St. John Ambulance Brigade	350
Clerk-typists	13
Messengers	22
Dentists and assistants	35
Management	6
Entomologists	1
Nurses and assistants	38
Site medical officers	25
Physicians	163
Cleaners	6
Pathologists	4
Pathology technicians	11
Physiatrists	13
Physiotherapists and assistants	155
Podiatrists	2
Testing aides	75
Radiologists	10
Radiology technicians	4
Receptionists	26
Secretaries	9
Dictaphone stenographers	8
Stenographers	4
Laboratory technicians	3
Audiovisual technicians	2
Telephone operators	7
Veterinarians	11
Total	1,003

To this total must be added the following:

Permanent staff	7
Military personnel (medical)	174
Military personnel (non-medical)	96
Grand total	1,280

Moreover, each training site had a first-aid station whose size varied according to the sport. For those with comparatively little risk of accident, first aid was rendered by members of the St. John Ambulance Brigade. More comprehensive medical services were available for the other sports. There was also a radio-controlled ambulance service for competition and training sites.

Olympic Village Polyclinic

The polyclinic was open twenty-four hours a day and the waiting time was only about ten minutes. From 06:00 to 23:00, the following services were available: consultation by specialists; emergency medical and dental care; radiology; specimen collection (for analysis at the Maisonneuve-Rosemount Hospital); pharmacy; physiotherapy; podiatry; eight-bed ward; hospital referral; repair of glasses and contact lenses by an optician; and emergency repair of dental prostheses.

An emergency service with three doctors on duty could supply x-rays and refer patients to hospital between 23:00 and 06:00.

Physiotherapy, however, was administered only by prescription. Delegations wishing "athletic" therapy (massage, taping, etc.) for their athletes before a competition could not use the polyclinic but rather the massage rooms assigned to them in the Village.

Olympic Hospital

The official hospital was the Maisonneuve-Rosemount Hospital, not far from the Olympic Village, which offered services complementing those of the polyclinic. Naturally, no athlete or official was entitled to go there on his own — only doctors from the polyclinic could refer patients there. There was a full range of ordinary hospital services available twenty-four hours a day. Athletes who were seriously injured or who fell ill at Olympic sites outside Montréal received initial treatment on the spot, but were transported to Montréal if necessary as soon as their condition permitted.

Kingston

At the Olympic Village in Kingston, site of the yachting competition, a medical centre and a small infirmary administered first aid to athletes and officials. Limited physiotherapy was also available. The Kingston

General Hospital, located near the Village, treated emergency cases. Team doctors could not send their athletes there, however, without prior consultation with the fleet surgeon.

A reception centre for the injured was set up near the shore where first aid was available, and which also served as a doping control station. An ambulance service was available during the competition, and spectators were given first aid by the St. John Ambulance Brigade.

Bromont

The presence of horses added another dimension to the medical situation at Bromont, site of the bulk of the equestrian sports competition. There were, however, eleven veterinarians on hand to cope with this situation, and all were eminently qualified in the field of competition horses. Three of them worked full time for fifty-two days, while the remaining eight were on standby. And the latter were particularly busy when the competition was at its height.

According to the rules of the *Fédération équestre internationale* (FEI), the condition of the mounts had to be checked twice during the cross-country trial of the Three-Day Event. And one member of each three-man group that made these tests was a veterinarian.

The high cost of these horses warranted proper veterinary care, for any injury, however slight, could have devastating effects on a horse's performance if improperly treated. Cases of severe injury were referred to the St. Hyacinthe Veterinary Hospital, fifty-five kilometres northeast of Bromont.

Normal first-aid treatment was available for athletes, officials, etc., prior to referral to hospital in the usual manner, while the Health Department was responsible for doping tests for both horses and riders.

Other Locations

The other cities, (Toronto, Ottawa, Joliette, Sherbrooke, L'Acadie, and Québec) offered only first-aid stations for competitors. The injured received emergency care at the competition sites before being sent to the nearest

hospital. Once their condition stabilized, they were returned to Montréal if necessary. The only serious accident, a pelvic fracture, occurred in Sherbrooke during a handball match when a spectating football player fell off his seat in the stands. After one night at the University Hospital Centre, the injured person was transported by military helicopter to the Olympic hospital in Montréal.

Medical Coordination Centre

The medical coordination centre was located in a school just a short distance from the Olympic Village.

Its task was to coordinate health care services during the Games and provide team physicians with relevant information.

It coordinated the following services: medical care for the Olympic family; evacuation of all patients; distribution of medical supplies; assignment of medical and paramedical personnel; assignment of sanitary inspection and doping control teams; and planning medical emergency measures in case of epidemic, catastrophe, etc.

Medical Testing

In April, 1975, after meeting with members of COJO's Health Depart-

ment, the IOC medical commission approved the texts regulating doping control and femininity testing. COJO then published its brochure, *IOC Medical Controls*.

This brochure was sent to the international sports federations and those in charge of the national delegations six months before the Games. Ample time for study was thus provided together with an opportunity to raise objections



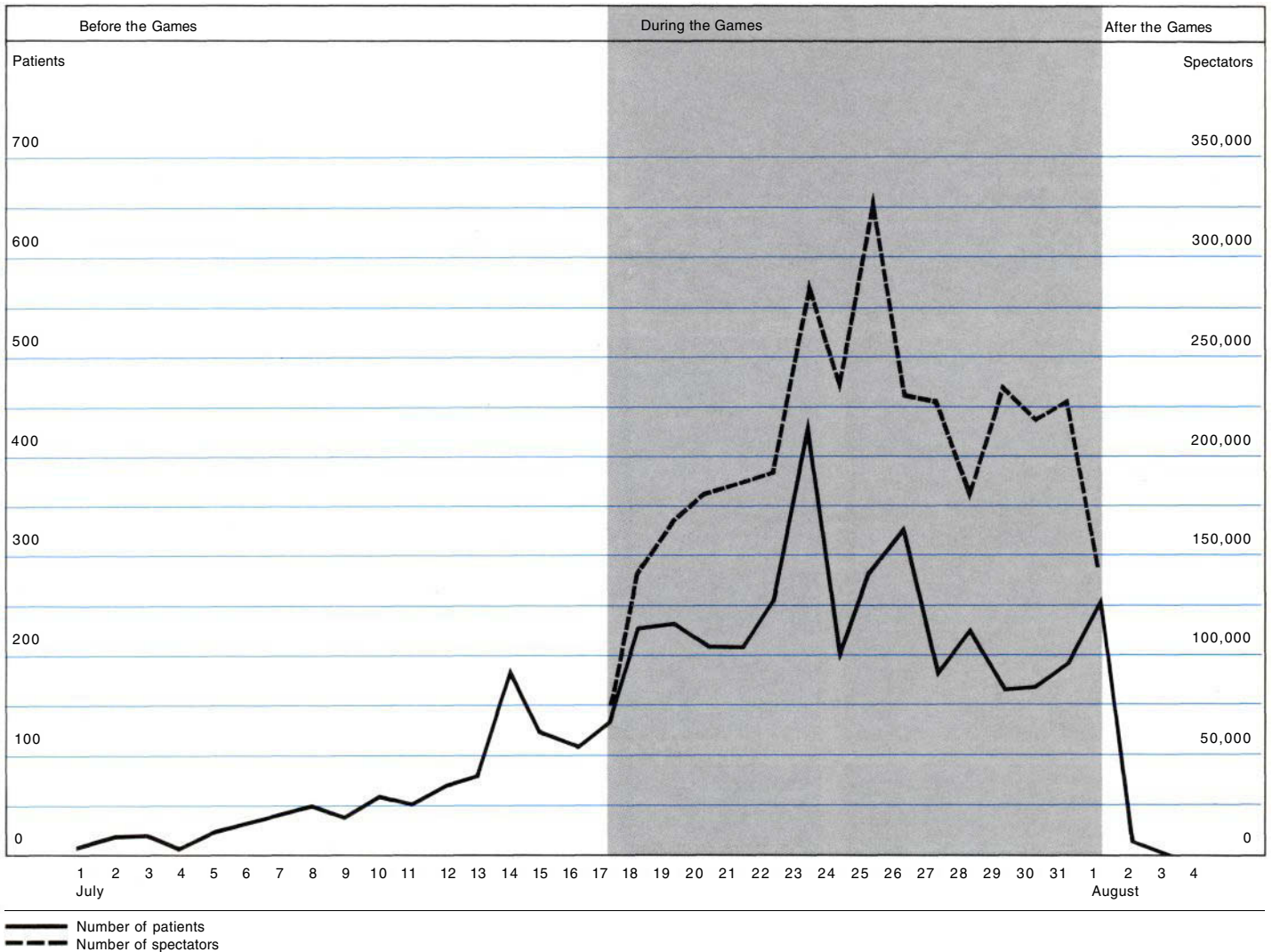
and request changes. The brochure contained five chapters, whose subjects were as follows:

- a) doping control;
- b) anabolic steroids and sport;
- c) list of doping substances;
- d) rules on athlete selection, testing methods, examination procedure, and femininity testing; and
- e) methods of analysis.

Each competition site had a doping control area with waiting and sampling rooms, and there were twenty-three teams, each with a chief and two assistants. These teams performed no

medical functions: their only mandate was to take doping samples as required by the IOC medical commission. The high rate of detection of anabolic steroids was the major pharmacological advance of the Montréal Games, thanks to an exhaustive series of tests performed in an incredibly short time by the *Institut national de la recherche scientifique de l'Université du Québec*. Tests of this type had never been successful before in Olympic history, and resulted in a system whereby the majority of anabolic steroids available on the market could be controlled for the first time at the Games with virtually 100 percent effectiveness.

Table B
Comparative table: Number of patients in relation to the number of spectators at competition sites daily from July 1 to August 4, 1976



A total of 2,001 doping tests were performed during the Games, the greatest number in swimming, 269, as against 257 for athletics. These included close to 1,800 for the traditional chemical substances some athletes may be inclined or encouraged to absorb. Of these, only three proved positive: one in yachting, one in shooting, and a third in weightlifting. These individuals were disqualified during the Games. A total of 268 concentrated on anabolic steroids and produced eight

positive results: seven in weightlifting and one in athletics.

Reports from these tests were sent to the IOC after the Games, and, on October 15, 1976, on the recommendation of its medical commission, the IOC announced the disqualification of eight athletes, three of them medalists.

Because procedures for the detection of anabolic steroids offered a considerable improvement in doping control measures for the Games, the majority of tests were made at the polyclinic. Twenty percent of these were taken prior to the start of the Games as an added dissuasion against the possible use of steroids.

Future Outlook

In the light of results obtained at the Montréal Games, the use of psychomotor stimulants suffered a major setback, thanks largely to improved methods of detection and identification.

With similar measures in force, it is expected that the use of anabolic steroids will soon be dramatically reduced. It is important, however, that there be no relaxation in the enforcement of doping control measures. In fact, they should be even more stringent and se-

Table C
Comparative table: Number of patients at the Olympic Village polyclinic and the number of athletes treated in relation to the number of Village residents

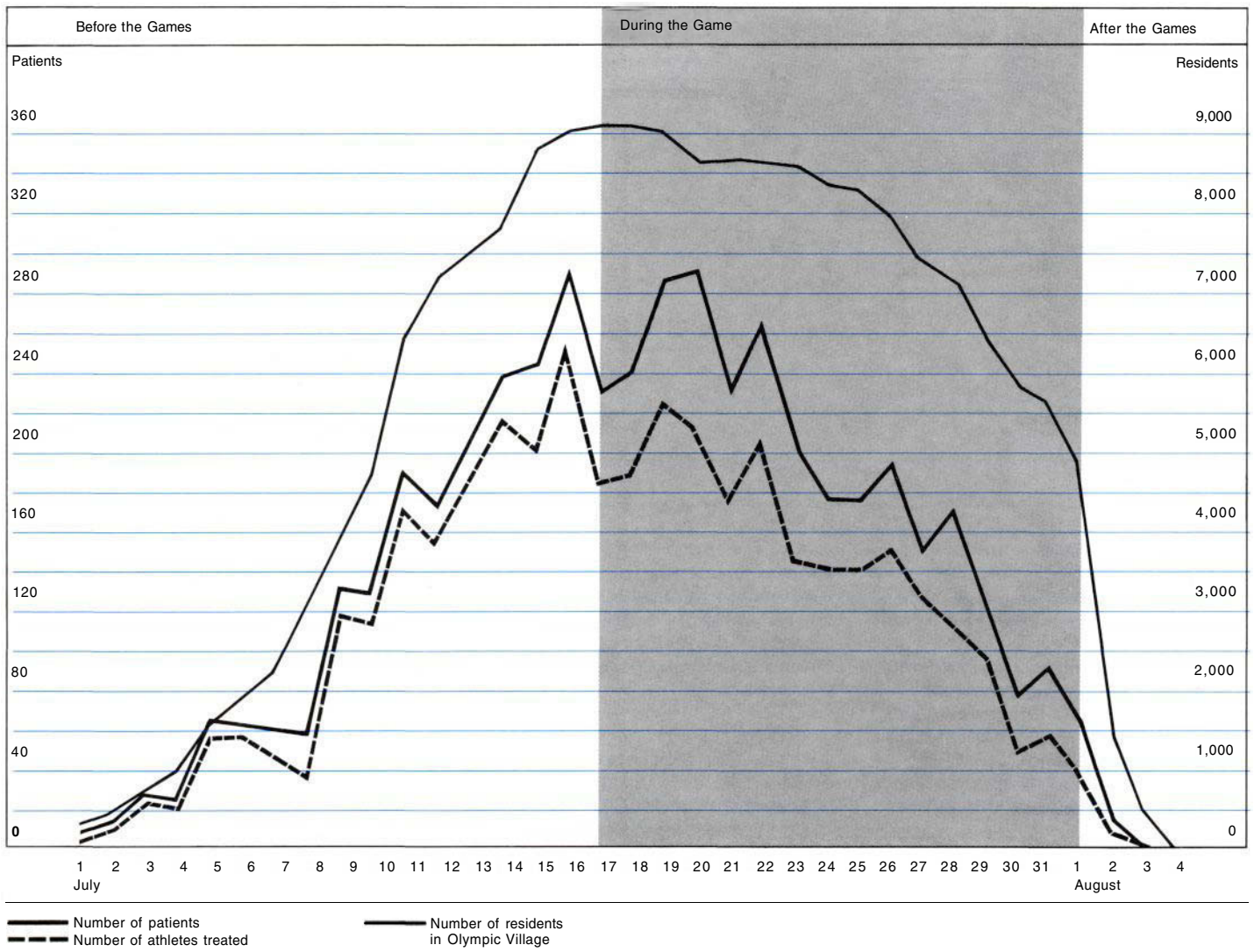


Table D
**Number and categories of people
treated by Health Department**

Competition sites	Athletes	Officials	Spectators	COJO	Totals
Olympic Stadium	81	21	987	654	1,743
Olympic Pool	93		172		265
Olympic Velodrome	26	34	87	24	171
Maurice Richard Arena	29	4	31	123	187
Pierre Charbonneau Centre	46	20	12	31	109
Olympic Basin, Notre Dame Island	30	11		52	93
Claude Robillard Centre	67	4	66	56	193
Étienne Desmarteau Centre	104		72		176
St. Michel Arena	7	1			8
Forum	10	2	20		32
Paul Sauvé Centre	10	2	2	16	30
Winter Stadium, University of Montréal	66	26	9	12	113
Molson Stadium, McGill University	32	5	4		41
Olympic Shooting Range, L'Acadie	5	5		4	14
Olympic Equestrian Centre, Bromont	62	43	29	138	272
Olympic Archery Field, Joliette	1		4		5
Sherbrooke Stadium and Sports Palace	42		73		115
Varsity Stadium, Toronto	15	5	8	12	40
Lansdowne Park, Ottawa	2			11	13
Olympic Yachting Centre, Kingston	89	60		3	152
Kent Park			6	27	33
Polyclinic, Olympic Village	4,138	284		622	5,044
Olympic Park	119	3	260	300	682
Special clinics:					
International Youth Camp	619				619
International Centre, Olympic Village				54	54
Press clinics:					
International Broadcasting Centre			210		210
Radio Canada Building			959		959
Press Centre, Complexe Desjardins			120	101	221
Physiotherapy (polyclinic only)	4,266				4,266
Totals	9,959	530	3,131	2,240	15,860

vere, for new stimulants are coming on the market almost daily and are readily available to athletes.

Unfortunately — and only recently — a new phenomenon has arisen: manufacturers are now marketing new products faster than detection and identification methods are being developed! As a result, those who would flout established rules and regulations continue to gain ground on sports officials and the control methods available to them.

Femininity Testing

The Health Department was also responsible for femininity testing, which included the identifying and photographing of the competitor at the Olympic Village polyclinic and a microscopic examination of an oral smear, after which a sealed certificate was given to the competitor. The results of these examinations are final and remain secret.

Competitors who already possess a femininity certificate, either from the IOC medical commission or from an international sports federation after participation in a world or continental championship do not have to undergo the test again.

Dental Care

The *Société dentaire de Montréal* and the Mount Royal Dental Society cooperated with the COJO Health Department to develop a dental emergency system throughout the city, so that all dental needs at the Games could be met. To make use of this system, it was sufficient to dial a telephone number available at all hotels and at COJO.

From July 1 to August 2, thirty-two dentists volunteered their services and devoted an average of three days a week to the competitors. It was also possible to call upon specialists for treatment at any time through the Dentistry Department of Notre Dame Hospital.

Dental service was available twenty-four hours a day. After 23:00, the polyclinic would refer emergency cases to the dentists on call. An innovation was the emergency service provided at competition sites, where the required instruments and IOC-approved medications were available. Less than thirty minutes after a call, a dentist would be rendering the appropriate treatment on the spot. This was greatly appreciated by doctors from the delegations. From July 4 to August 2, the Olympic Village dental clinic had 303 patients and treated 277.

Table E
Patients treated at competition sites according to diagnosis

Competition sites	1	2	3	4	5	6	7	8	9	10	11	12	Total
Olympic Stadium	12	33	96	108	4	291	167	5	18	112	87	810	1743
Olympic Pool	1	1	20	11		62	26		4	24	21	95	265
Olympic Velodrome		3	6	8		49	3	13	1	9	38	41	171
Maurice Richard Arena		1	7	5	3	16				22	10	123	187
Pierre Charbonneau Centre		1	1	1	3	26					24	53	109
Olympic Basin, Notre Dame Island			8	1		18	2		3	14	19	28	93
Claude Robillard Centre			3	4		4			3	77	55	47	193
Étienne Desmarteau Centre		1	8	5		62	2		2	17	20	59	176
St. Michel Arena										1	7		8
Forum				1		3			1	2	11	14	32
Paul Sauvé Centre			3		2	15				2	8		30
Winter Stadium, University of Montréal	1		4	6	2	23	5	1	1	2	33	35	113
Molson Stadium, McGill University						2				3	31	5	41
Olympic Shooting Range, L'Acadie			6	1	1	1			1		2	2	14
Olympic Equestrian Centre, Bromont	3	9	29	6	4	28	2	13	16	74	47	41	272
Olympic Archery Field, Joliette				1					1			3	5
International Centre, Olympic Village												54	54
Sherbrooke Stadium and Sports Palace			2		1	24			1	3	84		115
Varsity Stadium, Toronto											8	32	40
Olympic Park	6	4	57	42	12	126	36		13	68	131	187	682
Olympic Yachting Centre, Kingston		17	32	4	4	8			1	11	54	21	152
Kent Park			6	6		6				3	5	7	33
Lansdowne Park, Ottawa												13	13
International Broadcasting Centre		1	34	10		44				16	6	99	210
Press Centre, Complexe Desjardins												221	221
Radio Canada Building												959	959
Polyclinic, Olympic Village	5	242	267	83	9	165	31	3	50	150	3,142	897	5,044
Totals	28	313	589	303	45	973	274	35	116	610	3,843	3,846	10,975
1 Cardiovascular	4 Gastro-intestinal	7 Neurological	10 Skin										
2 Dental	5 Infectious disease	8 Psychological	11 Musculoskeletal										
3 Ears, nose, throat	6 Injuries	9 Respiratory	12 Miscellaneous										

Ambulance Service

During the Games, COJO's Health Department had enough ambulances to transport injured athletes to the polyclinic or the Olympic hospital. One ambulance was also kept constantly available at the larger competition sites.

For the other sites as well as the training facilities, ambulances rotated according to the events and practice sessions taking place. The island of Montréal was divided into zones, and each zone was assured of ambulance service and paramedical personnel. The medical coordination centre could communicate with these ambulances at all times, sending them wherever they were needed. Ambulances were also stationed at isolated competition sites. Patients were usually taken to the polyclinic, but, in case of severe illness or injury, the SMO could order the person sent to the nearest hospital.

If no ambulance were available from COJO, the medical coordination

centre needed only to request help from the Montréal Urban Community Police Department.

Statistics

Certain statistics may be of help to organizers of future Games in planning health services needed most (see Tables B, C, D, and E).

From June 21 to August 2, the polyclinic also filled 3,207 prescriptions, of which 2,217 were for athletes.

The Health Department had to handle 29 ambulance calls from the competition and training sites; and 74 people were sent to the Maisonneuve-Rosemount Hospital for consultation, of whom 24 were hospitalized for a total of 95 days.

Recommendations

Initially, the nature of the care to be provided at each of the Olympic facilities should be defined during the planning period by the medical operations personnel who should be part of the permanent staff from the outset.

Regarding the polyclinic at the Olympic Village, there is little to recommend its retention within the framework of future Games except that some means should be found to incorporate a comprehensive physiotherapy service into whatever athletes' health care system is contemplated.

Inasmuch as future Olympics will doubtless be held at or near a major metropolitan centre — any one of which already has first-rate medical and health care institutions — it would appear that the creation of a polyclinic of the type that existed at Montréal would involve the organizing committee in needless expense. Even in Montréal, all laboratory tests were performed at the Maisonneuve-Rosemount Hospital, a mere stone's throw from the Olympic Village.

Nevertheless, during the 1976 Games, the health services were highly effective, and many athletes took the time and trouble before they left to stress how professionally they had been treated.

35

How to provide food for more than three million people for three weeks, at twenty-seven different locations, some more than 600 kilometres apart?

That was the challenge facing the Food Services Department, which was formed in September, 1974. It had been charged with the responsibility of feeding journalists, technicians, 24,000 COJO employees, and athletes outside the Olympic Village during the Games (food service in the Olympic Village was a separate responsibility).

Accomplishing this task involved several complicated operations.

First of all, the concessionaires who would operate the restaurants, bars and snack bars at all competition sites and Olympic family zones, including reception lounges, had to be selected by tender.

Moreover, box lunches prepared at the Olympic Village had to be transported and distributed to competitors at the following locations: the Olympic Shooting Range at L'Acadie, St. Michel Arena, the Olympic Archery Field at Joliette, University of Montréal's Winter Stadium, the Mount Royal Circuit and the Olympic Basin.

Besides, to meet the stringent regulations governing the sale of wine and liquor in Québec, appropriate permits had to be obtained for the Olympic restaurants. And alcoholic beverages imported by delegations for their personal use had to be cleared through customs.

Finally, the department had to make sure that refreshments were available for the participants in the dress rehearsals and along the Olympic Flame and the marathon routes.

During its first months, the staff consisted of a director and secretary, but three more employees were added for the International Competitions Montréal 1975. At the height of activity in 1976, however, there were some 100 employees in the Food Services Department.

To get a general idea of the number of spectators expected, a preliminary survey was made of the seating capacity of all Olympic facilities, the figures being corrected when the number of

sites increased from 15 to 27. Next, using data supplied by the Sports Directorate, a systematic study was made of the competition schedules. The final estimates proved to be remarkably accurate: of some 3,319,200 spectators anticipated, 3,195,170 actually attended, a margin of error of less than 5 percent.

The Concessionaires

The original idea was to have all food services, except those at the Olympic Village, handled by a single concessionaire. While this appeared to be a sensible solution, it overlooked the fact that some facilities already had concessions in operation, which, naturally, were expecting to continue during the Games.

Besides, since COJO was merely leasing the various sites, it could not award concessions on its own, not even for brand-new installations. The solution adopted just one month before the Games was to accept the fourteen concessionaires already selected by tender.

They paid COJO either a lump sum or a percentage of their revenue, and each was responsible for his own provisions and personnel. Business hours and delivery times, however, were fixed by the department, and all employees had to be properly accredited. The restaurants were also required to post their prices, while advertising was prohibited, and vendors were not allowed to call out their wares in the grandstands.

Municipal, provincial and federal health inspectors checked the quality of food served in all restaurants.

When it became apparent that there would be delays in the construction of the Olympic Stadium, the Olympic Installations Board (OIB) had to modify the original refreshment system. As a result, instead of the forty-three points of sale planned for the stadium, there were only eight depots to supply the vendors in the stands. And the 450-seat cafeteria built for Olympic construction workers was used by COJO employees during the Games. Three 1,200-seat brasseries and three snack bars were set up beneath bright-colored canvas roofs, giving the whole Olympic Park complex a festive air. Instead of disrupting traffic, as was feared, these tents actually helped



Bright-colored canvas roofs gave the Olympic Park a festive air.



**Services offered
at competition sites
in and outside of Montréal**

	Snack bars	Cafeterias	Bars
Montréal			
Maurice Richard Arena	6		1
St. Michel Arena	2		1
Olympic Basin, Notre Dame Island	6	1	1
Claude Robillard Centre	4	1	
Étienne Desmarteau Centre	6	1	1
Pierre Charbonneau Centre	3		
Paul Sauvé Centre	9		1
Fairview Circuit	1	3*	
Mount Royal Circuit	1	1**	
Forum	13		1
Olympic Pool	7	1	
Molson Stadium, McGill U.	9	1	1
Olympic Stadium	80	1	
Winter Stadium, U. of Montréal	2	1	1
Olympic Velodrome	8	1	
ORTO	1		1
Outside of Montréal			
Olympic Equestrian Centre, Bromont	3	1	1
Sherbrooke Sports Palace	4		
Lansdowne Park, Ottawa	2		
PEPS, Laval U., Québec	2		
Sherbrooke Stadium	2		
Varsity Stadium, Toronto	9		
Olympic Shooting Range, L'Acadie	3		1
Olympic Archery Field, Joliette	4		

At each of these sites there was a reception lounge for members of the International Olympic Committee and their guests.

- * Mobile canteen
- ** University of Montréal

direct and contain it, even increasing mobility at peak times.

Shortly before the Games opened, a new difficulty arose. Unexpected problems made it impossible for the City of Montréal to provide food services as planned at the Maurice Richard Arena and the Pierre Charbonneau Centre (formerly the Maisonneuve Sports Centre). The Liquor Permit Control Commission, however, had already issued permits in the names of the concessionaires previously appointed by the city. Although only a few days remained to obtain new permits, the job was done, and, on June 30, the whole refreshment system was finally established and operable.

The above table shows the distribution of refreshment facilities at the Olympic installations.

Operations

As elsewhere under similar circumstances, prices showed a tendency to rise. To protect the consumer, the department kept a close watch and held increases to reasonable limits.

Free non-alcoholic beverages were provided for members of the Olympic family and employees at all Olympic facilities and press subcentres.

At the *Complexe Desjardins*, site of the main press centre, a brasserie was reserved for the press and COJO employees, where substantial meals were served at moderate prices (\$4 plus taxes and tip). This dining room, which was open from 11:00 to 02:00, served an average 400 guests for lunch and 600 for dinner. Also available for the

press corps was a mobile canteen serving coffee, sandwiches, fruit, cakes, and soft drinks. It circulated through the main press centre from 07:00 to 23:00.

Competition directors informed Food Services when teams would be travelling to Ottawa, Québec, Sherbrooke, or Toronto. With forty-eight hours notice, local concessionaires could serve the athletes hot meals which met Olympic Village standards.

Three refrigerator trucks provided suitable storage and distribution facilities for meals for athletes travelling in the Montréal area, while twenty-five other similarly equipped vehicles were assigned to transport and store food and drink used at the Olympic Park.

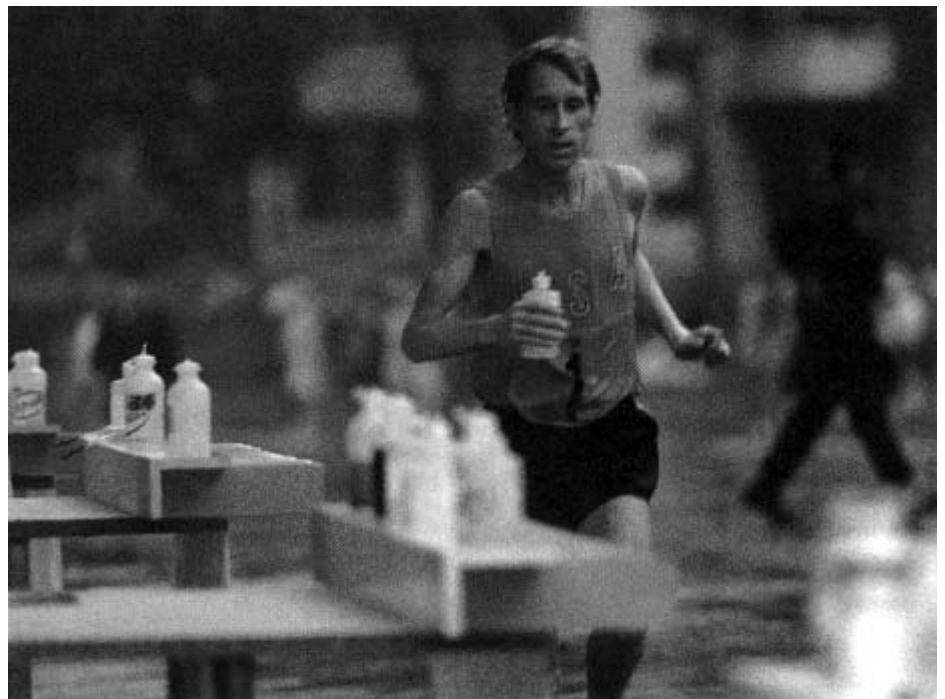
Problems and Solutions

A major task of the Food Services Department, however, was to find ways to significantly increase the capacity of the refreshment facilities at the various sites. Most were not large enough for the number of athletes, journalists and employees working long hours in shifts in areas with restricted access. The number of water fountains had to be increased, for example, and a constant supply of fresh water maintained. And some 500 additional refrigerators were needed to keep the food used in the cold lunches: pâtés, ham, fruit, etc.

Another challenge was to provide refreshments at the marathon. The complete synchronization of efforts by Food Services, the Olympic Village, team leaders, and route organizers was vital for the job to be done properly. Similar coordination was required to feed participants in the Olympic Flame relay. But meticulous rehearsals of the breakfast, lunch, and dinner service resulted in the distribution of meals and refreshments in record time: 10 minutes per person.

There were, admittedly, unavoidable circumstances to occasionally disrupt an otherwise smooth-running operation. For example, the cancellation of some competitions after the withdrawal of some countries upset both schedules and associated services. But solutions were improvised. These, not unreasonably, did not always please some concessionaires who complained of losing anticipated revenues. And they also found that consumption in the VIP lounges was less than expected. But the solutions worked nonetheless.

Overall, the challenge was met. Although difficulties were encountered up to the end, flexibility and the ability to cope with the unexpected enabled the Food Services Department to fulfill its mandate successfully. The press, the Olympic family, and the general public could all dine at reasonable prices.



Circumstances sometimes determined the speed of the Food Services Department!

36

In their attractive uniforms, they were everywhere, symbols of friendliness and courtesy, a constant presence of discreet efficiency. They were the hostesses of the Montréal Olympic Games.

How many were there?

An infinite number, considering all the locations, in city streets, and at the airports. Their deportment was gracious and elegant. Of the 8,000 candidates presented to the selection committees, only 928 were chosen. And to these must be added a more limited number of 114 male guides.

These hostesses were not only the smile of the Montréal Games. They constituted one of the most important segments of this large organization, which was intolerant of uncertainty or improvisation.

They became far more than just symbols of feminine charm: they ensured a constant link between the host city, the Olympic family, and the visitors. The choosing of the hostesses was, therefore, carefully done, with liberal applications of psychology, tact, and time.

As early as September, 1973, COJO created a Hostesses and Guides Department, which, after initially answering to Protocol, was integrated into the Services Directorate in January, 1974. As approved by the executive committee, it was composed of one director, two assistants, and six senior hostesses who assisted and coordinated the assignments.

Twelve section heads were in charge of maintaining and executing the program, and eighteen hostesses-in-charge, or permanent guides, looked after the competition sites. Finally, under their authority, fifty-one group leaders were responsible for overall performance.

In addition to the support team of two secretaries, five typists, and two clerks, management benefited from the experience of eleven Canadian Forces officers, assigned by the Ministry of National Defence. A few days before the opening of the Games, four accounting clerks and three representatives from Personnel were sent in as reinforcements.

Recruiting

The World Cycling Championships, held in Montréal in 1974, entailed an initial selection of fifty hostesses. The experiment was a success, and was repeated with the same results during

the International Competitions Montréal 1975 (CIM 75).

Program procedure having been verified, all that was needed was the enlargement and application of these experiences to the 1976 Games.

In order to attract interested candidates, management distributed folders laying out the requirements and characteristics of hostess and guide functions, and placed a series of advertisements in the press. Television and radio were also employed to make known the working requirements of the group, and what was expected of them.

They had to be Canadian citizens or landed immigrants; be able to speak both official languages of the Games, French and English; and, in the majority of cases, have a third language.

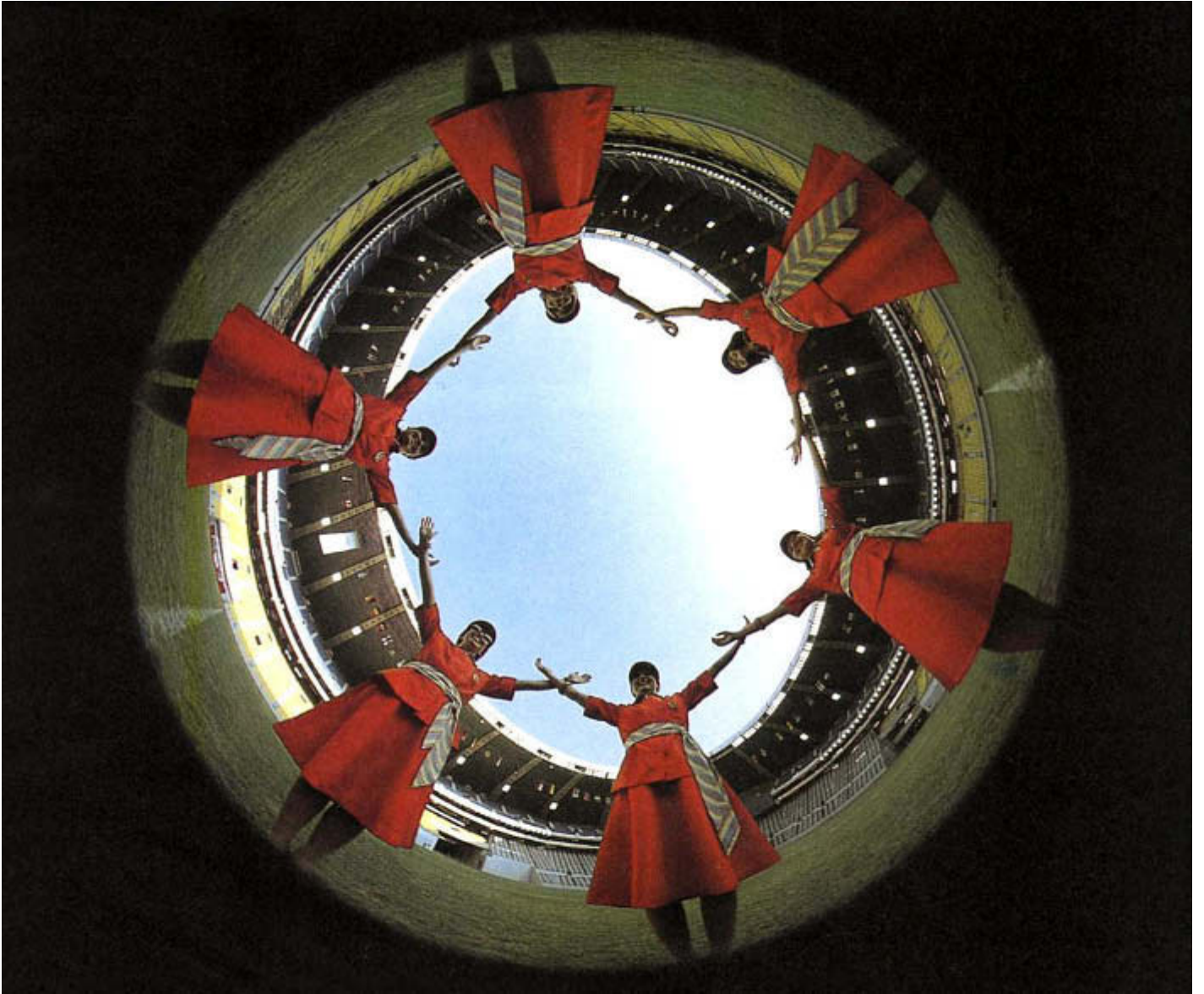
Between October, 1975, and March, 1976, 8,000 applications were submitted to Canada Manpower, which made a first selection after an initial interview. The remaining 1,836 candidates were called to a second and final interview, before two members of the Hostesses and Guides Department, where 1,042, who met all the requirements, were hired.

The knowledge of a third language played an important role in their employment, as evidenced by the forty-five additional languages spoken by them: 223 hostesses spoke German; 25 Arabic; 6 Armenian; 1 Bengalese; 13 Bulgarian; 2 Catalan; 10 Chinese; 4 Korean; 2 Creole; 9 Danish; 255 Spanish; 1 Esperanto; 1 Estonian; 6 Finnish; 1 Flemish; 9 Greek; 5 Gujarati; 23 Hebrew; 7 Hindi; 20 Hungarian; 104 Italian; 18 Japanese; 3 Latvian; 4 Lithuanian; 1 Marathi; 25 Dutch; 7 Norwegian; 6 Urdu; 1 Papiamentu; 1 Persian; 30 Polish; 19 Portuguese; 1 Panjabi; 10 Romanian; 47 Russian; 6 Serbo-Croatian; 6 Slavic; 7 Slovakian; 4 Swahili; 17 Swedish; 1 Tamoul; 13 Czech; 1 Turkish; 10 Ukrainian; and 3 Vietnamese. Montréal must certainly be known for the cultural richness, and linguistic knowledge of its youth!

Preparation

Through the Hostesses and Guides Department, COJO supplied a manual especially designed for the candidates selected. It provided answers to the thousands of questions that might be asked by the Olympic family and visitors: about Canada, Québec, Montréal, the Olympic Games, sports, etc. It was the basic document to be memorized. Later on, in a local college, the candidates followed intensive weekly information sessions organized by COJO, which included conferences, audiovisual presentations, and a visit to the Olympic installations.

Since all hostesses and guides were lodged on site for the training





One thousand and one little things make a success of the Olympics



period, total immersion was possible. A few days before the opening of the Games, they received another publication giving them all the pertinent information concerning the press room, lodging facilities, and any last minute changes.

Participation

For the Hostesses and Guides Department, the Games started long before July 17, 1976. As early as 1973, it was involved in a series of activities closely related to preparations for the Olympics, and played a welcoming and informational role to numerous visitors and special guests. It was a first indication of the Games' international aspect and linguistic requirements.

The department took part in press conferences, receptions, seminars, and various promotions for the Olympic Games throughout Canada, the USA, and Europe. To ensure adequate personnel, a fluctuating staff of between 15 and 60 people speaking some 19 languages was mobilized on a temporary basis, and they adopted a provisional uniform for such occasions.

At the time of the World Cycling Championships and CIM 75, the new recruits integrated well into the established group, and soon blossomed into an experienced team.

COJO appreciated their competence and personal qualities which were to play a decisive role in dealing with the waves of arrivals for the opening of the Games. The organization functioned as a well-trained machine during these three weeks of intense activity.

It was tested, moreover, as soon as the first contact was made at the airport, at the Olympic Village, or at the reception centre. For example, it was faced with journalists who do not have a reputation for being easy to handle, many of them wanting immediate answers to problems that oftentimes were not extremely urgent.

In all languages, with diplomacy and firmness, pressing problems had to be settled.

Six hundred and seventy-five hostesses formed a colorful, animated escort to the passage of the Olympic Flame in the opening ceremony on July 17. For everyone there, and for the millions of television viewers, it was an unforgettable moment.

During the whirl of the Games, night and day, patient and assiduous, these young people performed admirably.

Table A

Protocol	
Seminars, welcoming and standbys	63
Personnel help for IOC	86
Observers	10
Grandstands	75
Total	234
Olympic Village	
Welcoming of visitors and journalists	22
Information booths	35
Liaison office	12
Delegations	123
Medical service	15
Total	207
Communications	
Press	120
ORTO	60
Information booths on competition sites in Montréal	91
Living quarters — journalists	14
Total	285
Sports	
Competition sites	65
Accreditation at Sheraton-Mt. Royal Hotel	11
Living quarters — officials	14
Bromont	28
Kingston	50
Total	168
Miscellaneous	
Chief hostesses and guides for each competition site	18
Polyvalent team	35
Olympic Flame	6
Transport	40
Arts and Culture Program	8
Youth Camp	27
Total	134
Section Heads	12
Hostesses Lodging	2
Total	1,042

bly. They were there, the crown of youth and enthusiasm, the night of the closing ceremony, the first of August, mixing spontaneously with the crowd, saying their last goodbye.

After the Games

When the Olympic Flame was extinguished, the majority of hostesses and guides left a type of employment which had become a memorable experience for them.

Departures were staggered over a period of time until August 6. On the

20th, the six section heads, their reports finished, also left, proud of a mission accomplished.

In spite of its youth and hasty formation, the personnel was more than adequate for the sometimes difficult tasks, full of unforeseen situations or traps for the unwary.

They had to be astute, innovative, and patient.

Hostesses and guides were part of all Olympic activities every moment, judging from the reading of the assignment board at the various COJO directorate locations (see Table A).

Some conclusions

Without overshadowing the results obtained, there should no doubt be an increase from 10 to 30 percent in the number of males employed, which seems appropriate to the physical effort required, particularly when accompanying athletes.

From another aspect, middle management should be structured one year before the start of the Olympics, and should stay in constant liaison with general management in order to assess responsibilities correctly, thereby avoiding errors which may be caused by the last-minute rush.

Finally, recruiting must be highly selective, keeping in mind the particular character of the hostesses and guides service, which depends largely on personality for efficiency of operation.

When the Olympic spirit asserts its presence in everyone's behavior, goodwill is easily achieved. Olympic tradition is the fruit of successive experiences. May the hostesses and guides of the Montréal Olympics bring their own particular contribution to the growth of this tradition.

37

By their very nature, the Olympics are necessarily involved with massive shifts in population: athletes, officials, journalists, and the general public are constantly on the move. Their schedules are precise, their itineraries exact. A good transportation network, therefore, is essential to the Games' success.

But it must be a complete system, and fully operative from the time the first member of the Olympic family arrives to the departure of the last.

It must also be extremely flexible, not only because of tight competition schedules, but also because several sites are hundreds of kilometres apart. And, since many competitors barely have time to complete one event before having to prepare for another, the last thing they need is concern about reaching their next destination!

It was with complete awareness of the scope of the problem, consequently, that COJO created a Transport Department early in 1974, with four aims firmly in mind: punctuality, speed, safety, and efficiency. Its basic task was to provide transportation for the International Olympic Committee (IOC), the international sports federations (ISFs), the national Olympic committees (NOCs), and the athletes, dignitaries, journalists, and a number of COJO employees.

But its responsibilities also included clearing matériel and horses through customs, and, except for the animals, arranging its despatch from Montréal to Toronto, Ottawa, Kingston, Sherbrooke, Québec, Bromont, L'Acadie, and Joliette, as required. This, naturally, meant thousands of kilometres on the road, and called for continual close contact with the various highway patrols, including the Québec Police Force (QPF), the Ontario Provincial Police (OPP), the Montréal Urban Community Police Department (MUCPD), the Royal Canadian Mounted Police (RCMP), and various local traffic authorities en route.

Among specific items that Transport was responsible for conveying were goods and furniture for COJO itself, as well as for the International Youth Camp, and the Olympic Village. In fact, long before the Games started, the department had ample opportunity to organize its plan of operations by transporting members of the international sports federations, and participants in Olympic congresses, pre-Olympic sports events, dress rehearsals, and in the Arts and Culture Program.

Although mass urban and suburban transit systems did not fall within its scope, yet Transport worked closely with all the carriers involved in order to plan the extraordinary measures that would be required for the Games. And the department also assisted in producing road and city maps for general circulation.

Planning

During the summer, Montréal attracts both *Québécois* and their good neighbors to the south, while many of the city's residents are happy to stay in town. This ebb and flow generally balance each other out, however, and summer traffic usually varies between 600,000 and 900,000 vehicles per day.

It was estimated that Montréal could accommodate an additional 200,000-300,000 cars daily during the Games without much trouble. But, since most of the heaviest traffic would be flowing toward the same destinations at the same times, it was felt that something should be done to facilitate movement. It was, therefore, decided to erect a system of signs which could be easily followed along all roads leading to competition and training sites and the parking areas nearby.

In June, 1974, an officer on loan from the Canadian Forces was appointed director of the Transport Department. By that time, COJO had already formulated an overall plan as well as a preliminary budget. In addition, one staff member had prepared an overview of what Montréal's Olympic Games transportation system should consist based on documents from Munich. It noted the European predilection for rail travel, a mode of conveyance not particularly favored in America. And it pointed out that Montréal's major airports — Mirabel and Dorval — were more than sufficient. Those staff members who had joined the department early learned much from the 1974 World Cycling Championships, even if they were only taking part as interested observers.

Implementation

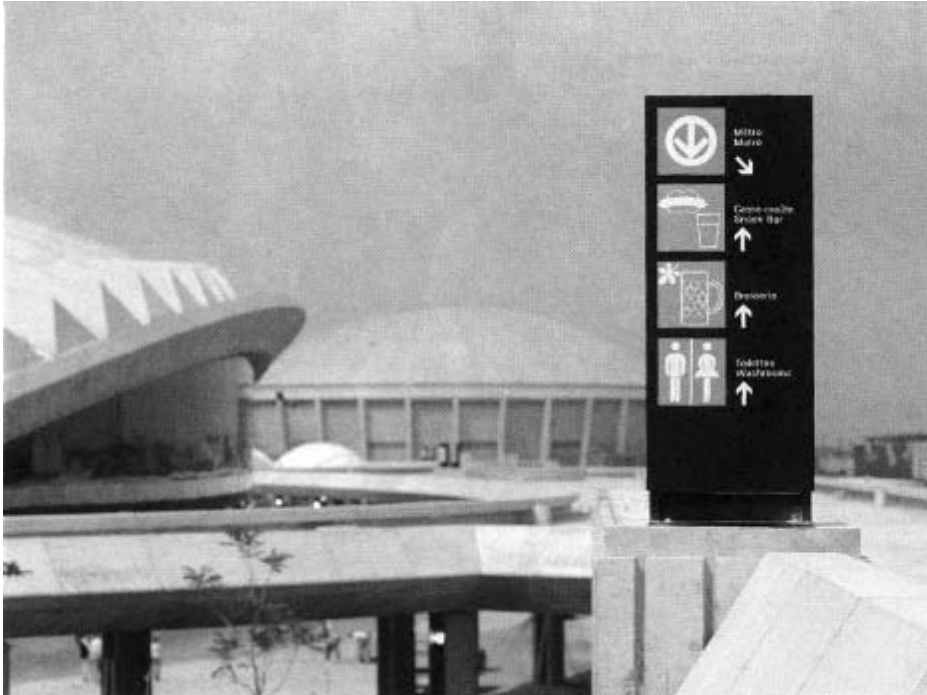
As opposed to the establishment of a centralized type of department, Transport opted for the creation of sixteen separate sections, each autonomous in its own right but answerable to a central control. The latter possessed no vehicles of its own but served a threefold purpose: to advise on transport matters generally; to resolve any and all problems that might arise; and to assign or reassign any tasks as required.

Each section was to serve a particular segment of the Olympic family and may be listed as follows: IOC and



Athletes were transported to and from the competition and training sites in the city by spacious buses provided by the Montréal Urban Community Transit Commission.





A comprehensive system of signs and signposting enabled everyone to find their way around.

NOCs; ISFs; national delegations A and B; pool A (west-end Montréal); pool B (east-end Montréal and Olympic Village); Montréal Urban Community buses (within city); arrivals and departures; Montréal Urban Community buses (outside city); press; health; Bromont; Kingston; trucks; motorcycles; dispatchers; and maintenance.

Two main sections, A (west Montréal) and B (east Montréal) were also assigned to COJO services to which no permanent vehicles had been attached. Sections A and B also acted as reserves. Of the 1,131 vehicles supplied, 302 were linked to a control centre by radio/telephone.

General transportation policies, the assignment of vehicles, and internal management directives were the responsibility of the Transport director. Personnel, matériel, coordination, and private companies associated with the department were under the supervision of the assistant-director. And, to ensure proper functioning, a schedule was followed and updated every week.

As a precaution against being blocked in traffic, the sections were decentralized and distributed to eight different points.

Late in November, 1974, therefore, COJO created a Traffic Section within the Transport Department, consisting of an assistant to the Transport director, 3 coordinators, 2 controllers, and 2 secretaries.

Since Montréal is normally responsible for all traffic matters within city limits, the section's first move was to ask municipal authorities to undertake the following:

- a) a study of regional access roads leading to competition sites and peripheral parking areas, and plan a sign system in cooperation with the proper agencies;
- b) a survey of vacant space suitable for conversion into temporary parking lots;
- c) the preparation and management of existing parking lots during the Games;
- d) the manufacture, installation, and maintenance of the sign system and its removal after the Games; and
- e) the design of regional road and city maps with pictograms indicating Olympic installations.

Montréal's executive committee agreed to assume these tasks on November 26, 1974.

In February, 1975, the city traffic director submitted a report to COJO which called for a budget of \$3,653,580. In July, however, after an in-depth study, COJO informed the city that it could not justify such an expenditure but would assume responsibility for all signs and parking arrangements itself. Subsequent to this, in the month of September, a committee composed of representatives of the provincial Ministry of Transport, the City of Montréal, and COJO met to bring the traffic project up-to-date together with the related requirements of signs and parking.

Sign System

This tripartite committee decided to entrust a private company with the manufacture of the signs, and a specialized firm of consulting engineers with their installation. Each city or town outside Montréal taking an active part in the Games would install the signs within its jurisdiction while COJO would take care of the signs in Montréal.

Early in April, 1976, the COJO Transport Department initiated its plan for equipping access roads leading north from the U.S. and between the different regions involved in the staging of the Games. Meetings with the builders of the Olympic installations, visits to the sites, and consultations with the Sports Directorate regarding competition schedules allowed the Traffic Section to compile a large bank of information, which was constantly being updated. It was used to indicate parking lots and produce the brochures needed by department drivers.

Table A
Vehicle allocation, July 17, 1976

	Limousines	Sedans	Station Wagons	Compact Cars	Minibuses	Totals
Executive committee	3	2				5
Directors-general		21				21
International Olympic Committee	1	89	1			91
International Sports Federations		71	14		8	93
National Olympic Committees		113				113
National delegations		86	98		121	305
Kingston		14	2	4		20
Bromont		7	10	6	6	29
Technology			1	6		7
Telecommunications		2	11	2		15
Swiss Timing			8	15		23
Communications		8	5	3		16
Press		14	12	10		36
Olympic Village (Montréal)	1	7	3			11
Arts and Culture Program		3				3
Sports		19	2	25		46
Operations units (UNOPs)		8		7		15
Protocol	1	5	2	6		14
Spectators Services		1		1		2
Accounting				3		3
Revenue		2		1		3
Services		5	4	7	2	18
Health		13	8	10		31
Hostesses and Guides		3	2		1	6
Messengers				5		5
International Youth Camp		2	1	2	2	7
Pool A	1	20	39	8	27	95
Pool B	1	20	39	8	27	95
Reserve				3		3
Total	8	535	262	132	194	1,131

COJO's Graphics and Design Directorate was responsible for the pictograms that appeared on the signs, as well as for a pamphlet called *Olympic Trails*. This publication indicated the competition sites, nearby parking areas, and metro (subway) and bus lines. A schedule of fares between Montréal and competition sites outside the city appeared on the back. Both letters and numbers were used to direct the public from the entrances to their seats, and the same system was used in the VIP stands.

On June 6, 1975, a director of General Motors of Canada Limited symbolically handed over the keys of the first official vehicle to the president of the organizing committee. This had resulted from an agreement between COJO and GM, whereby the latter undertook to furnish 1,131 vehicles in return for the use of the Olympic emblem on all of them. The majority of the vehicles supplied were manufactured in Canada, with only a few having to be brought in from the United States.

During the International Competitions Montréal 1975 (CIM 75), Transport assumed a much more active role. Though comprehensive planning

was somewhat delayed, this pre-Olympic series of events provided valuable experience. When CIM 75 finally ended in early winter, there was a much more confident attitude as the department made its final preparations for the Olympics. And, as the year closed, there were 28 on staff, with 50 cars and 7 trucks.

Operations Stage

On June 1, 1976, personnel totalled 2,127: 1,619 military and 508 civilians. The military were from Canadian bases across the country, so, few knew Montréal. Even most of the civilian drivers who were students and had been recruited in Montréal required special training. Touring the city in minibuses driven by an instructor, all

became familiar with the streets and the history of Montréal, so that they would be able to answer any questions their passengers might ask.

COJO employees had 231 vehicles available for their own particular tasks, since this made better sense than using taxis, personal, or rented cars. Taxis could be used in emergencies, however, with vouchers available from department heads.

In addition, two private companies loaned COJO 100 motorcycles, 60 mopeds, and an ambulance for horses. And the Canadian Forces provided some 50 vehicles of all kinds which were not readily obtainable. As far as the Québec government was concerned, its protocol division supplied an additional 25 vehicles with drivers for the convenience of visiting heads of state and distinguished guests. (For detailed vehicle allocation as of July 17, 1976, see Table A.)

Athletes', Official, and Press Buses

The press bus service was headquartered at Complexe Desjardins, site of the main press centre, and employees of the Communications Directorate were also allowed access to them.

There were six routes in use from July 10 to August 1, 1976, with departures at five- or ten-minute intervals. These routes included the principal press lodgings and ended at the training sites and Olympic installations. The first daily trip was scheduled to be made about two hours before the first competition and the last two hours after the final event.

Eight secondary routes provided a shuttle service between Montréal and competition sites outside the city. For Toronto, where some of the football matches were held, the press were driven to Dorval Airport where they boarded a chartered plane. Upon arrival in Toronto, a bus was waiting to transport them to the stadium.

Sports officials had similar service from their hotels to competition and training sites.

From July 10 to August 2, 1976, Transport Department buses made 734 trips in the Montréal region and 98 round trips between Montréal and the cities of Kingston, Bromont, L'Acadie, Joliette, Ottawa, Sherbrooke, and Québec. On the day the Games opened, 70 trips were made.

As far as the athletes were concerned, there were 56 chartered bus routes created specifically for them — 40 within the Montréal city limits and 16 for destinations outside. A constant shuttle was in operation during the competitions, and the length of the route determined not only the number of buses in service but also the frequency rate, for example, every 10 minutes, every 20 minutes, etc. To illustrate the extent of the schedule, on July 20, there were 338 buses in service between the hours of 12:00 and 13:00.

The drivers who transported the athletes and their escorts had to follow these routes implicitly, and police patrolled them in helicopters, ready to intervene if necessary. Moreover, there were two armed members of the Canadian Forces on each bus who acted as

escorts. Drivers were also given maps of the city and district showing the Olympic facilities.

Taxis

In agreement with the city and a private taxi company, Transport arranged for additional taxi stands where Olympic competitions were taking place. In spite of this, some disgruntled taxi drivers tried to paralyze traffic outside the press centres and competition sites right in the middle of the Games. These drivers felt that the free mass transportation given the Olympic family and the many official vehicles available represented a serious loss of income for the taxi industry. The demonstration did not last long, however, and everything quickly returned to normal. In actual fact, between June 15, 1975, and August 18, 1976, COJO spent approximately \$600,000 in taxi fares.

Railways

Railways were not a particularly popular means of transportation during the Games, except for a minority of travelers coming from other parts of Canada and some tourists from the United States. COJO, therefore, made no unusual plans except for Bromont, where a special train left Central Station in downtown Montréal on the days of the equestrian sports events. To avail themselves of this service, passengers had to show their competition admission tickets as well as pay the normal fare. There was a shuttle service between the Bromont station and the Olympic equestrian centre.

Transportation of the Olympic Family

Transporting members of the Olympic family from their arrival points (usually an airport) to their accommodations extended over a two-week period. For some 29,000 people had to be looked after, from the moment they entered the security corridors upon disembarking.

Unfortunately, about fifty percent neglected to specify when they would be arriving or their flight number, which complicated the department's job considerably. Regrettably, the only solution was to set up a continuing shuttle virtually twenty-four hours a day, and a double shuttle at that, because every bus was usually accompanied by a truck full of luggage.

The departure period, spread over four days, represented a daily average of 7,250 people to convey to the airports, but there were no incidents in this regard.

Special Transportation

Chartered buses left almost daily from the International Youth Camp for the places to which the participants had been invited. But they were often only half-full, since friendships were quickly formed with Montrealers, and the young people preferred to take advantage of cars belonging to their new friends.

While the transport of horses was the responsibility of the participating countries, the conveyance of sports equipment, including the boats to be used in the events at the Olympic Basin, was under the care of the Transport Department.

Mass Transportation

Transport established close cooperation with the Montréal Urban Community Transit Commission (MUCTC) as early as two years before the Games. As competition schedules and attendance forecasts were prepared, they were reported to the commission. The development and implementation of the overall plan was the responsibility of the MUCTC staff, who had to deal with the problems caused by temporary overcrowding.

The main goal was to have a metro and bus system which would be sufficient for summer tourists, regular users, and Olympic spectators for the two weeks of the Games.

Improvements were accordingly made in the MUCTC system for this purpose. No doubt the most significant was the extension of metro Line No. 1 eastward to the Olympic Park, which could now be reached by two new metro stations: Pie IX and Viau. The first was very spacious and was linked to the Olympic Stadium by a corridor. The Olympic Pool and Velodrome, as well as the Pierre Charbonneau Centre (formerly the Maisonneuve Sports Centre) and the Maurice Richard Arena could easily be reached from the Viau station.



At the Olympic Village, baggage was off-loaded directly onto platforms protected from the weather, for the added convenience of everyone concerned.

Vans and minibuses alike came in particularly handy for conveying both athletes and their equipment.



Montréal's magnificent metro (subway) system has been admired throughout the world.

Loading point at the Olympic Village for the athletes. On busy days, as many as 300 or more buses per hour would be involved in transporting athletes to the day's events.

The Line No. 1 extension caused a reorganization of five major bus routes in the eastern section of the city, and a "1976 Route," which ran only during the Games, was added. It left from the Berri-de-Montigny station, the metro's transfer point and central terminus, and ended at Olympic Park. It was an express route with no stops between the two terminals.

The Olympic Basin and the Forum were accessible by bus and metro. For the Claude Robillard Centre, the Étienne Desmarteau Centre, St. Michel Arena, Molson Stadium, the Winter Stadium of the University of Montréal, and the Mount Royal cycling circuit, spectators used the regular bus lines which connected with the metro. Service on these routes was occasionally tripled and quadrupled during peak hours.

Publicity

The MUCTC and COJO launched a huge publicity campaign several weeks before the Games to persuade passengers to take advantage of mass transit as much as possible. Newspaper advertisements, posters, and radio and television spots, plus public distribution of schedule information, were all used in the campaign which continued throughout the Games and was very successful. Traffic inside the city was considerably eased as a result.

Passes

Members of the Olympic family were given a special pass upon arrival. When attached to their identity cards, it allowed them free use of public transportation throughout the city. This same privilege was granted to the security forces.

Crowd Control

For monitoring the movements of the massive crowds at the entrances and exits of the competition sites, the MUCTC installed a closed-circuit television system. Cameras located on platforms televised reports to the control centre, which could immediately correct possible bottlenecks at the most congested stations.

The mass transit system was used to the full. During the last week of the Games, up to 30,000 passengers per hour were recorded. On metro Line No. 1 during some peak periods, the hourly frequency of trains occasionally reached 18. To accelerate the rate of entry into the most crowded stations, the MUCTC installed manual collection boxes, allowing passengers to pay directly without having to stand in line at ticket windows.

Traffic Statistics

On July 23, 1976, thirteen competitions were held in Montréal. On that day, 745,000 passengers were recorded through the metro turnstiles, whereas one year previously, to the day, the corresponding figure had been 380,000. It is difficult to estimate how many people used buses, but the number of paying riders was 6,496,000 for the metro and 7,756,000 for the buses, a total of 14,252,000.

MUCTC personnel in contact with the public worked 265,824 hours from July 17 to August 1, 1976, as against 223,900 in 1975 for the same period — an increase of 18.7 percent. As for maintenance personnel, they worked day and night to keep the rolling stock in top shape.

Despite a few five- or six-minute service interruptions, and a metro power failure lasting three-quarters of an hour once during the Games, travelers were well satisfied.

Public Parking

The Traffic Section used aerial photographs to obtain an overview of parking lots already in use, and to pinpoint areas suitable for temporary conversion. This data served as basic information for the firm making the survey.

The first list was submitted on December 16, 1975, and, after study, COJO decided to use only eleven of the many locations proposed (see Table B). These lots were selected because of the amount of space they provided, their proximity to competition sites, and the fact that they would not interfere with the general flow of traffic. A number of parking lots used by industries in the east end of the city were located near the Olympic Park. The Traffic Section asked these companies to have their annual vacation period coincide with the Games, and this freed an additional 5,000 places.

Reserved Parking

The reserved parking areas were accessible only to vehicles which had been authorized by the Traffic Section. And this authorization system had to be simple, flexible, and sure. It also had to be adaptable to the needs of the Olympic family, sponsors and suppliers, COJO employees, and security forces. Such a system was approved by COJO management early in January, 1976.

One month later, Traffic sent authorization request forms to all COJO directorates, but, due to their work loads, not all replied. In May, another form was sent to those who had not yet answered, and, on May 20, a general listing was compiled, making it possible to determine the approximate number of authorizations needed (see Table C). After this list had been completed, the Traffic Section sent out a directive specifying who were entitled to receive these authorizations, and it stated that only those COJO employees using an official vehicle were to be entitled to a reserved parking pass. Moreover, a restriction appeared on the back of these passes specifying that the privilege only applied if free space were available. The directive further announced that access cards without parking privileges would be available for delivery vehicles.

Naturally, the number of reserved places was based on the number of parking spaces available on each lot. Traffic supervised these lots and very often had to organize them.

Commentary

Transportation

The establishment of sixteen independent sections proved to be very satisfactory. Because he was in direct contact with those who were using his services, each section head could immediately put his entire resources at their disposal.

It might be preferable, however, for key personnel to be on the job at least six months prior to the Games. They would thereby have more time to become better acquainted not only with each competition and training site, but also with the requirements of the directorates.

It would also be wise to hire a road safety manager as soon as operations commence. This would make it possible to establish and implement appropriate procedures at an earlier date.

In relation to some specific types of transportation, it should be pointed out that, because of their small capacity, minibuses should not be used for transporting athletes except in small groups. Standard buses are better

Table B
Public parking spaces

Angus Shops (Olympic Park)	10,000
General Electric Co. of Canada	500
Québec Government Park	600
New area (Claude Robillard Centre)	1,000
Longueuil subway station exit (Olympic Basin, Notre Dame Island)	300
Victoria Auto Park (transfer to Bus 68 to the Olympic Stadium)	3,000
Grand Séminaire and Collège de Montréal (Forum)	500
Collège Maisonneuve (Claude Robillard Centre)	200
Sambo Motel (Olympic Park)	400
New lot (Olympic Park)	300
Standard Paper Box Co. (Olympic Park)	800
Total	17,600

Table C
Distribution of cards

Parking:	
Olympic family	1,025
ORTO, City of Montréal, OIB, Bell Canada, MUCTC, supplies and COJO employees; security forces (SIS, MUCPD, CF, RCMP, QPF, OPP)	5,102
Traffic:	
COJO services	2,698
Deliveries:	
COJO services	656
Total	9,481

suitable to most requirements at competition and training sites. Minibuses were, nevertheless, extremely useful during arrival and departure periods, as vehicles for national delegations, and for transporting the press. And when bus service was disrupted by a strike which affected the shooting and archery competitions at L'Acadie and Joliette respectively, COJO used school buses and minibuses. While the latter did not offer the same degree of comfort, they still made it possible to provide adequate service during the period of the strike.

As far as arrivals and departures are concerned, closer cooperation with the Sports Directorate is required as soon as competition and training schedules are fixed. It is, therefore, strongly

recommended that delegations from participating countries be made aware of the importance of specifying, as early as possible, the date and time of their arrival and their flight number.

As to the number of vehicles, there should have been about 1,500 available at Montréal, instead of 1,131, taking into account the fact that 10 percent of the fleet was continually out of service due to maintenance and repairs.

And, testifying to the assistance provided by the military, it should be noted that the discipline and sense of responsibility of the Canadian Forces contributed greatly to the success of transportation operations overall.

Public Parking

About 18,000 places per day, with 100 percent occupancy, had been predicted for public parking lots. In fact, the figure reached was a daily average of only 3,500 vehicles, despite maximum attendance at competitions.

Traffic

Thanks to the comprehensive advertising campaign urging the public to use mass transit facilities, Montréal traffic was not overly congested during the Games. In fact, it fluctuated between 700,000-1,000,000 vehicles per day.

And part of the credit must be attributed to the system of precise road signs and police work, since traffic reportedly moved much more smoothly during the Games than usual.

Conclusion

If one were to take into account the importance of the mass of humanity moved during the Games, one would have no hesitation about agreeing immediately that the Transport Department had done its job well.

But athletes, VIPs, officials, and journalists alike, to a great extent, all remarked on the precision, regularity, and quality of the service.

And the public also did its part, contributing by its sense of civic pride and conduct to the satisfactory operation of the system.

38

Staging a spectacle of as bewildering proportions as the Olympic Games leaves very little room for illusion, least of all for the organizing committee. And COJO was no exception, for a chain is only as strong as its weakest link, and even a normally inconspicuous service like warehousing, for example, requires every bit as vigorous a planning effort as any other.

Everything must be well thought out in advance, and, early in 1973, fully three years before the Games, COJO was in the seemingly impossible position of not knowing the exact amount of goods and equipment that would have to be stored! It would turn out to be considerable. Enormous, in fact!

To be able to handle and store the furniture, the equipment, the fittings, and all the other expected matériel called for a location that was at once spacious, completely equipped with the necessary tools, central, and, above all, easy to reach. To take over the management of the entire question, the Matériel Control Department was created in 1974.

Immediately, the director began negotiations with the Ministry of National Defence, and, in the autumn, an agreement was signed between COJO and the federal government. As a result, a warehouse containing 76,228 cubic metres of storage space was put at COJO's disposal. Situated on a military base only four kilometres from the Olympic Park, it possessed all the requisite qualities, and, better still, the base personnel were included in the package.

It was an excellent arrangement, because, from the point of view of construction costs, the saving was in the order of \$3 million. It also meant that COJO did not have to hire and train some two hundred additional staff. The contribution of the experienced base personnel was, therefore, considerable, and, since everything was in first class order, the Matériel Control Department quickly became a solid operational unit.

The Facilities

But it was not just a bare building that the government put at COJO's disposal. For, contained in the space reserved for COJO's exclusive use for the period January 24, 1975, to December, 1976, was a collection of ultramodern, merchandise handling services for the receipt and classification of any and all types of goods. And a daily inventory was kept. There was also a computer supplied with all the experienced personnel necessary. In addition, the packaging system was the latest of its kind, and a special, maximum security storage area was equipped to handle valuables.

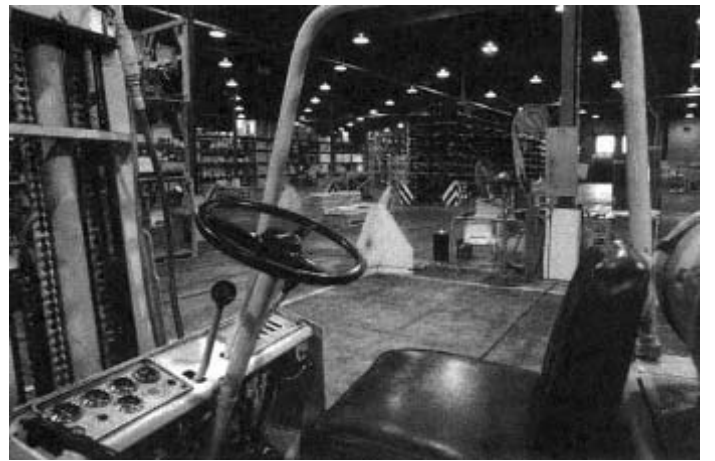
The following will give some indication of the procedure involved. Base personnel set up a control over the incoming merchandise as it arrived. A detailed inventory was then made, and the objects distributed and stored according to established categories. The military, naturally, had charge of internal security on the base. For its part, COJO undertook to supply all the vehicles necessary for the transportation and servicing of equipment. COJO was also responsible for the additional telephone lines required, photocopying services (including personnel and equipment), and supplementary computer hardware.

With the ownership of the stored merchandise went the responsibility for its care and maintenance. And COJO oversaw the performance of the skilled people required to handle the often fragile goods. Sporting equipment, for example, had to be sorted and labelled as well as protected by the appropriate insurance.

General Rehearsal

In January, 1975, the first shipment was received from overseas. It was for the International Competitions Montréal 1975 (CIM 75), and provided the warehousing staff with the opportunity to test two kinds of inventory systems — one manual and the other computerized. From June 24, when CIM 75 opened, to the end of competition later in the year, both methods were used concurrently, with the manual system gradually being abandoned. The computer was fast and functional and became the chosen system of inventory control for the Olympic Games.

Week after week, despite the heightened activity, warehousing personnel acquired greater control over the situation. Between May 1 and September 30, for example, with but two CIM 75 events remaining, warehousing handled a total of 503 deliveries relating to 1,056 different





articles, and 636 shipments had been expedited. Each release had first to be approved at COJO headquarters by the director of Matériel Control. It was then routed by telecopier to inventory control for verification, after which the matériel was delivered. And so it went. Each department had to determine its equipment needs, issue purchase orders, and, naturally, supervise the use of the equipment in accordance with its budget. Every department was also responsible for matériel recovery.

Management had four plans operating in parallel:

1. Inventory by department.
2. Inventory by site.
3. Inventory of the Supply Department.
4. General inventory.

Close watch was also kept on those items whose delivery dates had passed.

Extremely flexible, these systems showed themselves to be very useful during CIM 75, and, except for some detail modifications, were used during the Olympics. It was found better, for example, to store merchandise by section rather than by category in order to have as little dispersal as possible.

Speed and Efficiency

For any system to be satisfactory, however, it must offer a certain flexibility. Warehousing by section offered just that, plus certain other advantages. For example, it eliminated the loss of time associated with an article-by-article selection and the attendant bottlenecks in shipping. Besides, it allowed the staff to implement more rigorous controls at competition sites. Each section was, therefore, supplied according to deliveries. And Olympic installation personnel kept in close touch with warehousing to produce a fast interchange of information based upon knowledge of the matériel.

Unfortunately, delivery delays in May forced the partial abandonment of the section storage system. Nevertheless, on June 26, the first day of the dress rehearsal, and only 23 days before the opening ceremony, ninety-five percent of the sites had all the equipment necessary. Warehousing and Transport worked frantically day and night, and, by July 17, 76 trucks had transported 4,865 tons of matériel in record time. It had not all been in vain!

The Final Curtain

Now that the Games were over, the entire supply operation had to be reversed. The recovery of matériel was an important and complicated procedure and involved the return of every type of equipment imaginable: sporting goods, Olympic Village furniture, press room and COJO office furnishings, and supplies from the International Youth Camp. And everything had to receive the same measure of care in order to minimize losses.

The recovery operation was one that simply could not be done quickly. The leases between COJO and the Olympic Installations Board (OIB) had to be respected until their expiry date. And the same applied to leased premises. The delay was negligible, however, for those items that had been borrowed or rented.

With its own aims and purposes in mind, the Matériel Control Department wanted every department to operate the same way. In some cases, for example, the dismantling operation started with the Games barely half over — on July 23 — and special urging was necessary in order to have some departments give Matériel Control's requests the attention they deserved. Inasmuch as the Games were in full swing, it was easy to understand the tendency to procrastinate! Matériel Control continued to apply discreet pressure, however, and, by August 20, only a small number of offices remained to be cleared.

The meticulous care adopted at the outset for the establishment of the various sites and installations was reinstated. It was a matter of dismantling in an orderly manner everything that had been set up the same way.

Certainly there were mistakes: several trucks arrived at the warehouse without proper documents, but, rather than insist, at this stage it was felt wiser to store the merchandise and deal with the necessary paperwork later. The important thing was to keep the trucks moving, for, despite the fact that the inventory did not always correspond to reality, the discrepancies were not serious.

All of the equipment located in buildings under the OIB jurisdiction had to be left on the spot, whether it be in the Olympic Stadium, Velodrome, etc. And the same applied to installations belonging to the City of Montréal. The central warehouse was, therefore, sufficient for everything else. And part of the sports equipment proper was given to the Centre for National Athletics Training (CENA) which is under the authority of the provincial government.

The Close

By September, the warehouse was filled to overflowing, the staff had been reduced to a minimum, and the Defence Ministry awaited the return of the base to military use. Arrangements were, therefore, made to vacate the premises by the end of December, through a move that had to be done quickly and well.

First of all, it was necessary that all matériel recovered be properly identified. And here, the OIB and the City of Montréal came to the rescue and took over their own goods. COJO employees were able to benefit from the situation and acquire merchandise at a reduced price, provided they paid the transportation costs.

So that nothing would be wasted, Matériel Control transferred \$ 16 million of technical equipment to the province of Québec, \$4.7 million to the City of Montréal, and no less than fifteen sports centres shared in equipment valued at \$3.5 million. Losses were minimal, at 3.35 percent of the total value of the equipment.

39

The first order of business of an organization charged with the reception and handling of a crowd of spectators expected to total some 3 million was to be able to clearly identify the functions to be performed by every one of its employees.

COJO executive and staff numbered around 23,000, and the question of uniforms had been of great concern since the outset. The issue was further complicated by the short time available in which to properly fit these uniforms to the personnel required.

Fitting well in advance was not necessarily the answer, since the majority would not begin their duties until just before the opening of the Games. Yet there had to be a certain elegance and style of dress suited to the staging of an important international event.

Manufacture

Since 1973, besides hundreds of other details, the Graphics and Design Directorate had been considering the design and color of the uniforms. In June of the following year, COJO formed a Uniforms Department which was part of the Services Directorate. This new unit received orders from the various directorates to manufacture, store, and distribute the uniforms. In short, the Uniforms Department was in charge of dressing, quickly and efficiently, the large COJO family.

The first stage was to identify the thirty-nine staff functions and to classify the 23,000 employees needing uniforms, as well as to set up a reserve quantity for last-minute additions to staff. Then, in October, 1975, the second stage began: the tendering of bids from various fabric supply houses.

Suppliers had to furnish 52,000 metres of material, in seven different types in seven different colors which had already been selected. Four suppliers were accepted, and they then had between December 20, 1975, and February 15, 1976, within which to make delivery. These fabrics then passed an inspection for quality and color control. After the materials had been chosen, another round of bids was accepted from seven different clothing manufacturers. When this had been done, only shoes, raincoats, and T-shirts remained to be ordered. By the beginning of January, 1976, sewing machines across the country were stitching away in preparation for the Olympic festival.

International officials, COJO senior executives, hostesses and guides all had uniforms made to order. No matter how far away they were, at the four corners of the globe, Games officials had to mail in their measurements to Montréal by the beginning of 1976. In their turn, COJO executives and guides had to furnish the same information.

Despite every effort, however, by June 1976, only about half the forms containing the necessary measurements had been received. Nevertheless, all the aforesaid personnel had their uniforms by July 17.

Because of their important role in representing the host city, the hostesses had to be fashionably dressed. To avoid error, therefore, their measurements were taken immediately upon hiring, and, by January, 1976, the uniforms of all hostesses already hired were on order.

The clothing for the auxiliary personnel did not pose any particular problems either because the majority of them were students between the ages of 18 and 25 who easily fitted into normal sizes. And the designers, taking their cue from international competitions preceding the Olympics, were able to fashion the most suitable clothing for them to fit every possible figure.

Distribution

At the beginning of April, the Uniforms Department had installed a store, dressmakers, and offices in a central location adjacent to personnel accreditation. To lend a helping hand, forty military personnel were supplied to aid eleven civilians in uniform distribution on the spot and at various control centres. And a group of tailors from the department established themselves in the different hotels where the officials were staying to take care of last minute fittings. They worked sixteen hours a day putting up hems and doing the final retouching.

As the Olympics drew nearer, the hostesses' uniforms were delivered to the hostesses' training centre. The auxiliary personnel, each working for a specific competition, picked up their uniforms at the principal distributing centre by June 19, in order to be ready for the general dress rehearsal scheduled for June 26-29.

As each additional employee was hired, he filled out a form stating his measurements which were, in turn, computerized for manufacture. A copy of this form was inserted into each completed uniform and then delivered to the proper distribution centre for pick-up. In three days, more than 6,000 suits had been distributed throughout the Olympic sites.



"... sewing machines
across the country were
stitching away ..."



From start to finish . . .





But there were still many problems: the shoes had not been delivered on time, and the T-shirt supplier, who was already late, could only deliver one T-shirt per person. There were measurement mix-ups as well: the shirt sizes that had been ordered did not correspond to Canadian standards. Fourteen seamstresses were then called in to repair 2,000 of them, and there were hundreds of small adjustments to be made on the spare uniforms for those who would only be arriving at the last minute.

But, on the eve of the opening ceremony, 20,750 uniforms of every shape and size, comprising 88,656 different pieces, had been distributed. "Operation Uniform" ended, but, looking back at the marvelous display of colors and styles, the chic hostesses, the busy usherettes and ticket agents, watching the officials strolling about, at least two conclusions can be drawn: perhaps, in future, it would be easier to supply unisex uniforms; and it would be wiser to have only one company manufacture all fabric to avoid variations in color tones.

Nonetheless, Montréal can be proud of its presentation of practical elegance through a symphony of uniform colors symbolic of the harmony of the Olympic Games.



. . . practical elegance.

40

The Olympic ritual presented two particularly exciting moments during the Games. The first was the official presentation of the Olympic Flag, of white silk muslin printed with the five intertwined rings; the second during the last moments of the Games, when the Olympic colors were retired at a slow march. On each occasion one could feel the intense emotion of the crowd in the stadium.

Raised on the centre pole, the Olympic flag flew between two others — Canada's and COJO's. And, suspended under the topmost section of the roof, flowing in the breeze, were the flags of the participating countries. The mayor of Montréal had presented the COJO flag for the first time in Munich in 1972, and it was being honored yet again. The same three flags shimmered in the breeze over all the main entrances of the Olympic Stadium and the Olympic Village, and on the main access roads to Bromont and Kingston. But only the IOC and COJO emblems were flown at the International Youth Camp.

The placing of all these flags was not decided at random — a definite protocol existed. Initially, two sizes were planned for the flags of the participating countries — 92 cm x 1.84 m and 1.84 m x 3.66 m — depending on their use, whether it was for the medal presentation ceremonies, or for interior or exterior decoration. And there are three traditional methods by which to fly flags according to protocol: they can be hoisted on a pole, vertically suspended on a support held by two eyelets, or fixed on frames by four eyelets.

The sizes of these flags and the number of countries involved did not make the task any easier for the committee responsible. The first meeting was held in Montréal on May 16, 1975. Protocol was charged with the verification and confirmation of authenticity of national emblems, and was responsible for their use in medal ceremonies. The decorative use of flags, on the other hand, was under the direct supervision of the Services Directorate.

When the time came for the flags to be manufactured, however, it was found that Canada did not have the necessary capacity since only two manufacturers answered the call for tenders sent out by the Supply Department.

Their services were retained nevertheless, but though not sufficient, were equal to the task. The first manufacturer used an automatic technique based on a matrix which offered very limited possibilities with respect to overprinting. The other was an artist who reproduced patterns added to the background colors by hand.

COJO was, therefore, forced to turn to the United States to find other suppliers. But time was lost because of preparations for the U.S. Bicentennial. And all the manufacturers were booked to capacity!

Procedure

Protocol and Supply were given the responsibility for identifying the flags of all the participating countries according to existing information. Protocol, assisted by Accreditation, kept an up-to-date record of all the registered countries, and a list of all the events in which they would participate. In addition, COJO invited the national Olympic committees to supply them with samples of their respective flags, and specimens of their exact colors. Failing this, they followed standard reference material.

Only 50 percent had replied by September, 1975, but an initial order of 2,000 flags was, nevertheless, issued, which included those of Canada, Québec, and Montréal, as well as some decorative and foreign flags. To decide on quantities required by each country, again available data had to suffice. The more numerous the delegations, the larger the orders had to be because of increased participation expected at the different sites. And there is an interesting story about this: one of the countries was represented by only one athlete, yet a complete set of flags was ordered for him!

In March, 1976, Supply had to order 6,000 flags in addition to the 2,000 already being manufactured. Difficulties mounted until June. The manufacturers worked day and night, but the fabric they used often contained slight color variations. Some countries had not yet confirmed their participation, while others had changed governments and, therefore, their flags. Some countries shipped the samples asked for in 1975 only two weeks prior to the Games, and suggested additional embroidery to be added by hand. Nevertheless, at the opening of the Games, not a single flag was missing.

The flags which were to be used for the medal ceremonies were stored as soon as they arrived from the manufacturer. Matériel Control was then responsible for their distribution to Protocol. Each night, Protocol used the results sheets to compile lists of coun-



tries which were to participate in the finals the next day. After a triple check, the flags were entrusted to each of the six teams assigned to the medal ceremonies between 08:00 and 10:00, which left ample time to identify and correct any errors.

At the competition sites the flags of the participating countries were placed in alphabetical order. But at the Montréal Forum, eighty-five national emblems were on permanent display, and represented the countries participating in the five sports staged there.

Services determined what decorative flags were required, and looked after their handling, use, control, and

storage. It had to decide on the personnel necessary to raise the flags each morning, and lower them at night at all competition sites. Only those flags were lowered, however, that were not illuminated. The Olympic Villages of Montréal, Bromont, and Kingston were responsible for their own flags.

Remarks

In spite of all the precautions taken, out of 8,000 available flags, 3,400 had disappeared by the end of the Games. Was it that collectors took

advantage of the situation? Or was it the enthusiasm of supporters?

Weather accounted for the loss of some 400 flags. And 1,500 remained in their wrapping for various reasons: the withdrawal of the African countries, printing mistakes, incorrect colors, and even because between the date of order and the date of the opening of the Games some countries changed their flags! Such was the case with Greece, which modified its national emblem on July 1, 1976.

Conclusions

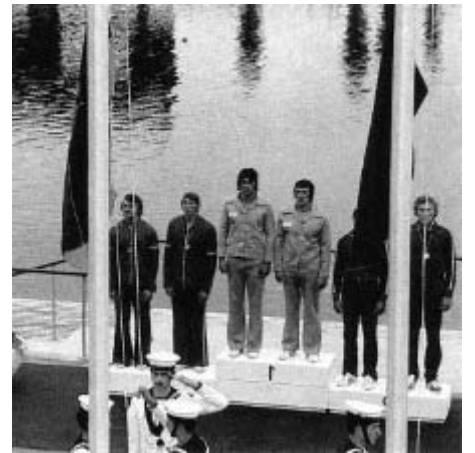
A flag is not an article usually found in bulk on store shelves. In order to have an adequate supply for use during the Games, therefore, either of the following solutions is worthy of consideration. It should be remembered, however, that neither is the ideal. In the first instance, all of the flags necessary could be ordered well in advance, but the organizing committee should be prepared to absorb any and all financial losses likely to occur through non-use, overstock, etc. The alternative is simply to order only those flags certain to remain the same, and risk coping with late orders in respect of those flags whose design, it is felt, will be subject to change before the Games open.

This question of flags might seem very secondary in an Olympic organization. And yet it can be the source of many trials and tribulations. To avoid them, it is advisable to have each department concerned keep precise records as soon as all the relevant information is available, in order to make everyone aware of the complexities of the manufacturing process. And a reserve of approximately 10 percent of all flags should be kept to provide against any emergency.

At the end of the Games, COJO gave 1,400 flags to the City of Montréal, and 3,200, representing 29 countries, to the City of Edmonton, host of the Commonwealth Games in 1978.

The Games are over now, but the image of the Olympic flag and the row upon row of brilliant, multicolored emblems is still in the minds of the spectators.





41



The gathering of the Olympic family in July, 1976, and the attendant rush of visitors posed a major postal problem for the organizing committee. Athletes, officials, newsmen, and tourists would be pouring into Montréal and district in vast numbers, and ways had to be found to handle and process the sudden avalanche of mail.

In July, 1973, Canada Post began studying the problem in depth, and soon instructions went out to its Québec region to develop a special organization — COJO-Post — for the Games of the XXI Olympiad.

There was also the problem of meeting the demands of philatelists around the world who keep a close watch on major international events to augment their collections. Canada Post quickly agreed with COJO on the issue of a series of Olympic stamps that proved an instant success, and contributed considerably to the organizing committee's revenues.

COJO-Post was required to accomplish the following tasks:

- a) provide postal service for the Olympic family;
- b) maintain the security of Olympic mail;
- c) enlarge the staff of existing post offices and establish new sales outlets for visitors;
- d) provide philatelic and special Olympic cancelling services; and
- e) promote the sale of Olympic stamps to contribute to the financing of the Games.

Close links were established with COJO early in 1974 so that additional requirements for the Games could be determined. This cooperation was fruitful and the results highly satisfactory.

Matériel

Much attention was paid to planning, so that regular postal equipment and furnishings could be used. Two kinds of counters were designed: one

for regular postal operations and one for stamp collectors. This made it possible for completely independent units to be set up without special equipment, so that they could be used after the Games as part of a modernization program for existing postal facilities.

Postal Trailers

At several competition sites there were no premises available to house postal services, so Canada Post designed and had built fifteen special trailers. Measuring 15.2 x 4.3 m, they were attractive, functional, and intended for permanent use after the Games. In addition, each was a self-contained unit.

Training

A training program was developed so that all mail counters would be staffed with individuals who had the knowledge and skills to serve an international clientele. This program, incidentally, also helped create a remarkable team spirit. Of the one hundred and forty wicket attendants who were on the staff at the opening of the Games, seventy were students. The entire effort must have been appreciated by the public, because the latter made many complimentary remarks about the enthusiastic and cooperative attitude of the postal clerks.

Information and Advertising

The COJO-Post offices were temporary. Visitors and stamp collectors, therefore, had to be informed of their location and the kind of services they offered.

For this purpose, two million copies of a 36-page brochure were printed and mailed to every home in metropolitan Montréal. It was also put on display in regular post offices as well as those in other Canadian postal regions, and in all major Montréal hotels, shopping centres, restaurants, etc.

This brochure contained information that was most useful to Montrealers and to Canadian and foreign visitors, such as a calendar of Olympic events, plans of the sites where they were taking place, a map of downtown Montréal with bus and metro (subway) lines, and a list of postal rates.

To judge by the favorable comments and the number of additional copies requested, the brochure proved a great success.







Special Cancellations

Special Olympic cancellations were issued for the various sports, congresses, host cities, and special events. The great number and variety of those requested, however, posed a problem which could easily have got out of hand without very tight controls. COJO-Post, therefore, limited their number to forty-three, and they could only be applied on the date and at the site of the relevant competition. The only exceptions were at the two special cancellation and philatelic centres, where all forty-three cancellations could be applied as of the dates of the respective competitions. One of these was located in Olympic

Park and the other in a very busy section of west-end Montréal. They could also serve as backup units if unexpected crowds appeared at the competition sites.

For philatelists who could not attend the Games, a mail-order service was set up at the National Philatelic Centre, and the twenty-five most important cancellations were offered for sale in sets of five. These, however, only bore the date of the opening of the Games: July 17, 1976. Similar arrangements were made for the closing ceremony, with the cancellation as of August 1, 1976. These sets made it possible to meet the demand in case



of sudden crowds at any COJO-Post office or regular philatelic counter.

Operations

Through COJO-Post, Canada Post operated twenty-eight stations:

- a) a major philatelic centre in the main office in the west end of the city;
- b) ten stations in premises provided by COJO to serve the congresses, the main press centre, ORTO, the Olympic Village, the International Youth Camp, and the general public in Olympic Park;
- c) fifteen postal trailers; and
- d) two stations run by the regular philatelic staff for COJO-Post.

Also part of COJO-Post responsibilities were a sorting and security centre in a suburb southwest of Montréal, and administration headquarters equipped with special cancellation devices.

These facilities served more than 250,000 customers. Some 100,000 used the philatelic services and presented more than 1.25 million covers for special cancellation.

The sorting centre dealt with some 150,000 items of Olympic mail. The security centre, which also looked after consular and other special mail, examined more than 200,000 pieces. The facilities operated by the security and investigation section were such a success that they were put into permanent use.

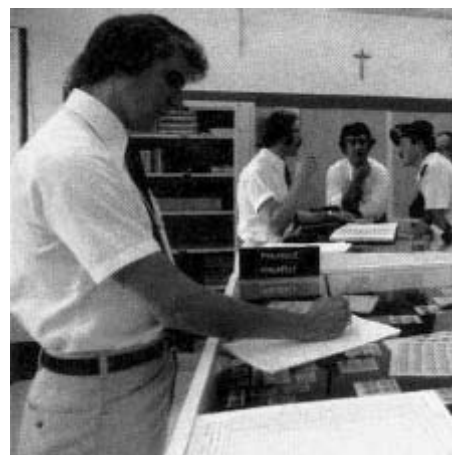
Averaging 274 employees for the period of the Games, the staff put in 60,304 man-hours for the COJO-Post operation.

The Ontario postal region was in charge of operations in Kingston where seven temporary post offices were established. Olympic mail was handled at the main postal branch in downtown Kingston, which worked in close cooperation with a security centre. Approximately 7,000 pieces of incoming mail were handled. During the Games, more than 50,000 special cancellations were applied. The entire operation required 32 wicket attendants and 8 supervisors, who put in approximately 6,800 man-hours.

Conclusion

This complex operation, involving the public image of Canada Post, was well run by enthusiastic people. Important lessons were learned from the experience: Canada Post was expected to make good use of the concept of standardized, autonomous counters, and of the postal trailers. For its part, the organizing committee found COJO-Post an important aid in the financing of the Games.

The reaction of the public can be summed up in an article in the September 20, 1976, issue of *Linn's Stamp News*, which described the Canadian mail operations as an unprecedented achievement deserving of a gold medal for Canada's postal program.



42

In the summer of 1976, it was expected that Montréal would become a veritable mecca for several thousand amateur sports officials from many parts of the world, who were anxious to schedule their meetings immediately before or during the Games of the XXI Olympiad.

In anticipation, therefore, COJO's Protocol Directorate had previously established a Congress Department, and given it a well-defined mandate: to welcome important members of the Olympic movement who visited Montréal, and to provide help as needed in the preparation of meetings and congresses scheduled as adjuncts to the Games.

And the latter, held by the International Olympic Committee (IOC) and the international sports federations (ISFs), can be categorized as follows: meetings of the IOC executive board; meetings of the various IOC commissions; meetings between the IOC and the national Olympic committees; and congresses of the international sports federations.

COJO accordingly had to meet these visitors as they arrived in Canada, arrange their transportation and hotel accommodations, and provide them with aides and hostesses as they attended the congresses. For it was important that Olympic tradition and IOC Rules be respected.

COJO also had to ensure the high quality of associated services at the congresses: audiovisual equipment, simultaneous translation, security, etc. For IOC meetings, simultaneous translation had to be provided in French, English, Spanish, Russian, and German. The IOC had also to be supplied with secretarial services.

Preparation

In 1973, those in charge of organizing congresses began their preliminary tasks including estimating the number of guests who would attend each congress or meeting, making initial contacts with hotel management

and interpreters, and sending questionnaires to the international sports federations, while ensuring that everything conformed to IOC guidelines.

Many other details had to be settled: one, for example, was the number of vehicles needed to transport guests. As time went on, preparations were speeded up, and, with 1976 drawing closer, contacts with the directors of the ISFs became more numerous so that definitive programs could be established. A close watch was kept on the preparation of technical facilities, and the staff who would be working at the congresses and meetings had to be trained.

IOC Meetings

From July 8 to 12, members of the following commissions met at the Queen Elizabeth Hotel: Olympic program, tripartite, publications, finance, press, eligibility, television, juridical, emblems, Olympic solidarity, and the Council of the Olympic Order. The medical commission met in the Ramada Inn Hotel.

Opening of the 78th Session of the IOC

The program for the opening ceremony of the 78th session of the IOC was intended to highlight Canada's two cultures. In addition to members of the IOC, invited guests included the presidents and secretaries-general of the national Olympic committees and international sports federations, the *chefs de mission*, Olympic attaches, and accredited journalists. Representatives of the federal, provincial, and municipal governments also attended.

The musical program gave the 3,000 guests an opportunity to hear the work of the French-Canadian composer, Claude Champagne, who died in 1965. His suite, *Images du Canada français*, evoked the picturesque atmosphere of the past. *Jeux*, by François Morel, was commissioned by COJO. It, too, was a piece with a Canadian flavor, and was enjoyed by members of the IOC and their guests at *Place des Arts* on July 13. The governor-general and Mrs. Jules Léger were present.

The Montréal Symphony Orchestra, which performed the works, was under the direction of Rafael Frühbeck de Burgos.

The Toronto Mendelssohn Choir sang the *Te Deum Laudamus* by Canadian composer, Sir Ernest MacMillan, and the *Olympic Hymn*, written by Spiro Samara, as tradition required.



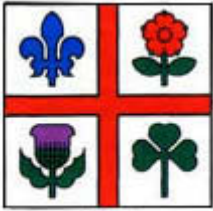
On stage at *Place des Arts*, the president of the Canadian Olympic Association, Mr. Harold Wright, delivers an address of welcome to the delegates to the 78th session of the International Olympic Committee.



Lord Killanin delivers his address to the 78th session of the International Olympic Committee.



Members of the International Olympic Committee present at the Montreal Games.



78e session du CIO
Montréal 1976

**Address by Mr. Harold Wright,
president of the Canadian Olympic
Association.**

"On this historic occasion... the Solemn Opening of the 78th Session of the International Olympic Committee. . . it is my honor and privilege, as President of the Canadian Olympic Association to extend a very warm welcome to all of you who visit with us for the 1976 Olympic Games.

"Since the turn of the century, over 1800 Canadian athletes have been Olympic participants in other countries. Now, at long last, we Canadians have an opportunity to return some of the welcome and hospitality so generously provided to us when we were guests at 28 previous Olympic Games. For the first time, we are delighted to be the host, and we welcome you to Canada. It is a very special, very proud moment in the life of our Canadian Olympic Association.

"In extending a welcome to you, I wish to clarify a matter that has been bothering us here in Canada and which has been much publicized abroad. Almost from the start of the preparations to host these 1976 Olympic Summer Games, there has been a constant barrage of criticism. Those of you who have hosted games will recognize that this is not a new phenomenon.

"Unfortunately, these criticisms have almost invariably implied that the problems were the result of the Olympic Games. This is simply not true. Whenever we ran into problems or created them for ourselves during our preparations, those difficulties were primarily non-Olympic in origin.

"You, of the International Olympic Committee, when you granted us the honor of hosting these games, gave us two things:

"Firstly, you granted us a wonderful opportunity to welcome the world to our country, and

"Secondly, you gave us the opportunity to see, in Canada, the world's greatest athletes in the world's greatest festival of sport.

The task of preparation for the Games became an almost spiritual challenge. The inspiration of the Olympic movement tends to take hold. It compels everyone involved in planning to strive for excellence in his particular field.

"Those who plan a structure to serve the Games and also to remain as a service facility years after the Games are over, become imbued with desire to design that structure not only for service but also as a symbol of the Olympic aspiration to perfection — a structure of grace, symmetry, excellence, and endurance.

"And that's where we ran headlong into major problems... problems arising mainly from an unanticipated, world-wide plague of soaring costs that made nonsense of our earlier budgeting. They also, however, included those problems that arose from situations that were purely domestic in origin — problems that have no connection with the Olympics.

"Despite these problems, however, and despite the current impression that we have allowed the excitement of hosting the Olympic Games to strain our financial resources, I am confident that we will, in the years ahead, look back to this moment in time both with pride and with thankful recognition of a great legacy these 1976 Olympic Summer Games will have conferred upon Canada. It is a legacy of architectural and engineering greatness, of cultural achievement, but even more, it's a legacy of increased human interest and awareness of the value of sport.

"In human terms, the Olympics represents a pyramid of sport with a very broad base line on its four fundamental sides — athletes, officials and judges, coaches and trainers, administrators and organizers. It is, in human form, a structure of inspiration for excellence.

"That base and that pyramid is on a truly extraordinary scale. Its pinnacle of some 8,000 athletes, gathered here in Canada for a few brief, bright days of international comradeship and friendly competition, rests upon literally millions of participants in some 117 countries who provide the building blocks essential to support a pinnacle of superb performances.

"And today, we in Canada are about to enjoy the privilege and honor of staging this magnificent world festival of peace, friendship, and sporting excellence.

"You have honored Canada by awarding us the 1976 Olympic Summer Games. On behalf of the Olympic community here in Canada, I again extend to you our sincere thanks.

"Now that you are here in Canada we hope that you will thoroughly enjoy your brief stay with us. Canada has an area of 3,851,809 square miles and a population of some 23,000,000 who live in seven time zones. We hope you will take time to see more of Canada than just the "Olympic Cities" of Montreal, Kingston, Toronto, Québec, Bromont, Sherbrooke, Joliette, L'Acadie, and Ottawa. You will be welcome.

"We trust that you will find among our people, the full measure of the true spirit of the Olympics which you serve and which you offer to all parts of the world. What you have done for Canada by granting us these games will be of great and lasting benefit to our country through the years ahead.

"I trust that we, as your hosts and hosts of the Olympic Games and the 78th Session of the International Olympic Committee, will serve the Olympic movement, the spirit of international understanding and goodwill, as well as you have served our land by coming here to launch the XXI Olympiad. When you leave, you will know you have been among friends."

**Address by The Right
Honorable Pierre Elliott Trudeau,
prime minister of Canada**

"On behalf of all Canadians, I would like to welcome the members of the International Olympic Committee. This is a privileged moment for our country. For several weeks Montréal will be a meeting place for the whole world, a modern continuation of ancient Olympia, a place in which we hope to see the ideals of brotherhood and excellence triumph. We would not be sharing this privileged moment, however, nor would we be able to watch the extraordinary feats performed by the finest athletes from around the world, were it not for the enormous amount of work done by the organizers, constant co-operation at the international level, and a perseverance worthy of the great Olympic challenge. I would like to take this opportunity to congratulate all those people, both in Canada and abroad, who were responsible for organizing the Montréal Games, and also the thousands of men and women behind the scenes who worked so hard — and are still working hard — for the success of the Games.

The Olympic Games, which are both the fruit of collective labours and the consummation of individual effort, are much more than a display of physical prowess: they have great meaning for our times. Not only do they give nations the opportunity to gather together, but they also declare the greatness of man in a universal language. Athletic competition, the pitting of the body against the constraints of time and space, is a drama which transcends all languages and all cultures. It is a primeval struggle, immediately understood by all.

Those who triumph, by dint of courage and will-power, over physical limitations have always enjoyed the praise of their fellow man. In all eras and in all nations, epics have been sung about the exploits of fierce warriors and gallant knights. In olden days, more often than today, armed combat was the ultimate test of heroism. We should be grateful that heroism is now connected with peaceful pursuits such as sports and athletics, or with the events of everyday life. The champions in the stadium are truly the heroes of our time, and in acclaiming them, we are acclaiming not only physical performance but also those qualities of character which are the strength of mankind, and which are now directed to non-belligerent ends.

"Courage and perseverance — these are the qualities an athlete must have, for the path to victory is not an easy one. Natural talents, however brilliant they may be, are not enough. One must learn to submit to the asceticism of long months of training, to wage a constant struggle against the tendency to become discouraged and slacken one's efforts, in short, to practise an almost monastic set of virtues in striving for excellence and even for perfection.

"In an age in which our society, having grown too comfortable, is in danger of losing its sense of moral values, athletics teach us, through their discipline and ideals, the notion of wholesome renewal of the spirit. If mankind is to avoid the apocalyptic consequences of pollution, overpopulation, the foreseeable scarcity of resources and the attendant economic crises, I think there is really no choice: we must discipline ourselves, or we will sink into chaos.

"The athletes participating in the Games have had to attain international Olympic standards: in this sense, they all excel. The second or the fraction of a second separating them at the finish line may serve to determine a winner, but it should not lessen our admiration for each and every competitor. It is in this spirit that Canada intends to recognize excellence, whatever its country of origin, and to proclaim, with the great Olympic poet, Pindar, that glory is the reward of the valiant."

Address by Lord Killanin

"This Session is opening on the eve of the Olympic Games in Montréal. Perhaps I may take this opportunity to look at the past four years, at the same time looking to the future.

"As you all realise, the Olympic Movement has suffered and is suffering from politics. We are here, however, for sport and competition in the true spirit which forbids discrimination in regard to Race, Religion, or Politics. It is, therefore, not my intention to refer to this matter but to await the outcome of these Games.

The Games at Munich are remembered on the one hand for their human triumphs on the track and in the field, stadia, and competition halls, and the friendship amongst athletes, but also for the tragic events which commenced in the Olympic Village.

"The following year, in 1973, the first Olympic Congress for over 40 years was held in Varna with the motto "Sport for a World of Peace." This Congress set the tone for the future of the Olympic Movement. At the Congress, in addition to representatives of the International Olympic Committee, the International Federations, and the National Olympic Committees, a seat was also kept for observers in each delegation so that they might see and learn about the Olympic Movement. These observers came mostly from the ever-increasing realm of governmental sports departments which now exist in nearly every country, together with national sports federations which include, naturally, sports over and above the limited number of 26 federations on the Olympic Program.

"As a result of this Congress, greater and closer co-operation has been sought between the three bodies which permanently make up the Olympic Movement, that is, the International Olympic Committee, the International Federations, and the

National Olympic Committees, together with, of course, the Organising Committees of the various Games. Prior to the Congress, a Tripartite Commission to prepare and organise the Congress itself, together with our hosts in Bulgaria, was set up. This Committee has now become a permanent committee of the International Olympic Committee, under my presidency, which consists of three members of the International Olympic Committee: the vice-presidents, three elected members of the International Federations, and three elected members from the National Olympic Committees, that is, each is elected by the constituent group. It is a consultative committee which recognises the independent authority of the IOC, the International Federations, and each National Olympic Committee, which is recognised by the International Olympic Committee and formed in their turn by the national representative of the recognised International Federations. Already, this Committee has enabled us to discuss many points of common interest, and also to discuss points where there might be divergencies between the views of the International Federations and the National Olympic Committees. In addition, the sub-committees of the International Olympic Committee now include representatives of the International Federations and the National Olympic Committees. Basically there are three types of these committees. There are those which are only composed of members of the International Olympic Committee, which is headed, naturally, by the Executive Board. There are those which are of a specialist nature whether dealing with communications, medicine and law, and there are those on which

there are now elected or selected members from the National Olympic Committees or International Federations, depending on the scope and terms of reference of each committee. This I believe to be progress in the right direction, of co-operation and the closest contact between all the Olympic family. I personally believe it to be invaluable for the future of Olympism.

"During the past four years, I have presided over the International Olympic Committee as well as the regular meetings between the Executive Board of the IOC in alternate years with the International Federations and the National Olympic Committees.

"Our development in the first place was concentrated on an effort to bring the rules on Eligibility more up to date. I know there are still some who think we have not gone far enough in accepting the social and economic changes, whilst there are others who believe we have gone too far.

"As a result of the famous rule 26, we have the conditions under which competitors are enrolled for the Games in Montréal. No doubt after this experience this rule may be reviewed. Basically I believe it to be a considerable improvement, to have encouraged less hypocrisy, although, alas, it has not disappeared, and greater opportunity must be sought for contact between the different political, economic, and social systems which naturally affect the outlook of the various National Olympic Committees. The new Rules basically allow the International Federations, within certain guidelines, to write their own rules, which have to be approved by the International Olympic Committee for Olympic competitions. The great weakness is that whilst what might be termed "broken time" is now recognised if administered in accordance with the rules of the International Federations and for the Games through the National Olympic Committees, it is at the same time possibly unfair to the less wealthy countries, or countries where the State cannot help athletes directly. I am continually asked why there are not open Games. It is not for me to say this will never happen, but I cannot see it in the immediate future. While one wishes to give everyone equal opportunity, we do not wish to allow sport, which is basi-

cally practised for fun, to fall only into the hands of impresarios, which is true professionalism. There is nothing wrong with professionalism, but it must not be allowed to detract from those who compete for enjoyment and amusement.

"We are now considering the future of the Olympic Movement and the Olympic Games. As far as the Olympic Movement is concerned, already through the Tripartite agreements and with the assistance but not direction of the government and official sources, we have made it very clear that the Olympic Movement is not only about the Olympic Games. We are endeavouring to do all we can to assist, within our means, the development of Youth and Sport. This has been initiated through what is known as Olympic Solidarity.

"When the Olympic Solidarity Committee, which is primarily made up of members elected by National Olympic Committees, has met, there will be a full report to the Session from the Committee which is presided over by Mr. Van Kamebeek of the Netherlands, with Mr. Giulio Onesti as Co-ordinator. This movement to assist the IOC has been organised from a convenience and facility point of view from Rome, but is, of course, an integral part of the International Olympic Committee's headquarters at Lausanne. At the same time, there is the closest co-operation with regional solidarity movements such as that of Pan-America, with the National Olympic Committees which can help, and of course with various International Federations.

"But now to Montréal. It would be wrong to say we have not had our moments of extreme anxiety, but with the initiative and hard work of the Organising Committee, assisted by the Canadian Olympic Association, the Government of Québec, and the Federal Government, the Games are now due to commence as scheduled. There is no doubt that, with the escalating costs and world wide inflation, the capital

investments have been far greater than originally envisaged. Also naturally, the administrative expenses have similarly increased. It is quite clear in my mind, however, that if the Olympic Games are to continue, there must be a reappraisal of the costs, there must be a considerable amount of give and take by all concerned — whether the International Olympic Committee, the International Federations, or the National Olympic Committees — otherwise we will find ourselves strangled and suffocated.

This situation has arisen from the increasing size of the Games, due to new sports being added, the inclusion of events for women, and the increasing number of National Olympic Committees. Technical facilities have improved, but technical facilities, whether they are for sport or communications, are expensive.

"It is for this reason that all the cities which have organised the Games since 1948 have been asked for their views and comments. These will be studied by the Executive and members of the IOC, and also discussed with the International Federations when they meet with the Executive Board in Barcelona later this year, and with the National Olympic Committees when we meet at Abidjan in the Spring of 1977. I cannot stress too much that we must all take a completely new look at what is meant by the Olympic Games. We will have the experience of Montréal to add to other cities, and no doubt there will be divergencies of view. We would hope that at least an initial step can be taken so that the applicants for 1984 will have some knowledge of any changes, whether major or minor.

"Let us remember that Montréal and the Olympic venues will leave necessary facilities for sport, many not extravagant, that the Coin Program has already contributed \$ 6,000,000 to NOCs and the Lottery \$ 25,000,000 to Provinces, for the development of sport.

"Politics, as I mentioned at the commencement, and money as I mention as I end this speech, have unfortunately taken priority in the headlines. This is a time when we should remember that the Olympic Games are about individual athletes and not about politics and money. I sincerely hope that everybody participating, whether as competitor, administrator, spectator, or communicator will bear this in mind.

"I would like to thank the President of COJO and Commissioner-General, Mr. Roger Rousseau, for all his co-operation during the preparations, especially during the more difficult moments, the Chairman of the Canadian Olympic Association, Mr. Harold Wright, and our member in Canada, Mr. James Worrall, for all their help, assistance, and co-operation, Mr. Trudeau, the Prime Minister of Canada, for being here too, Mr. Bourassa, the Prime Minister of Québec, and especially Dr. Victor Goldbloom, who was the Minister in charge of the Olympic Installations Board, and the Mayor of Montreal, Mr. Jean Drapeau, who was the inspirer of the bid to have the Games in Montreal. I now take pleasure in asking His Excellency Mr. Jules Léger to declare this Session open where we will have many difficult decisions to make.

"Thank you."

International Sports Federations

With a well-trained staff, COJO fulfilled its role in the meetings of the international sports federations successfully. Eighteen federations held congresses for a total of thirty-one days of meetings; the commissions held eighty-one meetings and the Mini-basketball Federation and the organizers of the Asian Games both held two general assemblies.

In all, 2,598 delegates took part in these congresses. With 406 observers and 46 journalists, the number of participants reached 3,050.

At COJO, two directorates worked with the Canadian federations, hosts to the international sports federations, in the planning of these congresses.

Sports supplied the technical assistance needed. This included liaison between the international and Canadian federations, drafting and sending registration forms to the delegates, drawing up coordinated lists of delegates, and distributing documentation.

Protocol, on the other hand, provided services vital to the operation of the congresses, seeing to the preparation of material and the organization of the secretariat.

Organization

The major organizational principles for the congresses were developed in February, 1975, after a series of meetings with representatives of most of the Canadian federations. And the organization proper was discussed on several occasions during visits to Montréal by representatives of the international sports federations, based on a paper prepared by the federations at the June, 1974, meeting of the General Assembly of the International Federations (GAIF) in Lucerne.

A second, more detailed questionnaire was sent to the ISFs on December 2, 1975, with January 31, 1976 the deadline for replies. That was the date on which the congress registration forms were sent to all federations. Replies from more than fifty percent permitted estimates of attendance at the congresses, so that the necessary arrangements could be made.

The Hospitality and Congress Department's director was in charge of the staff, and supervised the general organization of the congresses and acted as liaison between Protocol and the international and Canadian sports federations. Starting in May, 1976, he was assisted by a congress chief. The staff included six people who wrote and distributed documentation and registered the delegates. They were also available to assist the ISFs in the congress halls.

Headquarters were located in the Bonaventure Hotel from July 9 to 31. The Sports Directorate office was open from 07:00 to 22:00, and later, if daily meetings required.

Problem Areas

One of the major difficulties was to draw up a schedule of committee meetings which could be adhered to. While the schedule was fixed several months in advance and could only be slightly modified, the meetings themselves were often subject to last-minute changes, causing some room reservations to be cancelled and new ones made without notice.

Another problem was that some congress guests had no Olympic credentials. Many delegates, who were presidents of their national sports federations, expected some form of accreditation to allow them to attend the competitions. Quite often, it was not easy to make them understand that Olympic rules do *not* provide such accreditation for delegates.

Recommendations

It would be appropriate if the congress delegates were registered as soon as possible after their arrival, to spare the organizers a considerable amount of work during the last few hours before the various sessions begin.

It would also be a good idea to inform delegates as soon as initial contacts are made that an invitation to a congress is *not* a pass to the Olympic Games.

The Scientific Congress

An International Congress of Physical Activity Sciences (ICPAS) was held in Québec City from July 11 to 16, 1976, just before the opening of the Montréal Games.

Under the patronage of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), this international, multidisciplinary congress was, in a way, the scientific corollary to the sports events at the Olympics.

Modeled on similar congresses held at the time of the Games in Rome, Tokyo, Mexico, and Munich, the Québec congress had as its purpose the advancement and dissemination of knowledge and research related to sport and physical activity in general.

In choosing "Physical Activity and the Well-Being of Man" as its theme, the Canadian scientific commission hoped to provide delegates from around the world an opportunity to discuss and communicate their views on the more controversial problems facing sport everywhere, and to take stock of the knowledge available in the fields of sport and physical activity.

It was felt that the congress would be of interest not only to specialists in the various academic disciplines concerned with sport, but also to all sports enthusiasts, school groups, and even the general public.

It was, therefore, decided that the framework of the discussions would accommodate all branches of human knowledge concerned with or interested in sport phenomena and physical activity in general.



A meeting of the International Amateur Athletic Federation (IAAF) in session during the Montréal Games.



Many of the ICPAS work sessions and seminars were composed of small groups seeking greater knowledge of sport in relation to physical activity in general.



The opening ceremony and many of the business sessions of the International Congress of Physical Activity Sciences took place in the Municipal Convention Centre pictured here.

Organization

The plan for a sport science congress was the brainchild of the Canadian Association for Sports Sciences (CASS). For, as soon as the official announcement was made that the Games of the XXI Olympiad had been awarded to Montréal, CASS began consultations with COJO for the presentation of this event.

Between 1971 and 1974, an *ad hoc* committee sought out the necessary professional, scientific, administrative, and financial help both within Canada and from abroad to launch the project. And, on July 3, 1974, this committee became a non-profit corporation called *La Corporation du congrès international des sciences de l'activité physique — 1976* (The Corporation of the International Congress of Physical Activity Sciences — 1976). It had a group of members called the scientific commission, and a board of directors known collectively as the executive.

The fourteen-member scientific commission was formed of a three-member executive; three representatives from the governments of Québec and Canada and from COJO; seven representatives of well-known scientific and professional organizations and institutions; and an executive secretary-treasurer without voting rights.

In addition, there was a group of ten advisers representing five continents, most from the executive of the UNESCO international council for physical education and sport.

The secretariat of the scientific congress and the reception centre were housed in Québec's Municipal Convention Centre, also the site of the opening ceremony of the congress. Meeting rooms were also reserved in three large Québec hotels, where the many work sessions took place simultaneously.

The congress was financed by registration fees paid by the participants, and direct and indirect grants from the governments of Québec and Canada and from COJO.

The Program

The scientific commission chose sixteen sub-themes which, in the opinion of its members and the international advisers, deserved to be discussed at a meeting such as the one proposed:

- physical activity from childhood to maturity;
- subcultures: drug use and physical activity;
- physical activity and the aging process;
- new concepts of the human body;
- land, human resources, and the physical activity of man;
- physical activity: motivation and involvement, aspects and problems;
- physical activity: economics and positive health;
- contemporary concepts and theories in physical activity;
- sport, women's emancipation, and femininity;
- sociopolitical implications of elitism;
- aggression and violence in sports;
- physical activity and cardiovascular health;
- physical activity and pharmacology;
- social obstacles and sport involvement;
- physical activity: play, sports, and amusement; and
- physical education and education for well-being.

Each sub-theme had four internationally-known guests from different fields: one speaker and three panelists. After the speaker, each panelist stated his own point of view or those of his

discipline on the topic. Then the speaker and panelists participated in an open discussion with the audience.

In addition to the thematic sessions and seminars, monodisciplinary sessions and seminars were held mainly during the three afternoon sessions of the congress:

- biochemistry: regulatory mechanism in metabolism during exercise;
- exercise physiology: prediction of outstanding athletic ability;
- sports medicine: controversies and advances in exercise electrocardiography;
- biomechanics: the present and future state of the discipline of biomechanics;
- motor learning: sensory-motor prediction in sport;
- sports psychology: intensive competition and psychological well-being: the evidence;
- sociology of sport: the International Committee for Sociology of Sports (ICSS) project on the social role of leisure: the findings;
- pedagogy and didactics: change in strategies for teaching physical education;
- philosophy: Olympics, Olympism, and human well-being;
- theology: sport, a liberating or alienating force;
- history: historiography of modern Olympism;
- history: the life and work of Robert Tait McKenzie;
- administrative theory: the management of conflict and change in sport;
- communications and mass media: the promotion of sport for all through the medium of the sports press;
- facilities and equipment: the avoidance of mistakes in the production of sports facilities;
- legal aspects of sports: sport: a sub-society;
- recreation and sport studies: future leisure: alternatives and options;

□ kinanthropometry and ergometry: the scientific legacy in kinanthropometry and ergometry;
□ research and development in ice hockey: total hockey: new concepts;
□ aquatic activities: aquatics and human performance; and
□ arterial blood pressure: the therapeutic effects of exercise in subjects with hypertension.

Each disciplinary seminar gave three specialists in the field an opportunity to describe current research thinking and practice in the chosen field. The audience was then invited to discuss the subject with the panelists.

Besides the thematic and disciplinary seminars which formed the heart of the scientific program, the commission gave the presentation of individual papers in each of the disciplines an important place on the program.

Professional, Touristic, Cultural and Social Activities

Ten national and international organizations took advantage of the Québec scientific congress to hold meetings.

As for tourist activities, participants in the congress were invited to take part in the many activities of the Québec Summer Festival, from July 7 to 17. On Wednesday, July 14, fifteen buses with guides were made available for afternoon tours of the city and district.

The cultural program had two main events. With the help of the Québec Ministry of Cultural Affairs, all participants were invited to attend a concert by Québec singer, Gilles Vigneault, and an evening of ballet with a guest performance by *Les Grands Ballets canadiens* (both free of charge) at the *Grand Théâtre de Québec*.

The program included three social events:

1. A reception for all participants and honored guests hosted by the prime minister of Québec on the occasion of the opening ceremony, July 11.
2. A reception at the *mont Sainte-Anne* Ski Centre given by the Québec Ministry of Tourism, Fish, and Game, for all speakers and invited guests, July 14.
3. A Québec-style *au revoir* party for all participants at the closing ceremony, including a recital by the *Choeur V'là l'bon vent*, followed by a cocktail party and the distribution of souvenirs, sponsored by the Québec Ministry of Tourism, Fish, and Game.

Participation

The ICPAS program included sixty-four speakers and panelists as part of the thematic seminars and sixty-nine panelists for the disciplinary seminars, making a total of one hundred and thirty-three guest speakers.

In addition, of the 394 individual scientific papers officially recorded on the program, 332 (or 84 percent) were presented before the participating delegates. A total of 1,393 people took part, of which 195 were speakers and dignitaries invited by the scientific commission.

Representatives from 70 countries were registered. The distribution was: Africa and the Middle East, 3 percent; North America, 66 percent; South and Central America and the West Indies, 3 percent; Asia, 7 percent; Europe, 19 percent; and Oceania, 2 percent.

43

Like every spectacle with an international flavor, the Olympic Games must usually face appreciable shifts in population. And Montréal already had a taste of this phenomenon during the 1967 World Exhibition — Man and His World.

This time, however, the situation was different — the influx of visitors was not spread over a six-month period — which meant that fifteen days of Olympian frenzy left the organizing committee little room in which to manoeuvre.

All the facts, therefore, had to be gathered well in advance, to reduce this quadrennial migration to mathematical terms, and fashion concrete solutions out of preliminary forecasts. The elements of the equation were the number of visitors, the length of their stay, and the lodgings available. And it was in the assembling of these elements that two basic ideas had to be kept in mind: the quality of the hospitality to be given to the visitor, and how the greatest number could be accommodated, hopefully, so as to cause as little inconvenience as possible!

The Olympic flag had barely been raised at Munich, in 1972, before a flood of reservation requests began to pour into Montréal, addressed both to the municipal authorities and to hotel operators in the area. Hundreds of groups and individuals were clamoring for rooms and tickets for the Games. COJO immediately undertook the creation of a lodging program in cooperation with the hotel operators, and it was decided to deal separately with the sale of tickets and requests for rooms. The reason behind this was the desire to let the visitor determine how to organize his trip to Montréal, depending on his own particular tastes and the extent of his finances.

There was, moreover, a certain hesitancy on the part of hotel operators. Summer in Québec normally attracts a goodly number of tourists, and no one wanted a recurrence of the situation in Munich where the lodging industry had to endure an eighty percent occupancy rate due to pre-Games reports that accommodations were simply unavailable within a twenty-mile radius. The thinking was that history could repeat itself, and everyone was afraid that the normal, everyday tourist would pass Montréal by.

As the result of various discussions between COJO and the local hotels, everyone was convinced of the necessity to create a regulatory body that would control the ebb and flow of visitors, while, at the same time, leaving the hotels free to promote their own facilities.

Both sides agreed, therefore, to approach the government of Québec, through the Ministry of Tourism, Fish, and Game, to have a body set up to deal with and administer the entire lodging question.

Subsequently, on August 1, 1974, the Québec Lodging Bureau (HÉQUO 76) came into existence with a threefold purpose:

1. To accommodate the greatest number of visitors, and to establish prices based upon actual classifications and comfort ratings, using existing norms to prevent abuse.
2. To oversee the smooth development of the tourist industry generally, as well as the maximum use of its facilities, which would be surveyed in depth and the results circulated through an ordered program of communications.
3. To maintain the image of Québécois hospitality on a high level through a comprehensive tourist information service, and the planning of an entire range of activities relating to accommodation.

The Challenge

To the visitor, then, remained the choice of accommodations that suited him and the purchase of tickets for whatever Olympic events he wished to attend, the whole based upon availability.

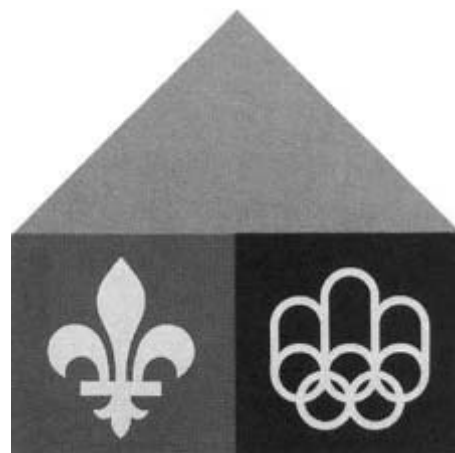
Tourist agencies located outside the country, however, could still offer their clients package deals including lodging and tickets, and every attempt was made to protect both the visitors' interests and the good name of Québec.

When HÉQUO 76 was set up, there were but two years remaining before the Flame of the XXI Olympiad was ignited. There was no time to lose! The new organization had to recruit personnel and get to work. Its first task was an inventory of available accommodations taking every possibility into account, to serve a multiplicity of visitors whose diversity was already a known factor. HÉQUO 76 set itself a target of an average cost per person per night of \$10. Montréal and its Olympics would be able to fit into every purse — from the student to the businessman, from the family to Golden Age clubs.





In large and small groups, they came to the Games



The whole gamut of lodging was probed. Nothing was left to chance, neither the hotel nor the schoolroom, the farmhouse nor the youth hostel, camp grounds nor dormitories. Quantity was all-important.

It was a fact that approximately four million Games tickets would be offered for sale. And, based on past experience, it was predictable how the average visitor would act — he would buy ten tickets and spend about four nights in the Olympic city. In addition, it was possible to estimate, with a very small margin for error, that of those seated in the grandstands, forty percent would come from the host city or surrounding area and have no need of accommodations.

Close analysis revealed that 180,000 people would have to be lodged for periods of four days. And, strangely enough, it was found that each visitor would travel with someone who would not necessarily attend a single event! Nevertheless, the figures doubled, making four-day blocks of 360,000 or 90,000 per night. But there was another aspect that could not be overlooked: fully ten percent of visitors would arrive with neither reservations nor tickets! Collating these figures resulted in 400,000 clients per four-day period for the Montréal hotel industry, or 100,000 daily requests for lodgings.

HÉQUO 76 wisely built into its projections a safety margin resulting in a revised estimate of 110,000 persons to be housed each night, increasing to as many as 145,000 at the peak of the competitions, namely from July 23 to 25.

Averaging out these estimates, one arrived at a staggering total of two million nights' worth of accommodations to be found for the duration of the Games.

And since it was idealistic to assume that the occupancy rate would ever reach one hundred percent, especially on the outskirts of the host city where it was more likely to be seventy-five percent, the end result was that 195,000 beds had to be found in the city proper and within a 130 km radius. How was this to be done?

According to a survey by the Ministry of Tourism, Fish, and Game, 30,000 rooms were available: 20,000 in Montréal and 10,000 in the rest of the province. Assuming two persons to a room, this still meant a shortage of 135,000! But 10,000 more places were found through the use of schools which would be devoid of pupils, plus another 12,000 by installing temporary

dormitories in the form of youth hostels, and 3,000 more in residential hotels. Making full use of camping grounds, while counting on good weather, raised the available space total by 50,000, to be occupied by visitors who would either sleep in tents or in some kind of camping vehicle. All that remained to be found, therefore, were 30,000 double rooms in private homes.

A campaign was immediately begun, through the regular news media, to enlist the help of Montréal area residents in the hopes of meeting the deficiency.

The Organization

For twenty-four months, 240 HÉQUO 76 employees defined and located all available lodgings, making a survey of what could be used, and inspected and opened a file on each establishment according to criteria already existing in respect of rating and price.

All this data was stored in such a way as to be instantly retrievable pursuant to any request for a reservation directed to the secretariat, which was in charge of recording it for future reference.

In addition, a special team of seventy-five employees was formed to deal with the thousands of visitors who would arrive in Montréal with no reservations. Thanks to them, more than 30,000 of the more adventurous travellers found a satisfactory place to sleep.

And, as if wonders would never cease, the preliminary projections proved to be amazingly accurate! During the frantic period marking the fifteen days of the Olympic Games, Montréal accommodated 362,767 visitors who stayed slightly less than an average of six days each. The total and individual breakdowns were virtually as projected.

This meant that 170,280 visitors stayed in hotels or motels, 115,000 in private homes, 2,500 in residential hotels, 9,225 in youth hostels, 9,750 in educational institutions, and 56,000 made use of camping facilities. The final total amounted to 2,091,607 nights' lodging at an average per capita cost of \$11.02, close enough to official estimates as to make no difference.

To fulfil its objectives, HÉQUO 76 disbursed \$ 6,118,787, of which close to \$ 1 million went towards publicity and promotion.

Lodging the Olympic Family

Well before HÉQUO 76 was conceived, COJO established a department responsible for the lodging and reception of members of the Olympic family, who were expected to arrive from the four corners of the earth.

Included were members of the International Olympic Committee (IOC), the national Olympic committees (NOCs), the international sports federations, delegates to the congresses connected with the Games of the XXI Olympiad, distinguished visitors, special guests, and personnel from COJO directorates.

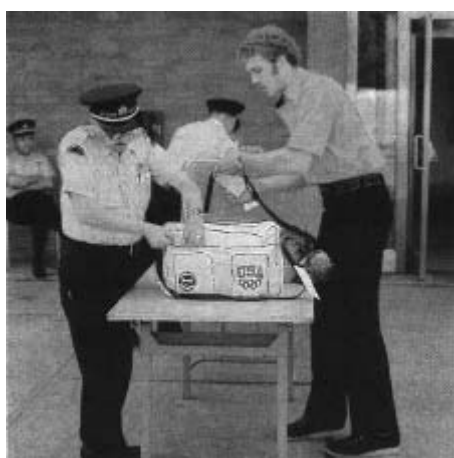
But when HÉQUO 76 was created, the department that had preceded it was reduced to the role of intermediary, whose sole function was to keep track of the rooms needed by the different COJO directorates and to refer any reservation requests to HÉQUO 76. This, however, was not without its problems, since the various directorates tended to overestimate their requirements and supply vital information extremely slowly. Finally, many last-minute requests created minor problems.

Hospitality

COJO's obligations to the Olympic family were not only confined to lodging arrangements. The members had to be met and escorted, their stay in Canada made pleasant, and their departure taken care of. Such a task demands discipline, courtesy, and tact. Diplomacy, therefore, is a prime requisite of the entire hospitality function.

Fortunately, the International Competitions Montréal 1975 served as a sort of dress rehearsal. That year, COJO welcomed some 2,500 athletes and more than 3,000 officials and guests. Things began to take shape, and certain vital parts of the machinery were already in place: an information system, some coordinating procedures, etc. All that had to be done was to multiply the entire operation by six, to be able to deal with the 30,000 members of the Olympic family, and to divide the time span by eight, to arrive at a figure of fifteen days instead of four months! Not altogether a simple task to accomplish!

In January, 1976, COJO set up a coordination-reception unit to direct the smooth operation of everything even remotely associated with the welcoming and escorting of dignitaries, athletes, officials, members of the



By means of a warm welcome, any athlete can feel at home away from home.

International Youth Camp, the international press, and guests of COJO. Each member of the Olympic family, it was felt, must leave with a favorable impression of Canada, for, even if first impressions are not always good ones, they are often the best obtainable! The coordination-reception unit established three distinct operational phases:

1. Greeting at points of entry: airports and railway stations.
2. Formalities: accreditation, admission, lodging, information, baggage pick-up.
3. Escorting the visitor to his place of residence, and, from there, to his point of departure when the time came, rendering whatever assistance was deemed necessary.

This whole reception procedure occupied fully fifteen directorates and units within COJO. On the one hand, there were the "customer" departments, those who welcomed the many guests, and, on the other, the "suppliers," or those who rendered services to the guests in question.

Numbered among the former were Protocol, which awaited 1,100 dignitaries, Communications, which would welcome about 9,000 members of the electronic and written press, the Olympic Village, where 10,000 athletes were expected, Sports, which could count on greeting 3,000 officials, the International Youth Camp, where 1,300 participants were being provided for, and the Arts and Culture Directorate which had to deal with 5,000 artists and performers. So much for "customers."

As to the second category, "suppliers" included Transportation, Information, Accreditation, Security, Hostesses and Guides, Lodging and Linguistics.

The coordination-reception unit acted as liaison between the two groups, receiving and relaying information, changes, outlining formalities to be adhered to, making plans, and, where needed, acting as a complaint department! Its governing body was composed of all directorates and services involved in its operations.

The best possible way to grasp the complexity of the coordination-recep-

tion function is to cite an example. What follows is typical, and covers the reception of a delegation of athletes as related by a representative of the Olympic Village.

Sixty days before the delegation's arrival, the COJO Accreditation Department sent the necessary forms to the *chef de mission* who was responsible for their completion and return within fifty days. On receipt, the department then sent the list of delegation members to the Olympic Village admission office. Every bit of pertinent information was fed into the computer: the names of the arrivals, the day, hour, and place of entry, the length of their stay, and the day, hour and point of departure.

On "D" day, all of the services concerned were alerted. The information staff at the Olympic Village verified the relevant data or changed the schedule as needed. A liaison official accompanied by the necessary hostesses drove to the airport. There they greeted the visitors, and, while the hostesses took charge of the athletes, the *chef de mission* accompanied the liaison official to complete the necessary formalities. Having collected the luggage, the *chef de mission* and his escort proceeded to the Village, along the way verifying the delegation list which would be turned over to the secretariat upon arrival.

The members of the delegation, accompanied by their hostesses, claimed their baggage and loaded it on a truck which followed the car(s) taking them to the Olympic Village. Upon arrival, everyone proceeded to the tent for validation of the accreditation documents, and to undergo an identity check. A security officer inspected the baggage and re-verified the delegation documents, whereupon the hostesses conducted the delegation to the residential zone where they were expected.

A somewhat simpler plan covered the formalities of departure.

For the reception of 30,000 members of the Olympic family, this is but one of hundreds of examples, with some variation, but always with an attitude stamped with the courtesy of a staff eminently aware of its role, which is to offer the most sincere welcome of the host city despite the exigencies and constraints of what has become standard security practice.

From the visitor setting foot in Montréal for the first time to an IOC official who was a seasoned traveller, familiar with highly polished, organized performances, each was treated with equal dignity by those who were the first to extend a Canadian welcome — the staff of Lodging and Hospitality.



44

For an event like the Olympic Games, it is often necessary to improve protocol procedure. Since usage and formalities vary from one country to another, and the circumstances in which specific rules apply change from one day to the next, there must be flexibility. For example, during the period between the opening and closing ceremonies, regimes might fall, governments replaced, national emblems changed, any of which would require prompt action.

So, while remembering that the Olympic Games are first and foremost a sports event, it must never be forgotten that protocol plays an extremely important and sensitive role. The least blunder by any member of the protocol service could cause a diplomatic incident sufficient to discredit Olympic institutions and disrupt relations between the host city and one of its guests. And the dangers of such blunders are very real where, within a two-week span, there are 29,000 people who require careful attention from the Protocol Directorate! While the Montréal Games were being organized, no less than 13 countries changed or replaced their flags and an equal number modified their national anthems.

Organization

After having been established in March, 1973, the Protocol Directorate was attached to the office of the COJO secretary-treasurer and, besides protocol matters, was initially made responsible for the transportation of the Olympic Flame, preparing the opening and closing ceremonies, and establishing the hostess and guide service.

Before long, however, steps were taken to lighten the burden on Protocol. COJO set up an Official Ceremonies Directorate, which also had charge of the transfer of the Olympic Flame, and, because the hostesses and guides had many more directorates to serve than Protocol, they were established in a separate department.

In return, Protocol remained responsible for establishing and maintaining close contacts between the national Olympic committees (NOCs) and COJO, and for assisting the commissioner-general in his relations with the International Olympic Committee (IOC).

More specifically, the duties of the Protocol Directorate included:

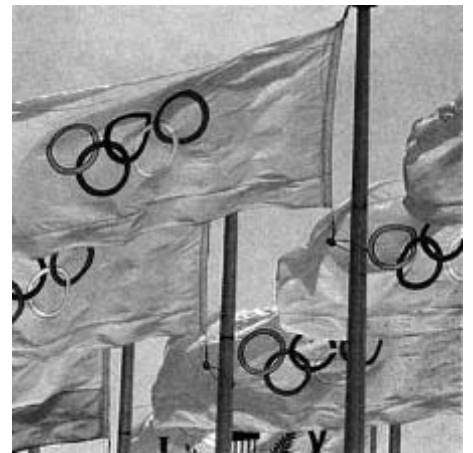
- a) greeting and escorting members of the IOC, higher NOC and international sports federation (ISF) officials, and special guests;
- b) organizing meetings and congresses to be held during the Games;
- c) organizing and directing the medal ceremonies at the completion of each event;
- d) assuring hostess and guide services for VIPs and COJO guests;
- e) helping the Olympic attachés perform their tasks;
- f) planning and coordinating accreditation procedures for foreign visitors and the Olympic family, in cooperation with federal authorities when the latter were involved, and seeing that these procedures were respected;
- g) advising the organizing committee on protocol matters;
- h) displaying flags in accordance with protocol.

At the end of the summer of 1973, the Protocol Directorate had drawn up its organization chart, which underwent only minor adjustments before the Games. A director-general or chief of protocol was in charge, and he reported to the COJO secretary-treasurer. He was a full member of the COJO management committee and served as chairman of the joint protocol committee representing the federal, provincial, and municipal governments, and COJO.

The chief of protocol could delegate his authority to his assistants but remained responsible for all directorate activities. He had personal responsibility for welcoming royal visitors and heads of state and government, relations with the diplomatic and consular corps, relations with the Ministry of External Affairs, assignment of places in the sections reserved for dignitaries, the social program, and the program of activities for the wives or companions of IOC members.



A delicate task: flags displayed according to protocol.



He had two assistants. The first, who was later promoted to assistant director-general, was responsible for the administration of the directorate, the Hospitality and Congress Department and for the escort services, general assistance, transportation, and accreditation. He also had charge of the control centre set up for the Games to group together all activities of the Protocol Directorate.

The second was in charge of VIP lounges and seats, for all questions concerning national flags and anthems, the medal ceremonies, and observer missions.

By early 1974, the directorate had been organized with a nucleus of staff. This was none too soon because protocol services were already required. From July, 1973, to the end of March, 1976, countless Olympic visitors came

to Montréal. These included representatives of more than fifty-five NOCs, various IOC commissions, the General Assembly of International Federations (GAIF), observer missions, the organizing committee of the Innsbruck Winter Games, and many other important visitors. All twenty-one international sports federations participating in the Games began to send representatives and technical delegates to Montréal after the Munich Games were over.

In the meantime, the directorate worked at improving the overall protocol machinery.

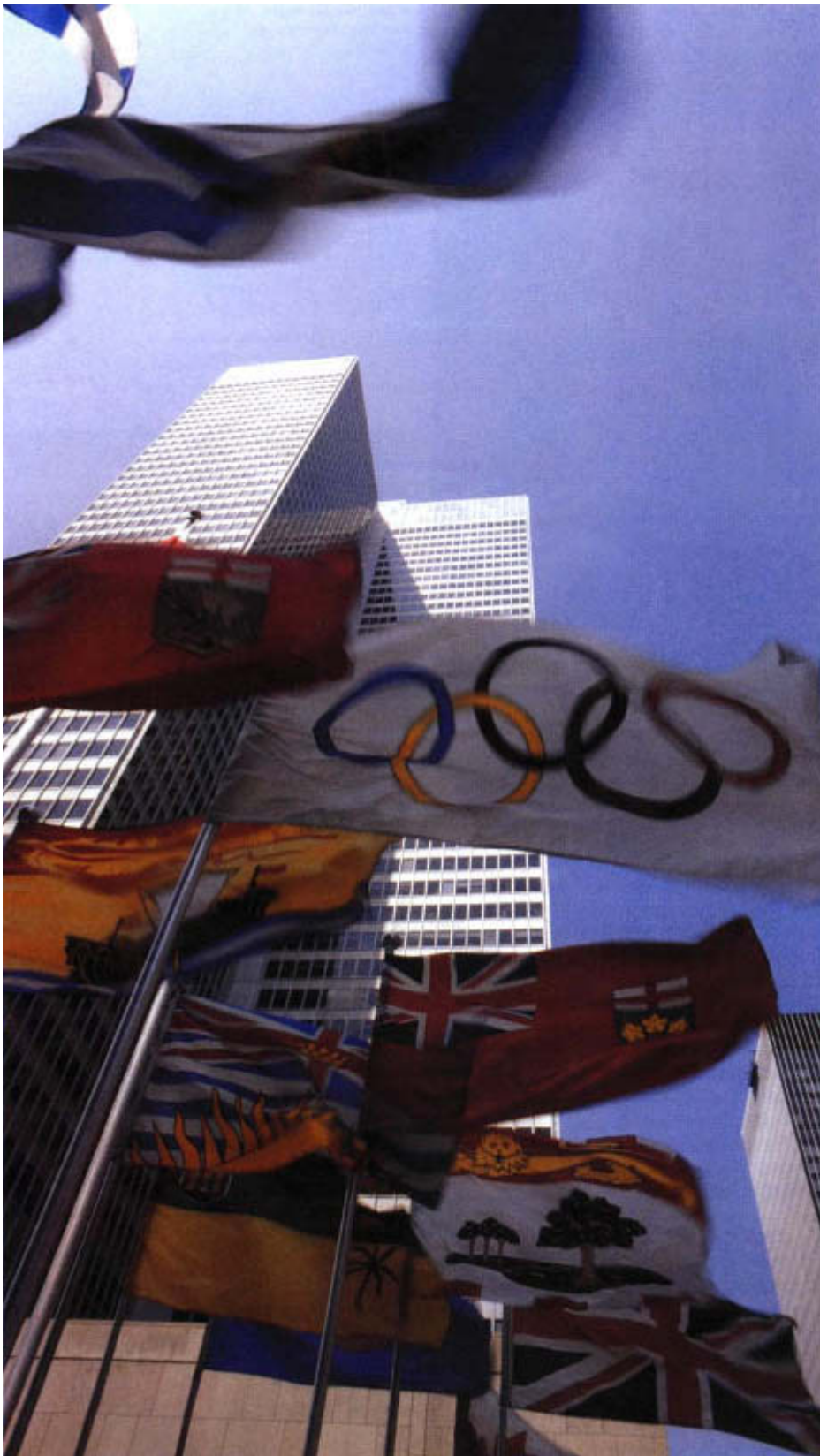
The Control Centre

Formed of members of the various Protocol departments, the control centre also included a flying squad of twelve hostesses ready to help out whenever needed, as well as four liaison agents posted at the COJO operations centre.

Essentially, the control centre made sure that protocol orders were executed. Open 24 hours a day, seven days a week, it coordinated all protocol operations and checked them continuously.

Its job was to collect, evaluate, complete, and distribute all protocol data. It served, therefore, as an information bank for COJO's operations centre and the Protocol Directorate, capable of presenting an up-to-date picture of past, present, and future protocol operations and documents at all times.

The control centre ensured that everything took place as planned. From July 1 to August 5, it acted as Protocol headquarters, where all decisions were made and all orders were issued.



The Olympic flag was much in evidence at the Olympic Stadium and on the streets of the Olympic city.

Olympic Attachés

Early on, the national Olympic committees were invited to designate attachés to provide liaison between them and COJO. NOCs from ninety-eight countries responded, and, when they were unable to find an appropriate candidate, they often designated Montrealers recommended to them by the organizing committee.

An Olympic attaché was responsible for:

- a) maintaining close contact with all departments in the organizing committee through the Protocol Directorate so as to keep the national Olympic committees informed about all preparations for the Games;
- b) informing national sports federations about equipment, technical data, and accommodations for their athletes in Montréal;
- c) assuring, with the help of COJO's Communications Directorate, that documentation and publicity materials were sent to the countries they represented;
- d) cooperating with the director-general of the Olympic Village in allocating accommodations for members of their Olympic delegations in Montréal, Bromont, and Kingston;
- e) organizing, with the Protocol Directorate, visits by NOC representatives before and during the Games, settling questions of housing and transportation, and scheduling meetings with senior COJO officials; and
- f) looking after the registration and accreditation of members of national delegations with the Accreditation Department.

The Olympic attachés also had to remain well-informed about transportation services needed by members of their Olympic delegations; accounting procedures in use at the Olympic Village; the schedule of receptions and meetings for their delegation heads; and the schedule of ISF congresses to be held in Montréal before and during the Games, so that their national federations could participate.

Because of their familiarity with the activities of COJO, the Olympic attachés proved to be invaluable.

Information of interest to the national delegations was sent both to the attachés and the NOCs at the same time. The director of Accreditation and his assistant maintained close contact with each Olympic attaché. Moreover, four information days were held for Olympic attachés between November, 1974 and May, 1976. At these meetings, which were also attended by representatives of all COJO directorates, the attachés were informed of the state of preparation for the Games. They discussed this with their NOCs and then informed COJO of the reactions they received. They also paid visits to the Olympic facilities to follow progress at the construction sites.

This three-way communication between Olympic attachés, the NOCs, and the organizing committee functioned well and prevented many errors and misunderstandings.

Communiqués

The Protocol Directorate sent large quantities of information to the NOCs and, as needed, to the ISFs, before the Games. From November, 1973 to June, 1976, some twenty communiqués were issued on a variety of matters in which the organizing committee was seeking — or offering — assistance, including the appointment of ticket agents abroad and Olympic attachés, the accreditation of journalists, accommodations in the Olympic Village and hotels, Canadian customs regulations, television rights, banking and postal services, registration forms, identity cards, medical examinations, etc.

Reception of Dignitaries

The Hospitality Department of Protocol was responsible for meeting Olympic family dignitaries and COJO's special guests both before and during the Games.

Working in close cooperation with other COJO directorates, its staff met dignitaries at their arrival points and looked after their transportation, accommodation, accreditation, and, generally speaking, their comfort during their stay.

Entitled to such attention were members and guests of the IOC, as authorized by regulations; presidents, secretaries-general, and technical advisers of the international sports federations and their guests; and the presidents and secretaries-general of the national Olympic committees and their guests.



Lord Killanin visiting the Olympic installations before the Games accompanied by Mr. Rousseau (left) and Mayor Drapeau.

VIP visit to the Olympic Village. The mayor of the Village, Yvan Dubois, points out something of special interest.

The Duke of Edinburgh visiting the Olympic Stadium before the Games.

Welcoming teams were always available at the airports to meet guests as they arrived and escort them when they left. Naturally, their efficiency depended on the accuracy of the information received from the dignitaries or from the organizations they represented. It was essential, therefore, for the reception team to know the time and place of arrival of visitors, who also had to identify themselves with the agreed-upon signal, the Olympic ribbon.

Personnel assigned to ports of entry welcomed the visitors as they left the planes, directed them towards a special customs and immigration centre, found porters to collect their baggage at the carousel reserved for members of the Olympic family, conducted them to their cars, and introduced each to his chauffeur and escort. They then informed the Protocol control centre of the arrival, so that each visitor would be met at his hotel.

Usage required the assignment of an escort and chauffeur to each active and honorary member of the International Olympic Committee.

Escorts underwent rigorous training before the Games. Of the 76 active and 11 honorary members of the IOC, 76 came to Montréal, and each of them, as well as the IOC director and technical director, required the services of an escort. Personnel from this special team were also occasionally assigned to other important guests.

This group of escorts consisted of a control group and three regional subsections, each responsible for the members of the IOC from a particular region. Each subsection was directed by a member of the Canadian Forces as coordinator, with two other military as assistant regional coordinators, and included enough hostesses to escort each of the IOC members.

Escorts met IOC members on their arrival at the airport, accompanied them to their hotel, and assisted them and their families as long as they stayed in Canada. Their specific responsibilities included making sure that their guests had a vehicle whenever they needed one and keeping the organizing committee informed of their whereabouts



at all times. This was vital because IOC members had to present medals at victory ceremonies.

Most of the chauffeurs were members of the military who were unfamiliar with Montréal, and had to rely on the help of escorts to guide them around the city and outlying areas. The military was also needed to run the Protocol control centre, which was the heart of the protocol operation immediately before and during the Games.

Accreditation

The organizing committee observed the accreditation procedures stipulated in Olympic Rules 38 and 48. (Rule 38 deals with identity cards for members of the Olympic family, while Rule 48 is concerned with seating arrangements for heads of state, members of the Olympic family, and VIPs.)

Chapter 46 contains information about the accreditation of the Olympic family and the assignment of VIP seats.

Important Guests

Of the 29,554 identity cards issued by the Accreditation Department to the Olympic family, some 1,200 were for important guests who were allowed to sit in stand G of the Olympic Stadium, according to Olympic Rule 48. This rule requires a section of the stands near the royal box, and stand A (which is normally reserved for members of the IOC and their guests), to be set aside for members of royal families, the diplomatic corps, and high government officials.

This meant that seats were available in these sections for members of the Queen's entourage; heads of state; ambassadors and high commissioners; lieutenant-governors and the prime ministers and premiers of the ten provinces of Canada and their cabinet members; and mayors and councillors from Montréal and other cities hosting competitions.

A total of 32,276 tickets providing admission to 333 events (besides the opening and closing ceremonies) were issued for guests in category G. Less than half (47.7 percent) were used, and 16,871 tickets were returned to ticket sales.

Congresses

Aside from providing the IOC with administrative services, the Protocol Directorate was responsible for organizing the opening ceremony for the 78th session of the International Olympic Committee, which was held just before the Games. Some 3,000 people participated in the opening ceremony in *Place des Arts*, including IOC members and their guests, members of the IOC commissions, presidents and secretaries-general of the international sports federations and national Olympic committees and their guests, *chefs de missions*, Olympic attachés, members



Each medal ceremony was conducted with precision. Here, Nadia Comaneci, of Romania, the outstanding performer of the Games (centre) stands at the podium with the silver and bronze medal winners, Nelli Kim (left) and Ludmila Tourischeva, both of the Soviet Union.

of the observer missions, representatives of the federal, provincial, and municipal governments, accredited journalists, and COJO representatives.

Chapter 42 contains a complete report on the organization of the congresses held during the Montréal Games.

Receptions

The Protocol Directorate was in charge of drawing up the program of official receptions and meetings taking place before and during the Games. Invitations were generally given to the chief of protocol who passed them on.

On July 10, before the opening of the IOC session, the commissioner-general and Mrs. Rousseau gave a reception for members of the IOC executive board and the organizing committee's board of directors.

Immediately after the opening session, the governor-general of Canada and Mrs. Léger hosted a reception for members of the IOC, COJO directors, and some five hundred other dignitaries in the *Château Champlain* hotel. Many other receptions followed, sometimes half a dozen and more each day, until July 31.

Observer Missions

The two main observer missions were from Moscow, site of the Games of the XXII Olympiad in 1980, and Lake Placid, New York, where the 1980 Winter Games will take place. Other observers came, from Edmonton, site of the 1978 Commonwealth Games; from Puerto Rico, which will host the 1979 Pan-American Games; and from the Mediterranean Games. The City of

Hamilton, in the Province of Ontario, which hoped to host the 1983 Pan-American Games, also sent a small mission, as did the Mexican Olympic Committee and the Central American Games Committee.

Eight delegates from Moscow and six from Lake Placid were accredited in category B, and six from Hamilton and four from San Juan, Puerto Rico, in category C. The one hundred and fifty-six other members of observer missions were accredited as "technical observers."

Based on this experience, the Protocol Directorate recommends that the IOC recognize a new category to be called "technical observers" and amend Olympic Rule 48 so that these observers can be provided with identity cards permitting access to the Olympic Village and to the stands at the competition sites if, as, and when seats are available.

The protocol group in charge of guiding the observer missions was divided into two sections. One with ten members was assigned to the Moscow mission and the other, of eight members, to all other missions. It was

responsible for providing the missions with accommodations, office space, and secretarial and interpretation services as needed, and assisting them in drawing up their daily itineraries.

Because of its preoccupation with the Games of the XXII Olympiad in 1980, the Soviet mission was clearly the busiest. The group attached to it performed 220 distinct tasks between June 26 and August 5: interviews, studies, meetings, tours, courtesy visits, exchanges of documents, etc.

Medal Ceremonies

One hundred and ninety-eight medal ceremonies involving the presentation of medals at 17 competition sites, concluded proceedings in 21 sports at the Montréal Games. A total of 420 gold, 420 silver, and 437 bronze medals were presented.

A staff of one hundred and fifty-five was assigned to this program divided into six teams, each with a team chief, four medal bearers, a head flag bearer, six flag bearers, one athletes' escort, one dignitaries' escort, an individual in charge of music, and two messengers. Responsibility for ceremonies and equipment was assigned to two other team members at each competition site.

While carefully selected, this staff began its work six weeks before the Games and underwent rigorous theoretical and practical training. They were shown films of Montréal, Olympic sports, protocol, signs, security, etc.



Her Majesty, Queen Elizabeth II, entering Olympic Stadium to preside at the opening of the Games of the XXI Olympiad.

Her Majesty signing the Golden Book. At her left, the prime minister of Canada, Pierre Elliott Trudeau, and the prime minister of Québec, Robert Bourassa, and Mrs. Bourassa.



A film showing a typical medal ceremony was also examined closely. They studied a program describing each function in detail and received military drill on posture and marching techniques. And, finally, rehearsals were held at the competition sites.

Programs describing the ceremonies were written in consultation with the sports director for each sport.

The gold, silver, and bronze medals were struck at the Royal Canadian Mint in Ottawa. The goddess Hera and the Parthenon appear on one side with the inscription: the Games of the XXI Olympiad Montréal. On the reverse appears a laurel leaf and the COJO emblem.

A wooden box and leather case for holding the medal were given to the medal winners as they left the ceremony area.

The medals were divided into lots by sport and by day. They were stored in vaults and the medals required for each day's competition were transported to the various competition sites that morning. There they were stored in the medal ceremony safe.

The flags were kept in the Protocol operations equipment room. Each evening, the results system sent the Protocol operations office the list of countries participating in the next day's finals, so that the flags needed could be prepared for that day's awards.

Some months before the Games, the Protocol Directorate sent embassies and high commissions photographs of their flags, so that their authenticity could be verified.

In keeping with Olympic Rule 59, the chief of Protocol asked each of the national delegations to send the organizing committee a shortened version of its national anthem. Some eighty countries complied with this request, but several others refused, saying that their national anthems could not be shortened. In these cases, the first few bars were recorded on tape cassettes, with a fade-out at the end of thirty seconds. Only one complaint was lodged because of this practice.

Prior to the Games, the medal presentation teams rehearsed at the competition sites. Thanks to this meticulous preparation, the medal ceremonies went off like clockwork. It is suggested, however, that IOC members responsible for presenting medals be selected 24 or even 48 hours before, and that they be present at the competition site at the start of the final or at least one hour before the ceremony.

The Royal Visit

Her Majesty, Queen Elizabeth II, opened the Montréal Games, but, before doing so, she took advantage of her trip to North America to attend some of the United States Bicentennial celebrations and visit the Canadian provinces of Nova Scotia and New Brunswick.

The Queen and her husband, H.R.H. Prince Philip, arrived in Halifax on the royal yacht *Britannia* and flew to Montréal on July 16. They were soon joined by their three sons, Princes Charles, Andrew, and David. Since their daughter, Princess Anne, was competing as a member of the British equestrian team, the Royal family was together outside Britain for the first time in history.

During their trip to Montréal, Her Majesty and Prince Philip gave a dinner on board the *Britannia* for members of

the COJO board of directors, and the mayors of Montréal and other cities, with their wives, where Olympic events were taking place. A reception followed to which all COJO directors-general and directors and their wives were also invited.

In keeping with tradition, Her Majesty held a reception on the evening of the opening of the Games at which honorary and active members of the International Olympic Committee were presented in order of seniority. Some 3,000 guests attended the event at *Place des Arts*. Among them were the governor-general of Canada, His Excellency, Jules Léger, Prime Minister Pierre Elliott Trudeau, the heads of foreign missions, the lieutenant-governors, prime ministers and premiers of the provinces as well as the ministers present at the opening ceremony, the mayors of the Olympic cities, the presidents and secretaries-general of the NOCs and ISFs, the president of the Moscow organizing committee, and the burgomaster of Munich.

As president of the *Fédération équestre Internationale*, the Duke of Edinburgh spent a good deal of time at the Bromont Olympic Equestrian Centre. And Her Majesty and her sons, sometimes accompanied by Prince Philip, attended various events at the Olympic Stadium, the Forum, Paul



The Queen in conversation with Lord Killanin. With them in the VIP lounge after the opening ceremony is the Queen's son, Prince, Andrew.



Opening of the 78th session of the IOC at Place des Arts. Lord Killanin addresses the audience at the podium of the Montréal Symphony Orchestra.

As president of the *Fédération équestre internationale*. Prince Philip is welcomed to Bromont.

Her Majesty lunching with athletes at the Olympic Village.



Medal ceremonies at Kingston had a nautical air, suiting the yachting events perfectly.

Sauvé Centre, the Olympic Pool, Claude Robillard Centre, Étienne Desmarteau Centre, the Olympic Basin, and in Kingston and Bromont.

One highlight of the royal visit was when Her Majesty, Prince Philip, and Prince Andrew ate lunch with athletes at the Olympic Village. On that occasion, Prince Andrew was presented with a replica of the torch used to carry the Olympic Flame.

The Ladies' Program

After consultation with those in charge of the program of activities for wives of IOC members at the Mexico and Munich Games, it was decided to limit this program to the week of the IOC meetings, inviting only wives of IOC members to take part and offering only one suggested activity each day.

The high points of the program were the visits to the federal and provincial capitals.

In Ottawa, Mrs. Renaude Lapointe, Speaker of the Senate, gave a luncheon in the Parliament Restaurant for the group and some fifty eminent Canadian women. Later that day, Mrs. Jules Léger, wife of the governor-general, gave a reception for them in Rideau Hall.

In Québec City, they were given lunch in the National Assembly restaurant by Mrs. Robert Bourassa, wife of the prime minister of Québec.

During the week, the IOC members' wives were the guests of Mrs. Roger Rousseau, wife of the commis-

sioner-general of the Games, and of the Montréal Museum of Fine Arts, where they met other distinguished Canadian women.

After lunch at the Museum, they watched the arrival of the Olympic Flame in Ottawa on television. Then, in smaller groups, they attended informal receptions in private homes.

Commentary

Because of their special training and organizational ability, the military proved to be invaluable to the protocol operation. The Protocol Directorate in fact recommends to organizing committees of future Games that they call upon such people, who are particularly well-suited to tasks of such scope and complexity.

It was Protocol's responsibility to see that the appropriate flags were available at the competition sites, particularly during medal ceremonies. Errors occurred because some countries changed their flags shortly before the Games without advising the organizing committee, but overall the situation was satisfactory.

45

Through the medium of television, the entire world can now take part in the Olympic Games. For television has popularized sport in general together with all the excitement that goes with it. And the TV camera now concentrates on putting the spectator where the action is, to make him feel he is right where it's happening in order to present the event in the best light possible.

From Olympiad to Olympiad, the increased quality of Olympic Games telecasts *could* tempt the spectator into quitting the stadium for the comfort of his own home. But, for the fan as well as the athlete, nothing will ever replace physical involvement with a partisan crowd clamoring with emotion.

Past experience, however, is all that is available for an organizing committee to use to gauge the probable crowd at competition sites. And with twenty-one sports currently eligible for any one Olympic Games, it is evident that the complexity of the schedule demands a ticket operation of some scope.

One must face up to an increasing infatuation with the Games while keeping in mind the possibilities for accommodating spectators at the various competition sites. Montréal, naturally, could not help but be affected by the attitudes of its good neighbor to the south. And what was important was to establish reasonable quotas both for the international as well as the Canadian markets so that each step in the overall ticket program would be well planned, with particular attention being paid to promotion on a worldwide scale.

Planning

Any approach to an overall ticket scheme had to take into account the experiences of previous organizing committees in respect of seat prices and the selection of ticket selling agencies around the world. With this in mind, several study groups, charged with various responsibilities, were set up in 1973 as the first step in planning. For COJO's prime concern was to put the Olympics within the reach of as many people as possible — to enable the low- or fixed-income earner to attend the various competitions — while, at the same time, guaranteeing a reasonable return. The Ticket Department, therefore, was faced with organizing the sale of tickets for the 1976 Olympic Games on a national and international scale. And each national Olympic committee was asked to designate a ticket agent in its country. Then, before actual sales

got underway, an inventory had to be made of the number of tickets that would be available after the necessary allotments to the IOC and the organizing committee. For it was only after the latter were accommodated that the actual prices of the tickets could be arrived at as well as the date and event for each ticket.

Then the country-by-country distribution could begin, and each agency could put up for sale the quota that had been assigned to it by COJO. In 1973, with these principles in mind, the Ticket Department put its entire campaign in motion.





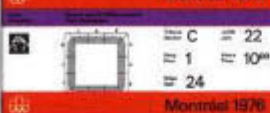


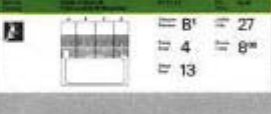
Potential Sales

Certain criteria had to be established before any reasonable estimate of the total tickets required could be made. On the one hand, the seating capacity of each competition site had to be determined, in spite of the fact that, three years before the Games, some of the installations existed only on someone's sketch-pad! And, on the other, some form of competition calendar had to be drawn up in as exact a manner as possible under the circumstances.

In retrospect, if one wanted to dwell upon the uncertainty of the Canadian people's interest in the Olympic Games, it would be easy to understand the difficulties the various study groups had to overcome regarding the sale of tickets in general. Initially, in creating the price structure, two apparently irreconcilable forces had to be dealt with: the attempt to put the Games within the financial reach of as many people as possible, and every indication that the world was about to embark on a period of rampant inflation.

COJO nevertheless announced its ticket prices in 1973, and, though seemingly excessive, turned out to be very reasonable three years later. The minimum estimate of the number of tickets required was put at 5 million. Of this, ten percent was set aside for the Olympic family, members of certain sports organizations, distinguished guests, and COJO sponsors, leaving 4.5 million for worldwide distribution.



Montréal 1976		Montréal 1976	
Station	Line	Station	Line
 <p>L¹ = 20 3 = 17⁰⁰ 1</p>		 <p>E = 21 9 = 18⁰⁰ 9</p>	
 <p>N = 19 7 = 9⁰⁰ 11</p>		 <p>O = 25 7 = 13⁰⁰ 11</p>	
 <p>C = 22 1 = 10⁰⁰ 24</p>		 <p>Q = 19 4 = 15⁰⁰ 23</p>	
 <p>L⁴ = 23 10⁰⁰</p>		 <p>B¹ = 27 4 = 8⁰⁰ 13</p>	

Though the maximum revenue possible was of the utmost importance, yet some revisions had to be made in respect of certain sports, notably football, rowing, canoeing, and hockey, which were less popular in North America than elsewhere. In addition, some of the competition sites were of such a size as to make an averaging of attendance figures illusory at best. What the Ticket Department had to do was to arrive at a reasonable balance based on common sense, when it came time to establish mean ticket prices and attendance figures.

The resulting seat prices averaged between \$6.50 and \$7 for events taking place in Montréal, and \$4 elsewhere. Based on 4.5 million tickets for sale at an average of \$6.50 per seat, gross revenues were estimated at \$29.25 million. But, taking other elements into account, that is, the lack of universal appeal of certain sports, and the likelihood of not filling several of the larger stadiums, a more reasonable total ticket sale figure of 3.15 million was arrived at, or seventy percent of capacity.

As a result, the gross revenue estimate was amended to \$20.47 million. Inasmuch as the City of Montréal would levy a ten percent tax, and another ten percent would be paid out by way of commissions to national agencies, for a total of \$4.09 million, the net proceeds from the sale of tickets was, therefore, put at \$16.38 million.

Policy

With the competition schedule having been determined early in 1974, it was then announced that the spread of ticket prices would be between \$1 and \$40. And, for reasons of convenience and economy, the committee responsible for the study of the entire ticket matter proposed that individual event tickets be used, that is, those which limited attendance to a single sports event.

The advantages of this type of ticket were two-fold:

1. Individual event tickets, valid only for a single event, made it easier to establish a more balanced price scale based upon the popularity and importance of the event; and
2. In the case where actual ticket sales approached the estimated figure, the individual event ticket, as opposed to one permitting admission to,

perhaps, a series of competitions in the same sport, allowed for greater gross revenue and a consequent greater volume of sales.

Generally speaking, the setting of seat prices was based upon the following principles:

1. The time of day when an event would take place.
2. The level of competition — no need to ask whether the preliminary rounds or the finals arouse the greater interest.
3. The location of the seat in relation to the scene of the competition.
4. The popularity of the sport in North America — without taking anything away from those sports traditionally more popular in other parts of the world.
5. Prices in effect in North America for similar events.
6. The average per capita income in North America as compared to the rest of the world.
7. The price structure in effect at the Munich Games in 1972.
8. The expenses surrounding the sale of tickets. Taking the size of the North American continent into consideration, COJO felt it necessary to pay out commissions totalling ten percent of gross sales, so that the agencies could underwrite their own promotional expenses.
9. The location of Olympic "satellite" cities vis-a-vis the main centre: the same prices could not be asked in, say, Kingston or Sherbrooke, with Montréal being the heart of the Games.

Prices also varied from \$1 for certain events in the morning or at the beginning of the afternoon to \$24 for certain of the finals. Some tickets for the athletics finals, however, were sold at \$32. The Ticket Department was convinced that, in certain cases, expensive tickets sold better than others. As far as the opening and closing ceremonies were concerned, ticket demand far outdistanced supply, thanks to the public's overwhelming interest. The result was that COJO pegged the admission prices at between \$8 and \$40.

Ticket Allotment

With prices established, what had to be done was to create a sales policy in conformity with COJO's general operating principles. In other words, a fair distribution of tickets had to be virtually guaranteed, with due attention paid to methods of distribution, the selection of sales outlets, anticipated revenue, and the Olympic rules.

The Ticket Department decided as fairly as possible on ticket distribution to the Olympic family, dignitaries, to foreign countries, and to the Canadian public. One problem did arise, however, and it concerned Canada, a country of 22 million inhabitants. Ordinarily it would have been a sufficient market for the entire lot of tickets available, but this would have been contrary to the international character of the Games. It was, therefore, essential to treat each country as equitably as possible, taking into account seats in all price ranges for every event.

And, at competition sites, seats were classified in accordance with the natural dividing lines of the grandstands themselves, following the stairways and corridors. What was avoided was the potentially bothersome situation of having people sitting shoulder to shoulder after having paid different prices.

Tickets were allotted to foreign agencies based on the following considerations:

1. The population of each country, the number of athletes registered, and the events in which they were scheduled to participate.
2. The average per capita income of these countries and what their nationals could spend were they to come to Montréal for the Games.
3. The distance between Montréal and the country in question.
4. The number of tourists from that country who visited Québec in 1973.
5. The number of rooms available. The Ticket Department maintained constant liaison with the Québec Lodging Bureau (HÉQUO 76) to make sure that the foreign agencies set aside enough rooms for ticket holders and that reservations were confirmed in time.
6. The number of advance sales in each country for the Munich Games.
7. The stipulation in the Olympic rules that the city to which the Games have been awarded must undertake to operate in such a way that the Olympics receive the greatest exposure possible.

The foregoing can be noted in a table summarizing ticket distribution (see Table A).

Table A

Canada	2,100,000	42.0%
United States	1,500,000	30.0%
Mexico and Antilles	50,000	1.0%
Central and South America	125,000	2.5%
Europe	450,000	9.0%
Africa	85,000	1.7%
Orient	125,000	2.5%
Oceania	65,000	1.3%
Allotment reserved for special guests, officials, athletes, journalists, sponsors, etc.	500,000	10.0%
Minimum quota of tickets available worldwide	5,000,000	100.0%

Table B

Price category	Price	Number of tickets by category	% of total	Distribution by event	
				Number	% of total
1	\$2 to \$40	1,737,090	32.3	333	100
2	\$2 to \$32	1,172,430	21.8	316	95
3	\$2 to \$25	1,221,335	22.7	273	82
4	\$1 to \$21	889,456	16.5	103	31
5	\$3 to \$16	147,522	2.7	18	5
6	\$3 to \$ 8	214,800	4.8	15	4
Summary		5,382,633	100.0		

It is normal to operate on a twenty percent margin when trying to assess the seating capacity of Olympic installations during the course of their construction. And the Ticket Department adhered very closely to this figure in order to put as many tickets on the market as possible.

Ticket Classification

To establish proper computer control over the classifying and evaluation of available tickets, the Ticket Department undertook to set up a practical system of coding and inventory with the cooperation of the Technology Directorate. As a starting point, at each competition site the program was divided in three: morning (from 08:00 — 12:00), afternoon (from 12:00 — 18:00), and evening (from 18:00 — 24:00).

Of the 344 separate events inscribed on the Montréal Olympic calendar, 103 were scheduled for the morning, 137 for the afternoon, and 104 in the evening. There were 333 that were paying propositions from the outset, 3 were added to other programs so that they too would pay their own way, and the remaining 8 were left with no admission charge.

With the exception of shooting, archery, cycling on the Mount Royal circuit, and the modern pentathlon fencing competition, tickets for all events taking place in Montréal were classed as follows: preliminaries, repechages, quarter-finals, semi-finals, and finals. In addition, each of these was subdivided depending on the distance of the actual seat from the competition scene. Naturally, there were cases where it was thought better to have but a single class of ticket, selling between \$2 and \$4, but the six levels of ticket prices allowed spectators a much greater choice of seats.

Admission prices varied as follows: categories 1 and 2, from \$2-40; 3 and 4, from \$1-25; and 5 and 6, from \$3-16. For a complete summary of international ticket distribution based, on this scale of prices see Table B.

Ticket Design and Printing

The prestige attached to the Olympics contributed much to the design of the tickets used for the Montréal Games. Everything seemed to point to the grandeur of the event: the way the design was executed, the shape (14.5 x 6 cm), the colors, and the graphics in general. They were obviously meant to be retained as souvenirs. But their prime purpose was to make for easier control at the wickets and, by the same token, to allow people to get to their seats quickly.

The front of each ticket was printed in three colors with a red stripe, above which was the official emblem of the Montréal Games; under this stripe the color varied according to the competition site whose numerical symbol was displayed. On the lower part, against a grey background, were the sport pictogram and a miniature plan of the competition site. The necessary alphanumeric symbols were printed in black.

On the reverse side, there was a stylized plan of the region showing the general area of the competition site, with the remaining part of the ticket reserved for the commercial message of one of the official sponsors of the Games.

Several precautions were taken against counterfeiting, falsification, and theft. First of all, the tickets were printed on white water-marked paper specially made for COJO. The data on the ticket that remained unchanged was lithographed, while variable information was printed by letterpress. The final stage of production could thus be delayed as long as possible, and last-minute changes could be made, for example, where the number of available seats was in doubt at any one site. The issue of tickets could, therefore, be programmed to tie in with scheduled distribution.

The upper left-hand corner was perforated diagonally so that it could be detached upon admission, and this feature was particularly suited for those sites equipped with turnstiles. Any ticket so mutilated could not be used again.

The company that printed the tickets was known for its honesty and integrity. Nevertheless, its employees had to undergo the same Royal Canadian Mounted Police (RCMP) security clearance as COJO personnel. In addition, special devices were installed to keep the printing plant under observation.

Ticket Coding and Numbering

All tickets carried a numerical symbol where the first two digits (from 00 to 22) indicated the sports competition or the event. The third and fourth revealed the competition date, while the fifth (with certain exceptions) designated the time of day: the numbers 1, 2, and 3 meaning morning, afternoon, and evening respectively. The final digit denoted the seat (or standing room, if applicable), and thereby the price. The number 1 meant the most expensive seats, and the last number in each series up to six meant the lowest price seats.

For example, the ticket numbered 15 20 11 should be interpreted as follows:

- 15 — swimming
- 20 — July 20, 1976
- 1 — morning
- 1 — first class seat

This coding system was found most useful for the handling and control of all tickets both before and during the Games.

Advance Sale of Tickets

By November, 1974, the Ticket Department had already received over 100,000 letters and telephone calls from people trying to buy tickets for the Games.

And COJO was preparing an initial estimate to be made concerning the foreign allotment of tickets. This was supposed to be proportionate to the total number of tickets on sale, but without taking into consideration the number or the relative importance of events on the program. Generally speaking, however, the total number of tickets to be offered to foreign consumers was expected to surpass all previous Games: around 52 percent or 2,488,448 out of a total of 4,798,962.

Canada was allotted about 48 percent of the total, namely 2,310,514 of which 1,850,614 were for events in and around Montréal, and the remainder (459,900) for those taking place elsewhere. Table C shows the breakdown of ticket distribution both within and outside Canada, and subsection 3 provides details of the allocation of tickets for the opening and closing ceremonies.

Montréal 1976

Natation Swimming	Piscine olympique Parc olympique	15 20 11	Prix Price	\$8.00
		Tribune Section	0 ¹	Juillet July
		Rang Row	7	Heure Time
		Siège Seat	9	20
				9 ³⁰

Parc olympique
Lieux de compétition
Competition sites

1. Stade olympique
2. Piscine olympique
3. Vélodrome olympique
4. Arena Maurice-Richard
5. Centre sportif Maisonneuve
6. Métro

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Most of the countries which were interested in the Montréal Games were satisfied with their ticket allotment. There were some, however, that requested extra tickets for the opening and closing ceremonies, as well as for those events where one of their athletes stood a chance of winning a medal.

The advance sale of tickets was divided into three separate periods: from April 15 to September 15, 1975, from October 30 to December 30, 1975 on a national and international scale, and from March 1 to May 15, 1976 at the central ticket office so that the Ticket Department could take care of mail orders as well as other priorities.

It was admitted that putting tickets on sale fifteen months before the Games left COJO wide open to counterfeiting and problems with the black market. But, as a preventive measure, COJO sold vouchers that could be exchanged for actual tickets only six weeks before the Games. People who did not have such coupons could still buy their tickets at the official Canadian sales agency in Montréal, and, in any case, tickets would be on sale at all wickets the day of the event.

Before the Games opened, the Ticket Department — a vital part of the Spectators Services Directorate — had been given the following responsibilities: to prepare and put on sale provisional ticket vouchers; to design and

have printed the regular admission tickets; to select and establish sales outlets in Canada and abroad; to determine and allocate the masses of tickets designated for Canada and elsewhere; and to publicize on a worldwide scale matters relating to the competition schedule and the various ticket prices. Before the tickets were put on sale, it was also the Ticket Department's responsibility to assemble and distribute to the various agencies all of the necessary publicity documents, posters, the admission price booklet, the competition calendar, etc.

Table C
**Worldwide distribution of admission tickets
for Montréal**

1. Total available for sale		
Number of tickets printed		5,382,633
Tickets for officials, press, etc.:		
in Montréal	560,838	
outside Montréal	22,833	583,671
Total tickets available for sale		4,798,962

Distribution by region		
Tickets for events taking place:		
in Montréal		4,314,855
outside Montréal		484,107
Total tickets available for sale		4,798,962

2. Distribution of Canadian allotment compared to that in foreign countries		
a. For events taking place		
in Montréal:		
in Canada (43%)	1,850,614	
outside (57%)	2,464,241	4,314,855
b. For events taking place		
outside Montréal:		
in Canada (95%)	459,900	
outside Canada (5%)	24,207	484,107
Total tickets available for sale		4,798,962
c. For total of all events:		
in Canada (48.1%)	2,310,514	
outside Canada (51.9%)	2,488,448	
Total tickets available for sale		4,798,962

3. Worldwide distribution of admission tickets for opening and closing ceremonies		
Number of tickets printed:		
opening		76,433
closing		76,433
		152,866
Tickets reserved for officials, press, etc.		
		21,818
Total tickets available for sale		131,048

Distribution of Canadian allotment compared to that in foreign countries		
	Quantity	% of total
Canadian allotment	72,052	55%
Allotment for foreign countries	58,996	45%
Total tickets available for sale		131,048

Foreign Ticket Sales

COJO had previously asked each national Olympic committee (NOC) to designate an agency in its country to handle ticket sales. Since each would have exclusive rights, it was up to the NOC to suggest someone who would obviously be capable of handling the job. Each agency representative chosen, however, had to be approved by the organizing committee in the final analysis.

The international agencies had to abide by certain rules both for the sale of tickets and the reservation of rooms made under their auspices. As outlined in the agreement between the agencies and COJO, all tickets had to be sold fairly, without discrimination, on a first come, first served basis. Meanwhile, each agency would give priority to orders issuing from the NOC that had named it. In addition, each sale had to be completed without any unfair pressure or arrangement, obligation, or promise, with respect to the purchaser's transportation, lodging, etc.

Out of one hundred and thirty-two NOCs approached, one hundred and two gave a positive response. One would, naturally, assume, therefore, that each would get an allotment of tickets, but, in fact, only eighty NOCs named an official agency, thereby reducing the number of participating countries by twenty-two. And the reasons for this non-participation can be traced to various factors, that is, certain restrictive clauses in the agreement with COJO, and the value of the dollar on the international market.

The comparative Table D indicates the results of international advance sales in relation to the totals allotted to each country. For the final sales, however, it should be noted that most countries did not use up their allotment which totalled 2,488,448. Only about 42 percent (1,029,305) of the initial allocation were sold abroad. Effective January 31, 1976, COJO recalled all tickets that remained unsold on the foreign markets as of that date.

Table D
Results of worldwide advance sales

Country (Summary by continent)	Admission tickets — Montréal Olympic Games — 1976						Total Phases I and II Tickets sold	Percentage of sales vis-à-vis allocation %
	Phase I 15/4/75 to 15/9/75		Phase II 30/10/75 to 30/12/75		Tickets allotted			
	Tickets allotted	Tickets sold	Tickets allotted	Tickets sold				
Europe	337,360	139,684	114,984	29,778	452,344	169,462	37.46	
Africa	47,896	10,273	37,607	2,839	85,503	13,112	15.34	
Mexico and Antilles	44,378	9,379	10,123	542	54,501	9,921	18.20	
Central and South America	97,588	29,714	26,850	3,456	124,438	33,170	26.66	
Orient	83,688	26,222	41,255	8,965	124,943	35,187	28.16	
Oceania	44,095	24,938	22,285	7,573	66,380	32,511	48.98	
United States	1,022,704	610,546	557,635	125,396	1,580,339	735,942	46.57	
Total	1,677,709	850,756	810,739	178,549	2,488,448*	1,029,305	41.36	

* This figure includes an allotment of 58,996 admission tickets for the opening and closing ceremonies.

Europe							
Federal Republic of Germany	42,382	14,374	15,333	3,404	57,715	17,778	30.80
Austria	6,130	1,042	5,483	641	11,613	1,683	14.49
Belgium	11,448	9,279	5,531	749	16,979	10,028	59.06
Bulgaria	2,054	1,808	—	—	2,054	1,808	88.02
Denmark	9,355	3,148	2,761	395	12,116	3,543	29.24
Spain	11,818	8,676	4,605	—	16,423	8,676	52.83
Finland	6,488	1,798	9,779	1,080	16,267	2,878	17.69
France	49,676	21,613	20,643	6,992	70,319	28,605	40.68
Great Britain	55,394	34,602	23,967	9,729	79,362	44,331	55.86
Greece	3,536	875	1,710	57	5,246	932	17.77
Hungary	7,290	926	1	—	7,290	926	12.70
Ireland	1,832	1,035	3,633	2,262	5,465	3,297	60.33
Iceland	520	—	606	269	1,126	269	23.89
Italy	16,760	6,846	3,872	725	20,632	7,571	36.70
Liechtenstein	467	9	—	—	467	9	1.93
Luxembourg	1,290	259	—	—	1,290	259	20.08
Malta	460	236	—	—	460	236	51.30
Monaco	180	—	—	—	180	—	—
Norway	3,782	641	394	394	4,176	1,035	24.78
Holland	17,640	9,706	5,952	1,900	23,592	11,606	49.19
Poland	7,290	1,171	—	—	7,290	1,171	16.06
Portugal	7,290	774	—	—	7,290	774	10.62
German Democratic Republic	3,798	1,619	—	—	3,798	1,619	42.63
Romania	2,386	—	—	—	2,386	—	—
San Marino	602	—	602	—	1,204	—	—
Sweden	9,354	3,839	4,395	592	13,749	4,431	32.23
Switzerland	14,354	5,643	4,952	585	19,306	6,228	32.26
Czechoslovakia	7,290	2,577	292	—	7,582	2,577	33.99
USSR	20,136	7,188	473	4	20,609	7,192	34.90
Yugoslavia	16,358	—	—	—	16,358	—	—
Total	337,360	139,684	114,984	29,778	452,344*	169,462	37.46

* This figure includes an allotment of 12,536 admission tickets for the opening and closing ceremonies.

Africa							
South Africa	10,402	6,426	8,834	1,454	19,236	7,880	40.96
Algeria	1,454	—	1,454	—	2,908	—	—
People's Republic of the Congo	1,096	—	1,096	—	2,192	—	—
Ivory Coast	1,096	—	1,096	535	2,192	535	24.41
Cameroon	1,098	94	128	—	1,226	94	7.67
Egypt	2,082	1,680	3,580	524	5,662	2,204	38.93
Ethiopia	1,614	16	—	—	1,614	16	.99
Gabon	1,096	—	1,096	—	2,192	—	—
Kenya	1,096	483	—	—	1,096	483	44.07
Libya	1,096	—	1,096	—	2,192	—	—
Liberia	1,096	—	—	—	1,096	—	—
Morocco	1,096	224	—	—	1,096	224	20.44
Malawi	1,096	323	—	—	1,096	323	29.47
Nigeria	—	—	2,666	—	2,666	—	—
Uganda	1,096	—	1,096	—	2,192	—	—
Rhodesia	7,106	—	—	—	7,106	—	—
Senegal	1,096	376	2,412	106	3,508	482	13.74
Somalia	7,700	—	7,383	—	15,083	—	—
Sudan	1,096	651	3,478	—	4,574	651	14.23
Swaziland	1,096	—	1,096	104	2,192	104	4.74
Tunisia	1,096	—	—	—	1,096	—	—
Zaire	1,096	—	—	—	1,096	—	—
Zambia	1,096	—	1,096	116	2,192	116	5.29
Total	47,896	10,273	37,607	2,839	85,503*	13,112	15.34

* This figure includes an allotment of 1,780 admission tickets for the opening and closing ceremonies.

Table D (continued)

Results of worldwide advance sales

Country (Summary by continent)	Admission tickets — Montréal Olympic Games — 1976						Total Phases I and II Tickets sold	Percentage of sales vis-à-vis allocation %
	Phase I 15/4/75 to 15/9/75		Phase II 30/10/75 to 30/12/75		Tickets allotted			
	Tickets allotted	Tickets sold	Tickets allotted	Tickets sold				
Mexico and Antilles								
Netherlands Antilles	2,892	238	—	—	2,892	238	8.23	
Bahamas	3,448	1,079	—	—	3,448	1,079	31.29	
Barbados	3,192	644	—	—	3,192	644	20.18	
Bermuda	4,584	2,223	1,719	332	6,303	2,555	40.54	
Mexico	30,262	5,195	8,404	210	38,666	5,405	13.98	
Total	44,378	9,379	10,123	542	54,501*	9,921	18.20	

* This figure includes an allotment of 1,748 admission tickets for the opening and closing ceremonies.

Central and South America

Argentina	21,392	9,350	3,096	891	24,488	10,241	41.82
Bolivia	2,876	—	—	—	2,876	—	—
Brazil	23,446	16,001	5,677	762	29,123	16,763	57.56
Chile	5,972	187	—	—	5,972	187	3.13
Colombia	1,614	309	—	—	1,614	309	19.14
Cuba	6,890	—	—	—	6,890	—	—
Dominican Republic	2,876	—	2,876	—	5,752	—	—
Guatemala	5,588	—	5,598	143	11,186	143	1.28
Guyana	1,304	—	1,304	—	2,608	—	—
Haiti	2,884	123	—	—	2,884	123	4.26
Belize	1,242	—	1,242	—	2,484	—	—
Virgin Islands	1,096	212	—	—	1,096	212	19.34
Jamaica	1,756	841	436	419	2,192	1,260	57.48
Panama	918	32	—	—	918	32	3.49
Puerto Rico	2,600	315	—	—	2,600	315	12.12
Salvador	2,600	—	2,606	32	5,206	32	.61
Trinidad and Tobago	2,400	1,460	4,015	1,209	6,415	2,669	41.61
Uruguay	2,400	—	—	—	2,400	—	—
Venezuela	7,734	884	—	—	7,734	884	11.43
Total	97,588	29,714	26,850	3,456	124,438*	33,170	26.66

* This figure includes an allotment of 4,120 admission tickets for the opening and closing ceremonies.

Orient

Saudi Arabia	1,096	414	—	—	1,096	414	37.77
Republic of China	2,992	589	—	—	2,992	589	19.69
Korea	2,500	—	2,500	1,540	5,000	1,540	30.80
Fiji	1,096	22	—	—	1,096	22	2.01
Hong Kong	1,492	1,108	—	—	1,492	1,108	74.26
India	3,958	—	3,770	1,602	7,728	1,602	20.73
Indonesia	2,342	—	2,342	1,023	4,684	1,023	21.84
Iraq	1,096	—	1,096	166	2,192	166	7.57
Iran	1,356	767	2,585	—	3,941	767	19.46
Israel	4,354	1,524	1,380	337	5,734	1,861	32.46
Japan	46,212	18,123	19,062	2,589	65,274	20,712	31.73
Jordan	1,096	—	—	—	1,096	—	—
Kuwait	1,096	310	62	—	1,158	310	26.77
Lebanon	1,168	422	8,458	1,708	9,626	2,130	22.13
Malaysia	1,112	—	—	—	1,112	—	—
Nepal	1,096	—	—	—	1,096	—	—
Pakistan	1,112	—	—	—	1,112	—	—
Papua-New Guinea	1,304	540	—	—	1,304	540	41.41
Philippines	1,394	622	—	—	1,394	622	44.62
Singapore	1,112	460	—	—	1,112	460	41.37
Sri Lanka	1,168	272	—	—	1,168	272	23.29
Turkey	3,536	1,049	—	—	3,536	1,049	29.67
Total	83,688	26,222	41,255	8,965	124,943*	35,187	28.16

* This figure includes an allotment of 3,388 tickets for the opening and closing ceremonies.

Oceania**United States**

Australia	32,560	17,350	11,527	5,016	44,087*	22,366	50.73
New Zealand	11,535	7,588	10,758	2,557	22,293*	10,145	45.51
United States	1,022,704	610,546	557,635	125,396	1,580,339*	735,942	46.57
Total	1,066,799	635,484	579,920	132,969	1,646,719	768,453	46.67

* These figures include the following admission tickets for the opening and closing ceremonies: Oceania 1,756, United States 33,668

On the procedural side, each agency was obliged to report total sales to the Ticket Department at the end of each sales period. And each country returned either the computer figure or the detailed allotment figures relating to the tickets that had been allocated to it. COJO made effective use of this information when it came time to assess the actual sales picture.

And electronics had a role to play. Having been nourished with the necessary data by COJO's programmers, the computer then indicated the number of tickets allotted to each country, taking into account the various competitions and the seats available at each competition site.

Sale of Tickets in Canada

The principle of putting the Games within the reach of as many as possible having been adopted and applied since ticket prices had been established, and later when foreign distribution had taken place, it was only natural that the same policy be extended to Canada. Yet this was not easy to do because Montréal, the host city, and Canada found themselves in a situation without precedent in Olympic history.

The causes were both demographic and geographic. And the Ticket Department was in the unenviable position of having to satisfy a country of 22 million inhabitants spread over an area of 9.96 million square kilometres. At whatever distance from Montréal, wherever a Canadian city was to be found, it simply *had to* be possible for its inhabitants to attend the Games. It was evident that any sales and promotional program had to be created for the entire country. An identical situation for Canadians to have their interest aroused in amateur sport might never occur again.

To properly service a country of such length and breadth, the ideal thing for the Ticket Department to have done would have been to set up and operate the eighty sales outlets itself. But such an operation would have been virtually impossible given the personnel and the equipment that would have been needed, for the Canadian sales network was formed like a grid according to population, area, and the proximity of the region to the host city. It was unreasonable to ask anyone to travel any great distance to pick up his tickets!

So COJO decided to entrust the sale of tickets in Canada to a specific agency rather than set up a separate operation, just as if a foreign country was involved. The choice fell on the T. Eaton Company, a Canadian firm with a national reputation in the field of retail sales, as being the most capable of fulfilling the mandate. It had sales outlets in most important cities in Canada, and its computer system was compatible with that adopted by COJO. This made it very easy to transfer data back and forth as ticket sales progressed.

Sales Methods in Canada

The first stage of the advance sale lasted from April 15 to September 15, 1975. During this period, there were provisional coupons that could be exchanged for proper tickets when the latter went on sale, and they were made non-transferable as between one counter and another and between one region and another.

On June 30, 1975, in cooperation with its distributor, COJO redistributed coupons to the different sales outlets across Canada. During July and August, those tickets that remained unsold were taken back and sent to other areas. The demand for tickets for certain sports varied from region to region, and the Ticket Department took this into consideration upon redistribution, supplying the various counters with tickets for such and such an event according to prior demand. At the same time, the number of sales outlets was reduced from eighty to twenty-two.

During the first three months of the advance sale, Canadians could not buy more than two tickets per event or more than twenty tickets in total. This restriction did not apply afterwards, except that, when there remained only a small number of tickets for certain sports, the quantity sold to any one individual was limited. And mail ordering was made easier for those living some distance from any sales outlet.

Persons enjoying a priority could pick up their tickets at the COJO central ticket office without having to deal with the Canadian agency. But, because of their nature, and since they were spread equally across the competition schedule, these tickets could not be exchanged. And only IOC members, journalists, athletes, and representatives of the NOCs and international sports federations were entitled to complimentary tickets. In order to make as many tickets as possible available to the general public, however, the Ticket Department restricted the number of these tickets.

Delivery and Provisional Coupons

The T. Eaton Company and the Ticket Department worked together to develop the design of the provisional coupon. And Eaton also had the responsibility for printing these coupons.

Each was numbered and bore the official emblem of the Montréal Games. It was set up in four copies and bore the necessary means of identifying the holder, the reason being to avoid confusion when it came time for the coupon to be exchanged for an admission ticket.

During the first two advance sale periods, Eaton delivered provisional tickets throughout Canada, and these were exchangeable starting June 1, 1976. And the same applied at the COJO central sales office. It had also been arranged that the provisional coupons could only be exchanged where delivery had taken place in the first instance, that is at the Eaton counters or at the COJO central ticket office. After eighteen of the twenty-two counters were closed, an arrangement was made with a Canadian chartered bank to exchange the provisional coupons at all of its branches in those areas where the Eaton ticket office had been closed.

Ticket Counters

At one stage, the Ticket Department found that it had to establish its own counter due to the fact that the T. Eaton Company was finding it difficult to keep track of the ticket balance from day to day.

Consequently, starting March 8, 1976, the COJO sales outlet was open from 09:00 to 19:00 Monday to Friday, with ten wickets available to the public. And this was the only place in the world at that time where provisional coupons could be purchased.



Table E
Total ticket sales by sport
and per sales period

Sports and ceremonies	Worldwide advance sales to 31/12/75 (Stages I and II)	Total Canadian advanced sales to 31/12/75	Central office sales from 1/3/76 to 15/5/76	Total sales in advance sale period	Eaton sales from June 7 to start of competition	Cumulative sales to eve of each day of competition	Wicket sales during Games	Final sales receipts*	% of total sales by sport
CO	28,494	13,295	16,128	57,917	3,410	61,327	2,154	63,481	1.9
AT	325,679	266,406	47,430	639,515	81,949	721,464	114,727	836,191	25.4
AV	30,051	27,511	5,230	62,792	6,811	69,603	9,000	78,603	2.4
BB	65,024	56,020	14,122	135,166	18,101	153,267	18,782	172,049	5.2
BO	52,591	36,478	7,730	96,799	12,194	108,993	29,727	138,720	4.2
CA	21,079	25,485	3,343	49,907	8,712	58,619	7,642	66,261	2.0
CY	18,816	14,597	895	34,308	2,307	36,615	1,988	38,603	1.2
ES	11,327	10,310	827	22,464	3,635	26,099	4,155	30,254	.9
FB	67,061	131,577	23,354	221,992	154,076	376,068	271,362	647,430	19.7
GY	66,076	80,833	10,535	157,444	8,531	165,975	12,515	178,490	5.4
HA	15,765	11,220	1,851	28,836	2,456	31,292	4,472	35,764	1.1
HB	6,538	16,430	3,964	26,932	14,263	41,195	20,920	62,115	1.9
HO	45,023	39,792	8,109	92,924	15,615	108,539	25,599	134,138	4.1
JU	17,588	19,836	5,501	42,925	14,418	57,343	18,797	76,140	2.3
LU	23,671	18,363	4,459	46,493	5,233	51,726	6,795	58,521	1.8
NA	99,096	79,216	7,415	185,727	16,895	202,622	27,493	230,115	7.0
PM	2,681	5,002	1,302	8,985	1,129	10,114	1,556	11,670	.3
SE	45,502	62,213	22,989	130,704	27,039	157,743	29,620	187,363	5.7
TI	3,630	3,323	907	7,860	936	8,796	1,663	10,459	.3
TA	4,524	3,120	973	8,617	1,156	9,773	2,240	12,013	.4
VB	49,603	54,021	12,405	116,029	15,884	131,913	14,632	146,545	4.5
YA	1,068	2,085	456	3,609	172	3,781	5,292	9,073	.3
CC	28,418	12,164	13,752	54,334	7,846	62,180	2,173	64,353	2.0
Grand total	1,029,305	989,297	213,677	2,232,279	422,768	2,655,047	633,304	3,288,351	100
Distribution of sales (%)	31.4%	= 30.0% + 30.0%	+ 6.5%	= 67.9%	+ 12.8%	= 80.7%	+ 19.3%	= 100%	

* It includes the value of the tickets sold for these events up until the moment they were removed from the schedule.

A special staff was assembled to handle orders, and purchasers were able to consult lists covering all classes of tickets available for the various events, and obtain any further information required.

The COJO sales outlet closed down on May 14, to reopen only on June 7 to permit holders of provisional coupons to claim the tickets to which they were entitled.

Mail Orders

Inasmuch as the COJO sales office was the only place in Canada where tickets could be purchased at that time, the Ticket Department decided to accept mail orders and send out the tickets as the orders were received. Residents of Montréal were, however, asked to use the regular sales counter rather than the mails which were slower.

The mail order service was also available to foreign customers.

Opening and Closing Ceremonies

Because it was anxious to distribute tickets for both the opening and closing ceremonies as fairly as possible, COJO decided to create a kind of lottery whereby requests received in the mail would be accumulated for a certain period of time after which a drawing would be held, the winners being entitled to purchase two tickets either for the opening or the closing ceremony.

For lottery purposes, Canada was divided into four regions: Québec, Ontario, East, and West. This reduced

Table F
Ticket sales for the Games of the XXI Olympiad
by sport and for the opening and closing ceremonies

Sports and ceremonies	Total tickets printed	Tickets not available for sale	Tickets for sale to the public	Tickets printed for cancelled events	Total tickets available for sale	Tickets sold (including cancelled events)	Tickets sold for cancelled events	Final ticket sales*	% of sales relative to total available
CO	76,433	10,909	65,524	—	65,524	63,481	—	63,481	96.9
AT	1,146,495	134,010	1,012,485	—	1,012,485	836,191	—	836,191	82.6
AV	240,320	8,416	231,904	29,052	202,852	78,603	7,588	71,015	35.0
BB	214,335	35,049	179,286	11,922	167,364	172,049	10,528	161,521	96.5
BO	150,793	4,012	146,781	—	146,781	138,720	—	138,720	94.5
CA	240,320	9,312	231,008	—	231,008	66,261	—	66,261	28.7
CY	46,253	7,238	39,015	—	39,015	38,603	—	38,603	98.9
ES	44,838	13,284	31,554	—	31,554	30,254	—	30,254	95.9
FB	1,357,760	117,752	1,240,008	240,352	999,656	647,430	48,937	598,493	59.9
GY	207,876	28,788	179,088	—	179,088	178,490	—	178,490	99.7
HA	46,342	8,891	37,451	—	37,451	35,764	—	35,764	95.5
HB	107,985	18,847	89,138	—	89,138	62,115	—	62,115	69.7
HO	410,172	37,548	372,624	124,208	248,416	134,138	30,321	103,817	41.8
JU	95,112	12,564	82,548	—	82,548	76,140	—	76,140	92.2
LU	64,126	3,704	60,422	—	60,422	58,521	—	58,521	96.9
NA	299,776	60,949	238,827	—	238,827	230,115	—	230,115	96.4
PM	62,971	1,218	61,753	—	61,753	11,670	—	11,670	18.9
SE	257,353	29,711	227,642	—	227,642	187,363	—	187,363	82.3
TI	22,000	—	22,000	—	22,000	10,459	—	10,459	47.5
TA	20,160	600	19,560	—	19,560	12,013	—	12,013	61.4
VB	176,444	28,408	148,036	4,246	143,790	146,545	3,804	142,741	99.3
YA	18,336	1,552	16,784	—	16,784	9,073	—	9,073	54.0
CC	76,433	10,909	65,524	—	65,524	64,353	—	64,353	98.2
Grand totals	5,382,633	583,671	4,798,962	409,780	4,389,182	3,288,351	101,178	3,187,173	72.6

* Excluding non-refundable tickets

CO Opening ceremony
CC Closing ceremony

the costs of operation by making it easier to control and distribute the tickets. A total of 45,000 tickets were set aside for the lottery, 22,896 for the opening and 22,104 for the closing ceremony. And distribution was based on the proportion of tickets sold in each of the four regions during the first stage of general ticket sales. COJO also adopted strict security measures covering the handling of the thousands of post cards received for the drawing.

An appeal for help was made to Canada Post, since few organizations can reach as many people as the postmaster-general! And a positive reply was soon forthcoming.

Generally speaking, the contest went according to plan, but it turned

out to be a considerable burden, inasmuch as the publicity and promotional costs were much higher than anticipated. And, although COJO may have proved its point and achieved its purpose, public response fell short: of the 22,896 winners, only 16,168 claimed the right to purchase tickets for the opening ceremony, and 13,752 for the closing.

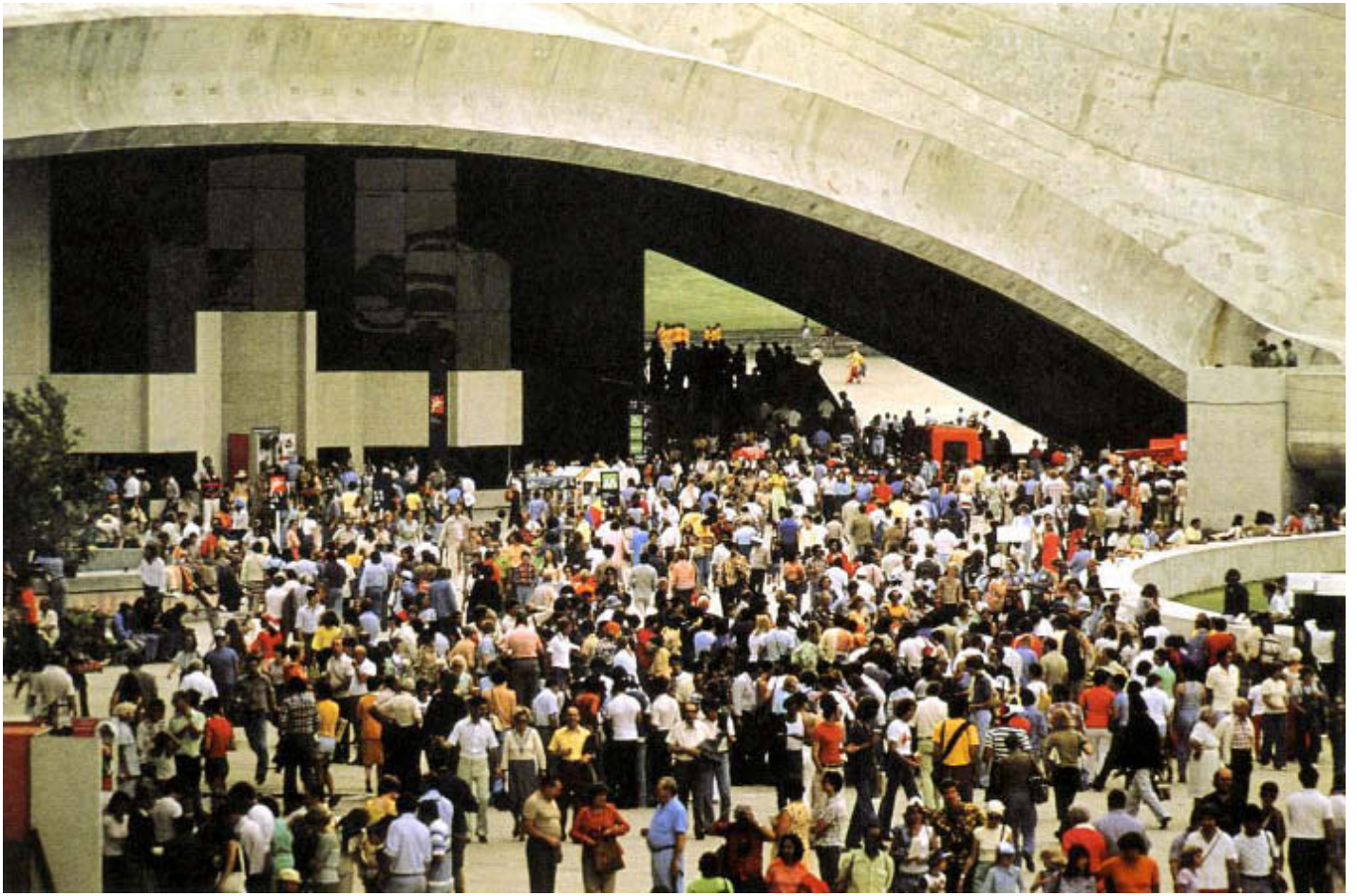
Advance Sale Results

During the advance sale period, tickets moved slowly both in Canada and elsewhere. By May 8, 1976, for example, only 46.5 percent of those available had been sold. This lack of enthusiasm was hard to explain. The world press continued to question the feasibility of holding the Games in Montréal, there were difficulties at the

construction sites, and the overall prognosis in many quarters was far from encouraging.

It was necessary for financial reasons that at least 70 percent of the tickets available to the public be sold!

In mid-May, however, the Ticket Department launched a last-ditch publicity campaign to get people to the ticket windows when the final sales period was to begin: on June 7, 39 days before the opening ceremony.



Promotion: June 1 —July 15

The last publicity campaign was designed to appeal to the enthusiasm of the general mass of the people. And interest had to be built up in Canadians for certain sports. North America was already known for its indifference to rowing, canoeing, football, and hockey, so a real effort was needed to attract capacity crowds. Athletics events scheduled for the morning were not doing much better at attracting sports enthusiasts either. And a slump was expected in the sale of standing room.

Unfortunately, the public had somehow been convinced that the best tickets had already been sold. And that was the first misimpression that had to be corrected. All of the unsold tickets were gathered together and the public notified accordingly. The operation was a complete success, with a tremendous rush to all sales outlets.

Ticket Promotion During the Games

The whole approach was simple: the public was informed daily as to what tickets remained for each event scheduled for the following day, and that these tickets would be placed on sale that day throughout the city and at the competition site itself. French and English daily papers in Montréal, together with certain regional publications, took up the promotional campaign. The information was contained on the various sports pages under the heading of readers' services.

What publication of this ticket data also provided was a complete summary of forthcoming events. The results were nothing short of amazing: from June 7 to August 1, 633,304 tickets were sold in the cities involved with the Games. There were 1,056,072 tickets purchased in 40 days! The total tickets sold in eighty foreign countries and Canada during the advance sale period totalled 2,232,279, which is to say that one-third of the worldwide sale of tickets took place between June 7 and August 1, 1976!

The frenzied interest in the Games on the part of the general public was slow in coming, and it was only after the formal dress rehearsal between



June 26 and 29 that the message finally got through about what was actually going to take place. The contagion was thereafter instantaneous, and Olympic fever spread rapidly throughout Canada, thanks in no small measure to the last-minute publicity campaign.

Ticket Sale Results

The cancellation of some events together with schedule changes severely complicated the job of the Ticket Department. For one thing, the refund of ticket prices had not been foreseen on such a scale: nothing could possibly have warned of a situation where 101,178 tickets were purchased in advance for events that would be cancelled.

It was plain that the Ticket Department had to come up with some plan to satisfactorily deal with the thousands of disappointed customers. And it had to do this without upsetting normal ticket sales. What was done was to have special announcements prepared for the newspapers and radio to the effect that holders of tickets to events that had been cancelled could obtain a complete refund subject to the following conditions:

- a) if the entire competition had been cancelled;
- b) if only one match took place during the course of a double program;
- c) if two matches were cancelled out of the three or more that had made up the program for the day.

Tables E and F indicate the sale of tickets by sport and by sales period. Table E includes those tickets for events that had been cancelled but which had been sold before the official notice of cancellation.

Conclusion

Taking into account the twenty-one events that had been cancelled and their corresponding ticket sales of 101,178 during the advance sale period, total ticket sales reached 3,187,173, a 4 percent increase over the preliminary estimates prepared by the Ticket Department in 1973. And revenue produced amounted to a 38.5 percent increase over what had been anticipated.

46

Accreditation is among the most complicated procedures in Olympic Games organization. It is true that Montréal had the benefit of the experience of previous organizing committees, but applying it was a monumental task. And what also had to be considered were the diversity of privileges to be granted, the specific requirements of International Olympic Committee (IOC) Rules, subtle distinctions among categories of pass holders, as well as distribution and control policy.

Over one hundred thousand people had to be identified and provided with a document testifying to their function or status: athletes, officials, members of the IOC, national Olympic committees (NOCs) and international sports federations (ISFs), journalists, COJO personnel, suppliers, concessionaires, and members of the security forces.

And access to the following facilities had to be controlled: 27 competition sites; 76 training areas on 41 sites; the International Youth Camp; Olympic Villages at Montréal, Kingston and Bromont; press centres; security force headquarters; and COJO administrative offices.

Rules and Regulations

IOC rules contain stringent requirements covering the sections of the grandstands reserved for the Olympic family, so its members had to be clearly and positively identified.

In Montréal, there were three major categories:

1. Olympic family. Officials of the IOC, ISFs, NOCs and their guests, dignitaries, COJO executives, Olympic attachés and *chefs de mission*, journalists, athletes and team officials, sports officials, Youth Camp delegations and observers from Innsbruck, Lake Placid, Moscow, and Munich.
2. Personnel. Employees of COJO, the Olympics Radio and Television Organization (ORTO), and private companies under contract to COJO.

3. Security. Royal Canadian Mounted Police (RCMP), Department of National Defence (DND), Québec Police Force (QPF), Ontario Provincial Police (OPP), and police forces of towns and cities involved in the Games.

Accreditation for all three categories took place simultaneously, and produced three different types of cards:

1. Cards for the Olympic family were filled in by COJO or sent blank to Olympic organizations. In the latter case, they served as Olympic passports, except for the press. Once accepted by the Ministry of Manpower and Immigration, these cards were in effect official documents permitting entry into Canada for the Olympic Games. They were validated upon arrival in Montréal once the bearer's identity was verified.
2. Cards for personnel were always filled out and issued by COJO.
3. Security cards were completed and issued by Security.

The Chief Committee on Public Safety for the Olympic Games (CPSPJO) had the right of review in all categories.

The Accreditation Department faithfully followed IOC rules in the design and production of these cards. As far as coding, assignment, and distribution were concerned, there was close cooperation with the security group and the Canadian Manpower and Immigration Ministry.

Designers of such an accreditation system are, however, faced with two tasks which might seem to be confusing, first, because coding must take into account a large number of categories; and, second, recognition of these categories and their rights and limitations must be immediate.

From early 1974 to the end of 1975, the system for accrediting COJO personnel and private company employees was studied by the Services Directorate, so that the colors and formats of the cards could be determined. But, by January, 1976, to expedite a decision since the Games were fast approaching, COJO named a coordinator to supervise all accreditation operations. And each directorate delegated a representative to work closely with the coordination centre as and from February 4.

In early March, these representatives drew up a preliminary plan, but it was only in April that provisional guidelines were submitted for COJO approval. Because of security requirements and the work load, however, approval was not granted nor did the system become effective until May 17.

Accreditation of the Olympic Family

Approximately one-third of those provided with official identification, (29,554 people) were part of the Olympic family, and, like all cards issued, theirs were printed on water-marked paper similar to that used for bank notes.

For easy identification of a pass holder's privileges and functions, it was suggested that a seven-color code be used: yellow, brown, blue, green, purple, pink, and white.

The characteristics of the paper used, however, forced COJO to modify the recommended colors somewhat.



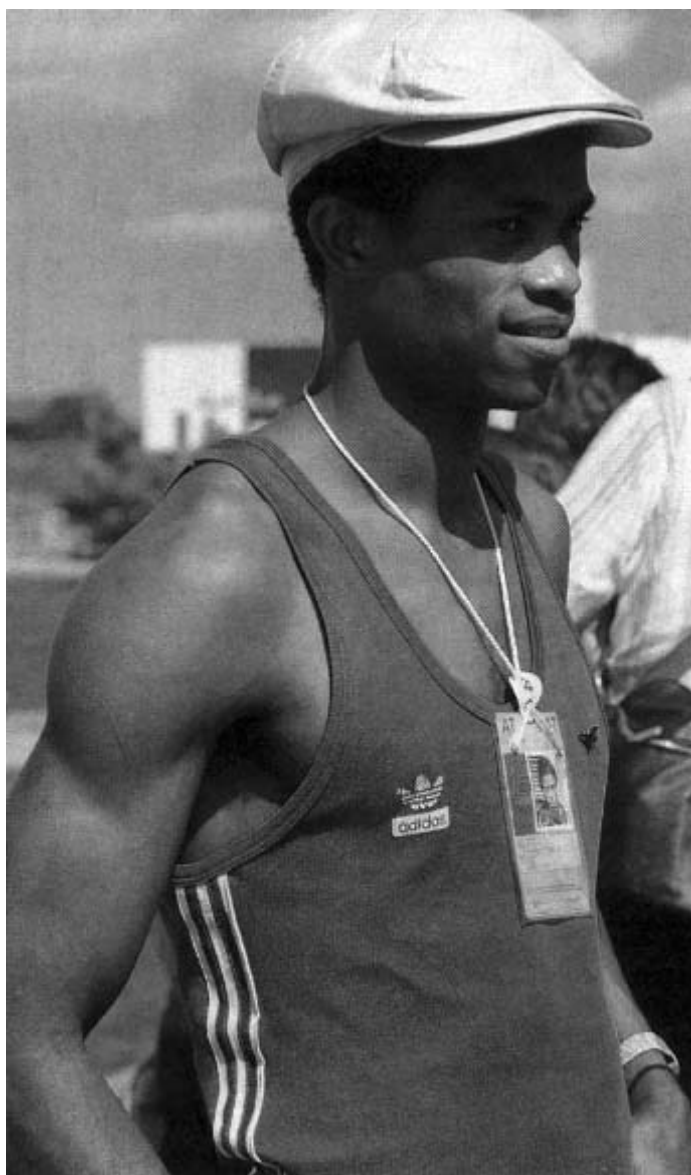
Procedures

The NOCs and ISFs were supposed to make their requirements known before May 7, 1976, to the Sports Directorate, the group most concerned with this information. Sports then had to send its data direct to Accreditation. By May 17, 1976, 118 NOCs had answered.

In order to avoid the risk of delays in international mail, an agreement was reached with the Canadian government to set up a special delivery system using the Canadian Forces. The cards were sent abroad from Ottawa, addressed directly to government agents responsible for distributing them. As soon as they reached the NOCs and ISFs, they were delivered to their intended holders. The Canadian Manpower and Immigration Ministry, however, was only willing to accept the card as a travel document, in place of the usual passport, if the names of the holders were received two weeks before their arrival in Canada.

Categories A, B, C, D, and F were entitled to this privilege.

An Accreditation party was sent to Ottawa to process members of the diplomatic corps, and this procedure continued at the Queen Elizabeth Hotel in Montréal after July 16 for members of the diplomatic corps and their guests. Members of the IOC received their cards in Lausanne on March 25, 1976, when the director of Accreditation presented them in person.





Holders
Members of the IOC and one member of their family.

Privileges
Access to section "A" at all competition sites and to all training sites, residential and international zones of all Olympic Villages, ORTO offices, and press centres. Reserved parking.

Holders
Members of the COJO board of directors and management committee and one member of their family.

Privileges
Access to section "COJO" at all competition sites and to all training sites, residential and international zones of all Olympic Villages, ORTO offices, and press centres. Reserved parking.

Holders
Presidents and secretaries-general of NOCs and one guest each; presidents, secretaries-general, and two technical delegates from each ISF and one guest each; members of the joint IOC/NOC and IOC/ISF commissions and one guest each; one delegate from each of the following Olympic cities: Innsbruck, Lake Placid, Moscow, and Munich.

Privileges
Access to section "B" at all competition sites and to all training sites and residential and international zones of all Olympic Villages. Reserved parking.

Holders
Chefs de mission and Olympic attachés.

Privileges
Access to section "C" at all competition sites and to all training sites and residential and international zones of all Olympic Villages. Reserved parking.

Holders
Holders of Olympic diplomas, Canadian gold medalists, and Canadian Olympic Association (COA) directors.

Privileges
Access to section "C" at all competition sites and to all training sites. Reserved parking.

Holders
ISF and NOC guests, the number of the latter varying according to the size of the delegation (one card per twenty competitors). Card transferable and carried initials NOC/CNO or ISF/FIS and name of country in space normally reserved for photograph.

Privileges
Access to section "C" at all competition sites and to all training sites. Reserved parking.

Holders
Jury members, judges, and international technical officials.

Privileges
Access to section "D" at Olympic Stadium as well as to those competition and training sites re sports to which holders were connected, in addition to the international zones of all Olympic Villages.

Holders
Written press.

Privileges
Access to section "E" at all competition sites and to all training sites if bearing no code or with a special code for photographers (if coded TECH, no limitation) as well as international zones of all Olympic Villages and press centres.



Holders
Electronic press.

Privileges
Access to section "E" at all competition sites and to all training sites if bearing no code, a special code for photographers or a TECH or ORTO stamp.

N.B. This card could also carry a site code, such as, Olympic Basin — 006, which permitted access to that site only. Access was permitted in all cases to international zones of all Olympic Villages and press centres.

- Holders**
1. Competitors and team officials (coded card).
 2. Assistant *chefs de mission* (no code), and certain classes of officials, such as, nurses, masseurs, etc. (no code).

- Privileges**
1. Access to section "F" at Olympic Stadium as well as to those competition and training sites re sports to which holders were connected.
 2. Access to section "F" at all competition sites and to all training sites. N.B. Both 1. and 2. also had access to residential and international zones of all Olympic Villages.

Holders
Support officials (coded card).

Privileges
Access to section "D" at those competition sites and to all training sites re sports with which they were concerned; also to the work areas on the same sites.

Holders
Kingston: sailors' family members; Bromont: horse owners; International Youth Camp, guests of participants in Youth Camp; and, at Montréal, those officials in accordance with IOC Rule 47 regarding reserved seat allocation.

Privileges
Access according to code on card: yachting basin at Kingston, stables at Bromont, residential zone of International Youth Camp, and training sites in Montréal.

Holders
COJO's guests; ambassadors to Canada; consuls invited to competitions taking place in those cities to which they had been assigned; the prime minister of Canada and one member of his family; premiers of the provinces and one member of their family; the mayors of Innsbruck, Lake Placid, Moscow, and Munich, and one member of their family; and the mayors of Bromont, Joliette, Kingston, L'Acadie, Ottawa, Québec, Sherbrooke, and Toronto, and one member of their family.

Privileges
Access to section "G" at all competition sites and to all training sites if accompanied by admission ticket. Reserved parking.

Holders
Participants in the International Youth Camp.

Privileges
Access to the International Youth Camp.

Holders
Technical observers of future Olympic or non-Olympic organizing committees (employee-type cards, with or without a sport code, colored sticker, or Olympic Village designation).

Privileges
Access to all competition and training sites under certain conditions (uncoded card); access to those sites according to a sport code; or access as determined by the color of the following four stickers: red, competition area; green, athletes' area; grey, sport secretariat; and blue, press centre. Access to international zones of Olympic Villages if stamped "VO" on reverse. Reserved parking.

Validation

Generally speaking, validation was the same for all members of the Olympic family. The holder first presented his card at the validation centre. After checking their lists, security agents verified the holder's identity and stamped the card with a validation seal. One of the three flaps was detached and kept for reference, while the other two were folded, coded, sealed with two eyelets in a plastic envelope, and the whole unit returned to the holder. In case of errors, erasures, or unsuitable photographs, the card was redone in an identical manner.

To facilitate this operation, each COJO directorate responsible for a category of the Olympic family assigned employees to the different validation centres. And Accreditation sent along someone to solve special problems. Validation centres were located in the Queen Elizabeth Hotel, the Olympic Equestrian Centre at Bromont, the Olympic Yachting Centre in Kingston, the Olympic Village, the main press centre, the Sheraton-Mount Royal Hotel, and the International Youth Camp.



Even the prime minister of Canada had to go through an official accreditation procedure!

**Accreditation of COJO
Personnel and Employees of Private
Companies**

COJO faced the enormous task of providing identification papers between June 1 and July 15 for some 22,000 employees hired in April, 1976, some 800 permanent employees and the 12,000 employees of private companies lending their services to the organizing committee. To accomplish this, the Show-Mart was rented in downtown Montréal. Normally housing exhibitions and trade shows, it was used this time to process and accredit prospective pass-holders.

The operation was designed to

accommodate three hundred people per day, but, because of last-minute changes, this pace could not be maintained. But ways and means were found to increase the pace when, with only one week's notice, management decided to make the identity card compulsory as and from June 17. For security reasons, the possession of a proper card was vital, inasmuch as operations unit (UNOP) personnel were scheduled to begin their work June 21, and the number of employees of suppliers and concessionaires had risen from 12,000 to 18,000.

Moreover, because of inaccurate information supplied by the applicants,

thirty percent of the files had to be re-done. And Accreditation was forced to extend its working hours and to hire thirty extra employees to make up for data processing trouble. The service worked from 08:00 to 24:00 seven days a week. Three hundred people had been expected for accreditation each day, but some 1,500 appeared. The fifteen cameras had to work so fast that some broke down.

It had taken two months to accredit the first 15,000 people, but the remaining 26,000 cards were issued in a month and a half!



Colors and Categories

The color of the card indicated the category to which the employee belonged:

- red: COJO employee whose job required unlimited access;
- green: Olympic Village employees;
- blue: Communications Directorate staff and some Technology employees;
- grey: suppliers, concessionaires, and some special employees;
- orange: all others.



Holders
Personnel having a particular status depending upon their position with COJO. Issue subject to review.

Privileges
Unlimited access to all sites.



Holders
Those assigned permanently and exclusively to the international zone of the Olympic Village: COJO employees, contractors, the military other than security forces, volunteer workers, and concessionaires.

Privileges
Access to the international zone of the Olympic Village.



Holders
Those assigned permanently and exclusively to the Olympic Village: COJO employees, contractors, the military other than security forces, volunteer workers, and concessionaires.

Privileges
Access to residential and international zones of the Olympic Village.



Holders
COJO personnel employed by or attached to the electronic press section and ORTO.

Privileges
Access determined by code as follows: no code, access to all sites; site code, as indicated by site number; sport code, as indicated by sport code. Access also controlled by colored stickers as follows: red, competition area; green, athletes' area; grey, sport secretariat. Access to Olympic Village controlled by "VO" stamp on reverse.

OUV-CLO

This was a special code that could be stamped on any card and indicated participants in the official opening and closing ceremonies.

Special Symbols

The orange card could have a special alphabetical, numerical, or alphanumerical symbol in certain cases.

Some employees, who had orange, blue, or grey cards, might need to enter the Olympic Village frequently to do their jobs. Their cards were marked with a special seal allowing access without first obtaining a pass at the admission office.

Cards without symbols

A card with no symbol allowed access to all competition and training sites.

Accreditation of Security Forces

The security forces implemented their own procedures to accredit 30,000 members across Canada. Each of them (Royal Canadian Mounted

Police, Ministry of National Defence, Québec Police Force, Ontario Provincial Police, and the police forces of municipalities involved in the Games) was responsible for issuing cards to its own members.

The words *SÉCURITÉ* and *SECURITY* appeared in the space normally reserved for a photograph. In addition, the holder had to show his personal identity card to access control personnel. The order was clear: members of the security forces had to enter the site to which they were assigned through the door designated by the chief security officer of the site. But an exception was made for guards or the military escorting a special guest or IOC member.

Access Control

The following zones of each competition site had to be controlled:

- competition area;
- athletes' facilities;
- sports secretariat; and
- press centre.

And the operations unit (UNOP) was responsible for control within these zones.

A color was associated with each zone at every competition site :
zone I, competition area, red;
zone II, athletes' facilities, green;
zone III, sport secretariat, grey;
zone IV, press centre, blue.

The competition director decided who would have access to zones I, II and III; the press officer performed this function for zone IV. Then the UNOP director, together with the head of security and the services manager, determined what steps would be taken to control access to these zones.

In view of the concern expressed by the Sports and Communications Directorates about the continued ease of access, COJO decided to add a series of colored stickers to the list of existing symbols. When added to the orange, blue, and grey employee cards, they permitted access to places which would not normally be allowed: competition areas, athletes' facilities, sport secretariat, and the main press centre and sub-centres.

The red, green, and grey stickers were distributed by the competition director; the blue sticker by the press officer.

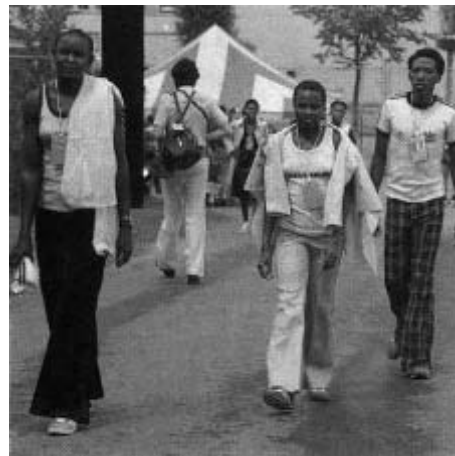
Eight hundred controllers were employed to oversee access to competition sites. There were 234 of them at the Olympic Stadium alone. Entrances to the Olympic Village were guarded by the security forces.

The majority of access controllers were students who received only a few weeks' training. And it became apparent during the dress rehearsal at the end of June that they did not recognize the symbols nor their combinations, thereby causing unpleasant incidents and delays. Workers from different trades, for example, were refused admission and could not get to work, ORTO technicians with chartreuse cards were confused with holders of green cards, etc. With such a state of affairs, the department heads, supervisors, and controllers met early in July to find a practical solution. It was, therefore, decided to publish posters illustrating the various cards, colors, and symbols for each entrance. And a six-man team working with the Services Directorate managed to produce it in record time. On July 16, the eve of the opening ceremony, copies were distributed to the controllers, and it was found to be a great help.

Remarks

Certain precautions can be taken in future so that substitution of cards may be avoided. Because the employee card was not sealed with eyelets, it was easily removed and replaced with a less restrictive card; a card sealed in plastic might have prevented this.

As far as coding is concerned, the colors assigned to personnel could have been simplified, with one color for COJO employees and another for private companies. And, for all of them, a precise description of the holder's function and the name of the company he worked for, should have appeared, if appropriate.



47

The organization of an Olympic Games requires management systems that are both sound and secure. For, in a very short time, such a venture must be able to cope with a highly accelerated rate of progress. And, if one were to consider the 1976 Games organization as a corporate entity, bearing in mind the prestige of its personnel, it would have to rank 150th or thereabouts among the great companies of North America.

The management burden that had to be borne by the Montréal organizers, therefore, was both heavy and diversified: the recruiting, hiring, accrediting, and payment of its personnel, budgetary control, supply, insurance, the maintenance and security of property, documentation, linguistic and legal services, and services generally. In view of the complexity of the 1976 Games, these responsibilities were divided between the Administration Directorate and the controller's office.

The Administration Directorate

Closely tied in to the development of the organizing committee, the Administration Directorate, hub of all of COJO activities, was created in September, 1972, immediately following the Munich Games.

Nevertheless, the data gathered by the various members of the observer mission helped create the first critical path regarding activities essential to the success of the Games, as well as providing forecasts of both material and personnel resource needs. And this analysis also aided Administration in establishing policies relating both to employment and its termination, as well as to methods of supply and insurance.

While the directorate reported to the secretary-treasurer during 1973, it was made answerable to the executive vice-president the following year. Its basic structure, however, was to remain unchanged until the very eve of the

Games, when the various services that had been grouped under it were distributed among other directorates to retain greater flexibility, for one thing, but also to ensure that their implementation would be properly channelled after a thorough analysis of requirements.

The Personnel Department

The Personnel Department came under the authority of Administration in the Fall of 1973. And it was without doubt the most volatile of all COJO services. It suffered from an infinite variety of structural changes, to say nothing of alterations in policy that made its proper function something of a challenge, to say the least! The confused picture of its operations, however, is attributable not only to the nature of the services it provided, but also to the extraordinary character of its assignment.

For Personnel was the support of virtually every other service within COJO, being responsible for the employment of staff in sufficient numbers for the success of the Games. Its tour de force was the hiring of nearly 24,000 men and women in record time for tasks that were as different as they were numerous. It certainly was the most ambitious undertaking ever attempted in Canada, and probably has few equals in the world!

Moreover, its role was far from limited to the simple signing-on-signing-off process. Far from it. It also had to create policy, compose directives, and institute methods that would touch the life of every COJO staff member as well as make certain that the foregoing were properly implemented. In addition, Personnel also had to train and integrate into the organization full-, part-time, and short-term employees and arrange for their dismissal once the Games were over.

Personnel's task, moreover, was made more difficult due to two additional factors: it not only had to translate into quantitative and qualitative terms the forecasts of the various departments and services, but it also had to plot the most effective use of personnel within very tight financial limits.

Wage Policy

Personnel's primary concern was to establish a wage policy that would be at once flexible and fair, as it would be attractive and able to cope with cost-of-living demands. Despite the apparent complexity of the problem, a scheme was placed before the board of directors and adopted in May, 1974.



One of COJO's major assignments was the employment of sufficient temporary staff to service the many directorates and departments within the organizing committee.

Table A
Employee distribution among
directorates-July 1976

	Permanent	Tempo- rary	Short term	Total
Administration	117	157	335	609
Official Ceremonies	31	19	277	327
Arts and Culture Program	13	8	41	62
Graphics and Design	18			18
Communications	112	28	452	592
Olympic Village	39	45	3,456	3,540
Construction	14		8	22
Technology	52	13	1,744	1,809
Services	125	140	8,519	8,784
Sports	196	57	3,186	3,439
Revenue	34	7	17	58
Protocol	35	15	232	282
Spectators Services	35	28	319	382
Controller	51	12	28	91
Total	872	529	18,614	20,015*

*Military personnel seconded to COJO are not included in this total.

Their distribution was as follows:

Services	
Transport	1 650
Health	270
Technology	620
Yachting	350
Protocol	140
Sports	380
Matériel Control	225
Operations Control	100
Miscellaneous	175
Total	3,910

Grand total **23,925**

COJO classified its employees according to the date they commenced work:
 permanent:
 from 1972 to July 31, 1975
 temporary:
 from August 1, 1975 to April 30, 1976
 short term:
 from May 1, 1976 to August 1, 1976

Among the many aspects that had to be considered was the matter of employees that had been detached temporarily from their normal place of business: the wage scale had to be such that, while not excessive, nevertheless was sufficiently tempting to attract competent people. At the same time, some sort of indemnity had to be instituted (built in, as it were) to take into consideration the period after the Games, while respecting the individual's rights without removing his incentive to return to the job market.

Account had also to be taken of the proper treatment afforded those companies that had temporarily lost the services of their employees to COJO, especially in respect of their own various salary policies. Thus, every detached employee received a premium if his position at COJO resulted in a greater degree of responsibility or an increase in work vis-à-vis his regular post, together with an adjustment for any inconvenience associated with his move.

Another facet of the overall wage scheme included a provision whereby every staff member engaged prior to August 1, 1975, was entitled to severance pay upon leaving COJO's employ, provided the said employee remained with COJO until his or her position was terminated. Amounting to 8 percent of gross salary, this extra benefit cost the organizing committee \$1 million.

Finally, the wage program stipulated that every division, service, department, etc., had to complete a requisition in proper form for any increase in staff. And this requisition had to justify the said staff increase as well as fully describe the job. In addition, from 1973 on, each new employee became subject to a security check by the organizing committee.

Canada Manpower Centre and COJO

Like most other countries anxious to trim its unemployment rate, Canada has a nation-wide network of employment and placement offices for management and labor alike. This professionally established service that had been solidly entrenched across the country for some time, seemed, in 1973, to be the only agency capable of gathering thousands of competent people together on such short notice.

By using this service, therefore, COJO was living up to its avowed objective of keeping costs to a minimum.

For its own part, the federal government reciprocated there and then by offering the organizing committee the services of its manpower centre.

Consequently, in August, 1973, the Canadian Ministry of Manpower and Immigration established a manpower centre on COJO's premises to assist in whatever way it could. The service was called Canada Manpower Centre-COJO 1976 (CMC-COJO 1976) and undertook to achieve two distinct objectives: the recruiting of personnel for the presentation of the Olympic Games, and, when the Games were over, the reintegration of these people into the country's industry and commerce.

Unlike its counterparts across Canada, CMC-COJO 1976 had no territorial limits within which to implement its hiring practices. And it had only one client: COJO. Its sphere of operations was the entire country; it was at the very heart of the largest recruiting campaign ever; and it had at its beck and call the best placement service available.

CMC-COJO 1976 Mandate

As a result of a series of meetings between COJO and the Manpower and Immigration Ministry, the role and function of the temporary agency was set down as follows:

1. To cooperate with COJO's Personnel Department in the following areas:
 - a) the determination of requirements; and
 - b) the study of personnel requests submitted by the various directorates for immediate action.

**Table B
Personnel recruiting sources**

CMC-COJO	Students	4,494
CMC-COJO	Non-students	5,817
SPEQ*	Students	7,286
Canadian Forces	at Montréal at Kingston	3,560 350
Volunteers	Scouts and Guides	336
	ÉPIC/APAPQ**	385
	St. John Ambulance	350
	Medical personnel	434
	Kingston	603
	Joliette	100
	Miscellaneous	190
Civil service		20
Total		23,925

**Table C
COJO employees assigned to competition and training sites**

Olympic Stadium	2,435
Olympic Pool	699
Olympic Velodrome	284
Pierre Charbonneau Centre	262
Maurice Richard Arena	458
Olympic Basin, Notre Dame Island	627
Claude Robillard Centre	451
Étienne Desmarteau Centre	394
St. Michel Arena	155
Forum	482
Paul Sauvé Centre	327
Winter Stadium, University of Montréal	434
Molson Stadium, McGill University	377
Olympic Archery Field, Joliette	101
Olympic Equestrian Centre, Bromont	722
Olympic Shooting Range, L'Acadie	240
Sherbrooke Stadium and Sports Palace	76
PEPS, Laval University, Québec	28
Varsity Stadium, Toronto	42
Lansdowne Park, Ottawa	60
Olympic Yachting Centre, Kingston	1,151
Olympic Park	233
Training sites	594
Total	10,632
Employees assigned to COJO administrative offices (head office, Olympic Village, etc.)	13,293
Grand total	23,925

- * Québec Student Placement Service
 **Centre de médecine préventive et d'activité physique
 Association des professionnels de l'activité physique du Québec, Inc.

2. To prepare the selection and hiring of permanent, temporary and short-term personnel by the following methods:

- a) the compilation of a list of personnel sources;
- b) the preparation of a roster of qualified and available candidates along with the study and classification of employment applications already in hand, of applications received daily at COJO, and those from other sources; and
- c) the suggestion of candidates based upon need.

3. To coordinate the efforts of other manpower centres, universities and colleges across Canada, and COJO, so as to standardize the hiring process in the following manner:

- a) the proper use of Manpower and Immigration Ministry training programs and moving allowances; regarding the latter, the federal government was prepared to underwrite moving expenses, depending upon circumstances, of any Canadian from another part of the country or from Québec, who was prepared to take up permanent employment with COJO;
- b) the advertisement of all available positions in other placement offices; and
- c) the visiting of other manpower centres, and universities and colleges in Canada in order to interview prospective candidates.

In addition, the ministry was prepared to provide the human resources needed, as well as a significant budget with the necessary equipment to see that the overall hiring program was brought to a satisfactory conclusion.

Recruiting Sources

Serious preparations commenced in 1974-75 in what was obviously the prelude to an enterprise of no small proportions. CMC-COJO 1976 first began by instituting a search right across the country for individuals who could command one or more of the 45 languages that would be spoken during the Games, and who would be available to fill one of the many posts vacant in the organization. Based on the excellent response, those in charge of personnel recruiting established literally a bank of candidates via a country-wide campaign.

Everything had to be started from scratch: organization charts had to be set up, and the needs of each of the many services determined. And this was not without some difficulty, since it was vital to computerize the hiring system and associated personnel data. And job descriptions had to be properly created and encoded, so that their titles

and related wage rates would be standardized throughout COJO. In all, 437 job descriptions and their attendant hiring criteria were processed in 1974 and 1975.

Later, the time would come when it would be necessary to create a special committee strictly for the hiring of volunteer staff. But, in March, 1975, negotiations were begun with a number of different groups for this very purpose: health and medical bodies, the Boy Scouts, and even associations like the St. John Ambulance Brigade. In short order, offers were received from 2,716 individuals who were more than ready to volunteer their services, and the processing of those whose talents would be used was begun forthwith.

For, it had only been the year previous that all of the many services within COJO had had a chance to reexamine their plan of operations, correct their respective calendars, and sharpen their forecasts in respect both of human as well as material resources. And this was vital data for Personnel to have, inasmuch as its entire organization was in fact based upon projections acquired from other sources. At the time, estimates were for 982 permanent and 21,367 temporary and short-term staff members. As it turned out, these figures were almost right on target two years later (see Table A).

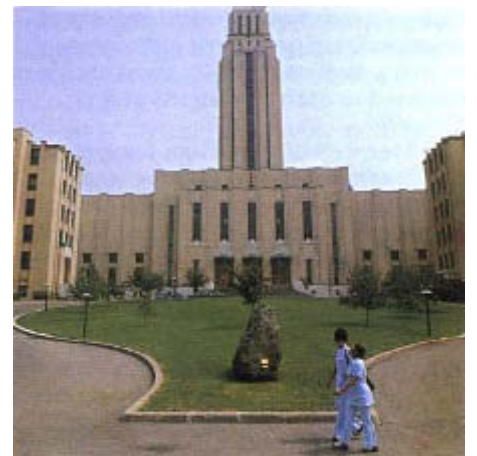
International Competitions Montréal 1975 (CIM 75)

At the beginning of winter, 1974-75, Manpower representatives suggested to the COJO Personnel Department that a hiring program be established for the staff required to stage CIM 75. This was a series of sports events scheduled to be presented the following summer, and would be one of the last dress rehearsals prior to the Olympic Games. They would also serve to acquaint those in authority with the methods to be used in hiring the temporary and short-term staff required for 1976.

This hiring program, however, had to be discarded — happily, as it turned out — as the result of an agreement between COJO and the Québec Student Placement Service. Through this body, the Québec government made the organizing committee an offer it could not refuse: a rebate of \$1 per



Typical of the organizations that volunteered their services during the Games was the Girl Guides of Canada.



The Boy Scouts of Canada supplied a valuable messenger service that was all the more appreciated since it was on a purely voluntary basis.

Canadian universities became an important source of temporary personnel. Pictured here is the main entrance of the University of Montréal.

hour of work for each student employed. And since the constraints of a tight budget were restrictive in the extreme, COJO had no alternative but to accept graciously.

CMC-COJO 1976 thereupon cleaned out its files and turned them over to the Student Placement Service, keeping for itself, however, those functions in respect of staff training and integration. In spite of the inevitable reappraisals that normally accompany such moves, the resultant scheme proved itself flexible and worthy of implementation, but it nevertheless left a considerable job to be done before the July 17, 1976 opening ceremony.

Operations

In December, 1975, for reasons of time, effort, and money, the COJO board of directors decided to entrust personnel supervision to a firm of consultants. At the time, it announced a new agreement with the Québec Student Placement Service, whereby the latter took over the recruiting of students directly.

These two developments, naturally, altered the role of CMC-COJO 1976, but the latter quickly adapted itself to the changing situation. And changes were not long in coming! For, since it had been planned that each competition site would virtually be an autonomous unit as and from January, 1976, it, therefore, became necessary to commence a slow process of decentralizing personnel management so that a staff coordinator could be assigned to each operations unit (UNOP).

Methods of recruiting, accreditation, integration, and training were, therefore, quickly established. And wage scales were rapidly brought up to date for the three groups of short-term employees: maintenance and general

office staff, executives and technicians, and those who had volunteered their services. The various categories that were established reflected the many positions that had already been determined and grouped together based upon similarity of assignments, selection standards, and the degree of difficulty.

Briefly, the period of evolution extended from December, 1975 until September, 1976, with the growth process becoming increasingly specialized up to the end of July, when the entire procedure reversed itself.

At the height of its activity, the Personnel Department numbered 530 individuals: permanent management, 10; decentralized management (those that had been attached to the various UNOPs) 120; training, 50; filing, 50; accreditation, 150; and the Manpower and Student Placement Services, 150. In January, 1976, COJO leased a large exhibition hall (the Show-Mart) to accommodate the department, and, in three months, more than 40,000 applicants were processed, in the same building, incidentally, where the bulk of accreditation took place.

All personnel demands were brought together under the authority of the main recruiting service. And every request had to be approved by the COJO controller's office before processing by the Personnel Department.

Candidate selection called for the closest cooperation between the Manpower Centre and the Québec Student Placement Service, and these two highly specialized organizations could refer to files of 40,000 and 60,000 employment requests respectively, when necessary. Without counting replacements, 40,000 interviews were necessary before all the vacancies were filled. During the final two months, something like 700 applications per day were dealt with by the recruiting staff.

Files

Notwithstanding the temporary nature of the various positions within the organizing committee, it was necessary to open a complete file for each employee, if for no other reasons than to see that he or she were properly paid and accredited! And all data in these files was verified and counterchecked by Security before being entered in central records.

From April to July, 1976, more than 25,000 files were set up in this manner.

Reserve Staff

CIM 75 was an educational process of no small proportions, revealing as it did, that, if a person did not like what he or she was doing, the latter simply walked off the job! And experience was to show that such abandonment of duties could occur with increasing frequency depending on certain sections of the organization and certain types of work. A solution obviously had to be found to retain some semblance of order if the Games were to go on as planned.

What was done immediately was to analyze the various departures in the hopes of finding some clue, and especially whether the assignment had been in the hands of student and/or non-student staff, particularly since the "walk-off" rate was in the region of 15 percent of temporary personnel. The next stage was the hiring of approximately 1,500 people who had no specific function, but who were guaranteed a minimum number of hours work. This was a reserve force.

As it turned out, less than 5 percent of this group remained without work, so there were few regrets over the step having been taken. And, when consideration was given to the time needed to hire, accredit, and train a new employee, then put him or her in uniform, it was easy to understand the relief felt by the organization, when, faced with the imminent departure of a staff member, someone in the reserve group was ready and able to fill the void.

There was, however, one other important assignment that must be credited to the Personnel Department in relation to the processing of some 42,000 persons. And one can only imagine the organization, planning, and patient supervision required to shepherd these members through the accreditation procedure.

Initially, 12 individuals were responsible for getting together for accreditation COJO employees, some 4,000 military personnel as well as 18,000 people on the roster of the various concessionaires. There were 8



receptionists to direct traffic to 14 clerks who had to gather the necessary information for each applicable personnel file. An additional 150 handled the accreditation process itself. Rounding out the team were 6 technicians or specialists who were responsible for seeing that the employees were indoctrinated through an audiovisual program which provided a brief glimpse of the Olympic Games and their organization. And, in every instance, stress was placed on the role each would have to play so that the complex undertaking would be presented without a hitch.

Training Program

Altered, shortened, and improved upon countless times, depending to whom it was addressed at any particular moment, the staff training program comprised three different phases.

Naturally, the first consisted of a simple introduction to COJO, when the fledgling employee was given a bird's-eye view of the organizational framework, some notion of executive responsibilities, and a schedule of the various sports events. This was followed by a short look at corporate methods, policy, and working conditions.

During the course of the second stage, the employee was accepted into the directorate that would avail itself of his or her services.

And the final step — by far the most important for the success of the Games — introduced the employee to the inner workings of more than 250 separate undertakings without whose accomplishment the Games simply would not take place.

Over 200 sessions were needed to acclimatize something like 18,000 short-term employees. And some 4,000 members of the military had already received similar training separately.

It is, furthermore, interesting to note the staff that is required to back up the athletes, as it were, in the Olympics. Statistics demonstrate that the ratio of organizational personnel (not including 4,000 military) to athletes and other team members easily approaches 3:1.

After the Games

Having been forewarned at the time of their employment of the probable date of their departure, personnel left in huge numbers in the days immediately following the closing ceremony. On August 1 alone, when the huge stadium had barely stopped echoing the footsteps of the last athlete, some 15,000 left a real adventure behind them. And 6,000 more were to follow soon after.

To each, COJO presented a souvenir certificate attesting to their participation in the Games of the XXI Olympiad.

Not that this was really necessary, since the bulk of them were immensely proud simply to have taken part in the greatest show Canada and Montréal had seen since the World Exhibition of 1967. And the results of a survey only served to bear this out.

Some 2,800 students who had worked on the various sites replied: 57 percent boys and 43 percent girls, whose median age was 19. Each had attended school an average of 13 years, the length of their stay at COJO had not exceeded 6 weeks, and, for one-quarter of them, this had been their first summer job.

Generally speaking, they found the work extremely pleasant, and many

happy friendships resulted. Overall, the Games had been the thrill of a lifetime. The girls, however, seemed to have got more pleasure out of the experience than the boys. And, if they had to do the whole thing over, fully two-thirds would prefer a position that brought them into closer contact with the sports. Everyone was tremendously proud, however, and a feeling of having "belonged," even if only for a short time, was everywhere.

Departure of Permanent Staff

During the months following the closing of the Games, the permanent staff left gradually in what must have been for many a heart-rending experience. While 698 still remained at the beginning of September, their numbers dropped from one week to the next, so that there were 188 by December and only 40 by July 1977.

And all Administration records had been put to one side, rearranged, and filed in COJO archives.

Placement Committee

This relocation service was set up as the result of negotiations between COJO, employees' representatives, the Canadian Ministry of Manpower and Immigration, and the Québec Ministry of Labour and Manpower.

The committee was available for those among the 1,400 COJO employees who wanted to avail themselves of its services to find employment. And this was not easy, due to the high rate of unemployment in Canada, particularly in Québec. The committee nevertheless had the following points included in its mandate:

- an analysis of the problem itself;
- a study of the job market;
- ready-made employee files;
- determination of requirements regarding training, recycling, or professional integration, together with some idea of the availability of relevant courses and services;
- a campaign directed to employers, together with surveys and employment research;
- personnel placement; and
- checking of results.

Around 39 percent of the eligible employees used the services of the committee, who put their cases before employers through advertising and personal contact.

Supplies

While the recruiting of the necessary staff must number among the more significant achievements of the Administration Directorate for the 1976 Olympic Games, there is, however, another area in which equally stringent demands were made and met in due course: supplies.

And it takes little imagination to realize what is involved in acquiring, for example, 18,000 modular stacking chairs, 13,000 lamps, 1,800 torches for the Olympic Flame relay, 627 massage tables, 2,000 secretary's chairs, 2,300 typewriters, 1,200 coat racks, 7,200 laundry hampers, 2,000 porta-

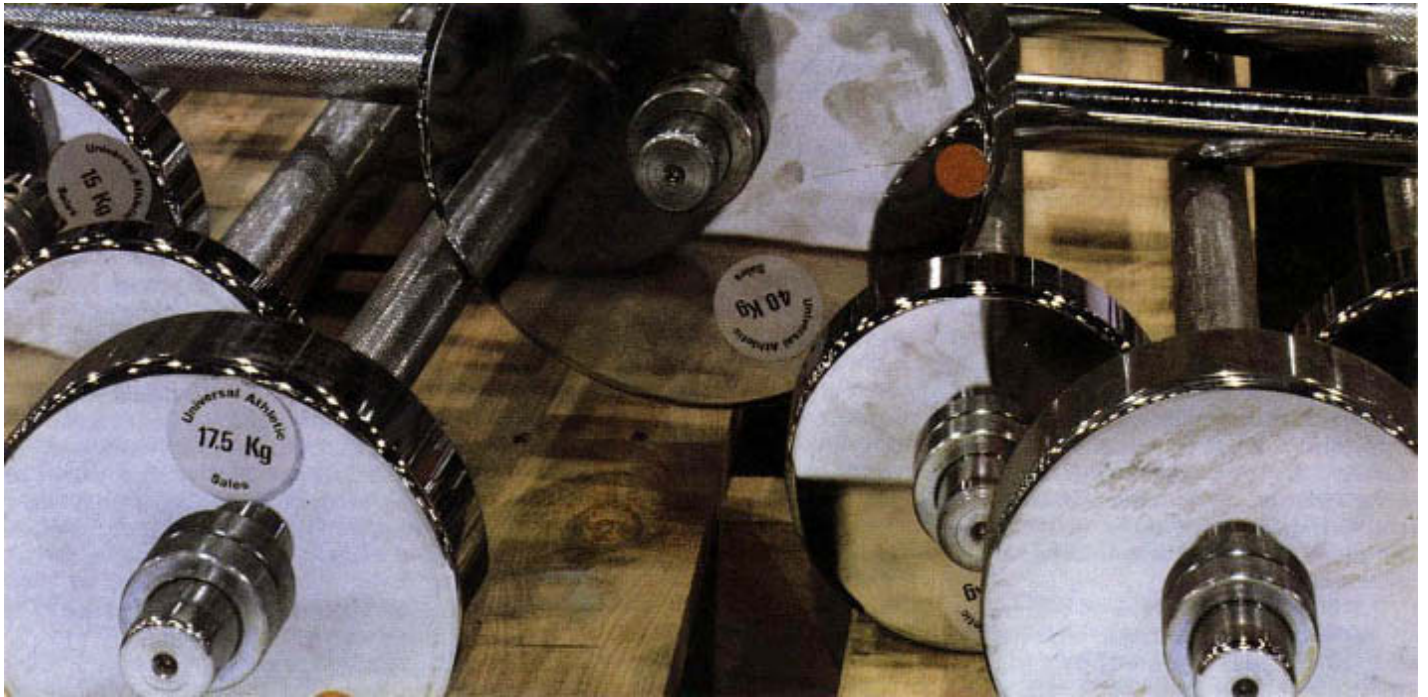
ble clothes dryers, 1,960 desks, 2,760 work tables, etc. Not to mention sports-related equipment aggregating 108,946 different items!

In 1973, the basic outlines of a Supply Department were created with a view to its proper establishment in the spring of 1974. Its principal assignment was the institution of a policy of supply for the entire organizing committee. And in such a policy were to be incorporated the requirements of each and every directorate, grouping them together, preparing a catalog of suppliers, and arranging to set up the necessary ways and means by which to satisfy these requirements.

Purchasing is always such a difficult process that it was essential to approach many suppliers at the same time in an attempt to obtain the matériel either at no cost or at a reduced price. And this entire program presupposed the closest cooperation with the Revenue Division, so that all kinds of information could be pooled to everyone's best advantage: research data, the renewal and verification of delivery dates, decisions regarding manufacturing contracts, and production supervision.

Policy

In May, 1974, a cardinal management principle — one that permitted of no exception — was drafted and circu-



The mind reels when faced with the immensity of the problems of a supply department during an Olympic Games.



After the Games, millions of dollars worth of sports equipment was distributed to amateur groups throughout the country.

lated in an executive communiqué. From that time on, everything, whether it be matériel or services, had to be requested in an official manner. In other words, nothing was to be acquired without going through the Supply Department.

And a two-stage approval procedure was set up for each and every purchase order. On the one side, it was up to the directorate involved to determine whether the matériel or services were necessary, while Supply reserved to itself the right to choose the method of acquisition.

And the dollar value of the matériel needed determined the approving agency. For example, the board of directors, the topmost decision-making body within COJO, required that every proposed purchase in excess of \$ 100,000 be submitted to it for study and approval. The executive committee, on the other hand, could authorize expenditures between \$5,000 and \$ 100,000, while a director-general's signature was all that was needed for amounts below \$5,000. Department heads (project leaders) could sanction any purchase below \$500.

The main policy covering methods of acquiring goods and services by the Supply Department was adopted in June, 1974, with amendments endorsed during the month of April, 1976.

This policy was properly flexible in that anyone requesting goods and services below \$ 100 in value could designate the supplier of his choice. If the amount were between \$ 100 and \$ 500, however, two suppliers were asked to bid on a rotating basis. And, carrying this principle further, the number of bidders increased in proportion to the increase in value of the goods or services. Three suppliers were necessary to bid on purchases totalling \$5,000, for example, while five were needed once the amount reached \$25,000. Every expenditure in excess resulted in public tenders being called.

Ways and Means

Management of the entire complex purchasing question resulted in so many ways and means being developed that a guide was prepared and distributed to each department. And, related to the continued acquisition of goods and services for the proper operation of COJO generally, such assistance was virtually indispensable. Included, for example, were methods concerning budgetary controls, work schedules, purchases, calling for tenders, receiving schedules, and accounting.

But the whole matter was far from simple, nor did it offer its own solutions, given the huge size of the "want list" and the tightness of delivery dates! Fortunately, there was a strong feeling of interdependence prevailing that helped tremendously throughout the organizing committee and especially the interrelationships between the various departments and Supply.

Determination of Requirements
Gathering together and putting some sort of system in force covering the satisfaction of corporate needs had to take top priority over the creation of planning norms sufficiently sophisticated to avert the unexpected.

The state of requirements being what they were, having been determined from information received from the directorates, it was relatively easy to forecast expenditures, eliminate duplication if possible, take advantage of bulk purchases for the attendant price savings, set up a proper purchasing schedule, and complete the necessary research to prepare a list of official suppliers and sponsors.

And, once approved, the needs of each project were then transmitted to the Supply Department who thereupon referred the matter to Revenue. The first step was to attempt to discover a probable donor, but, if none were forthcoming, a call for tenders was issued according to established policy. It must never be forgotten, however, that every acquisition necessitated the production of a purchase order in proper form.

When the item was received, control was exercised through a receiving order counterchecked against the purchase order. If everything were found to be correct, an invoice was forwarded to Accounting.

Distribution of COJO Assets

Between April, 1974 and August, 1976, the 39 individuals on the staff of the Supply Department had to deal with some 20,000 requests for matériel in one form or another. For COJO had acquired goods and services during that time aggregating some \$97 million, which represented 58 per cent of its operating budget.

When the Games were over, a parliamentary commission ratified a COJO decision to distribute some 25 per cent of its assets to various government or paragonovernmental organizations, as well as to educational institutions and sports groups.

This widely acclaimed gesture immediately put to the general public use \$4 million of sporting goods, \$8.5 million of furniture and fixtures, and some \$12 million of various other matériel.

Documentation

During the course of its first meeting in 1970, the organizing committee already appreciated the necessity of setting up some form of documentation centre, even for the small number of employees then present.

Some months later, however, it was just such a centre that became and was to remain the depository of a multitude of items including files, books, periodicals, brochures, and many other publications of a general nature. In addition, it became responsible for the handling and distribution of all COJO mail, oversaw the shipping and receiving of all merchandise, the messenger service, and photocopying until such time as the latter was placed under the control of the Administration Directorate.

It was at the beginning of 1974 that the documentation centre was officially established and presented with its initial operating budget. There was no mistaking its mandate: the reception, classification, and retention of all COJO documents for staff use until such time as they were relegated to archives. Its threefold organizational structure comprised library, archival, and mail services.

The Library

Available for ready reference were some 6,000 volumes on either Olympism generally or on virtually any aspect of the twenty-one sports eligible for the Games of the XXI Olympiad, and the library staff had drawn up a list to make research that much easier.

In addition, over 1,600 separate subjects were examined in depth and the results collected in files to facilitate further study. And these included virtually anything connected with the Olympics, from the history of staff uniforms to attendance figures for recreation programs in Olympic Villages of previous Games.



A comprehensive clipping service was maintained on almost any subject even remotely related to the Montréal Games. And over 70,000 items from publications in Canada, the U.S., and numerous European countries detailed the Montréal story from May, 1970 to the end of October, 1976.

All told, library personnel recorded the loan of 7,000 various works, completed 1,600 research assignments, accommodated 2,000 visitors intent on verifying some recorded fact, and handled requests from some 1,100 foreign guests.

The Archives

All COJO documents and files were placed in archives: copies of letters, minutes of meetings, progress reports, copies of contracts, service memos, etc. And all were classified in accordance with a standard coding system adopted throughout the organization in September, 1974.

Naturally, at the beginning, the flow of paper handled by the archives staff was quite small. But, during the last eight months, volume varied between 400 and 500 documents per day.

A year and a half after the Games, however, this total had risen to over 100,000 files under approximately 5,000 different titles.

The Mail

This section handled all mail addressed to COJO, but what was addressed to a specific service or individual was delivered unopened. On the other hand, that which was directed simply to COJO or to the organizing committee was opened immediately and forwarded to the proper recipient.

The collection and delivery of mail was made from two to six times daily wherever there were COJO personnel, and that amounted to 92 different locations during the Games.

General Support Services

Many services actually existed before they were given a name or were even officially created! Because there must always be someone, for example, to look after things like general maintenance, repairs, the care and upkeep of office premises, the addressing of shipments, the delivery of packages, the routing of Telex messages, the planning of telephone installations, looking after the elevators, arranging for janitorial service, taking charge of stores of office equipment, overseeing inventory procedures, distributing the various matériel, and even organizing business trips!



The library served not only as a source of virtually any piece of information relating to the Olympics, but also as a general reference area on sports, whether amateur or professional.

Documentation was responsible for the proper classification of every piece of paper that bore any relationship with the 1976 Games and that was received at COJO headquarters.



Administration can perhaps best be summarized as the principal source of men, matériel, and services during the Games of the XXI Olympiad.

As many as 92 different locations were serviced by the COJO mail room during the Games.

And so, it was matters of this nature that were grouped together under this all-enveloping title. At the height of its activity, there were 41 employees spread throughout sectors like photocopying, shipping and receiving, the messenger service, and general maintenance.

At the end of 1975, for example, the various departments of the organizing committee were scattered over eighteen different locations. General Support Services was, therefore, charged with the responsibility for leasing and setting up these premises properly, equipping the offices, paving the way for the installation of telephones, and connecting the entire network by messenger service.

To demonstrate, the photocopying centre can give a concrete example of the progressively increasing volume of activity: in 1973, there were but 675,000 copies made. In 1974, however, this had risen to 3.2 million, but then geometric progression took over, and 1975 saw an increase to 10 million, with more than a 100 percent jump — to 22 million — during 1976! And the value of printing material for the sorting and addressing of mail approached \$7 million. It must, moreover, be remembered that, as a general rule, all equipment was either leased at a very low cost or even loaned free of charge by generous suppliers!

Taking a look at ordinary mail for the moment, those responsible for the addressing function, for example, handled thousands of copies of *Olympress* (the monthly internal bulletin), and *ORTO COURIER* (the special publication of the Olympics Radio and Television Organization), countless press bulletins aimed at destinations around the world, and every kind of publicity material directed to the international media.

But these were nothing like the problems caused by the highly transient nature of COJO staff. And this movement caused no small amount of duplication of work when the disintegration process began starting August 1, 1976.

Internal Security

Not to be confused with the security service established to maintain public order during the Games, the internal security system was essentially responsible for the protection of the assets and personnel of COJO itself.

Under the supervision of a member of the Montréal Urban Community Police Department (MUCPD), it was especially concerned with safeguarding access to COJO headquarters, evacuation procedures if necessary, and inspection of incoming mail. Naturally, as always occurs in such circumstances, there were tedious jobs that had to be done as well: the issuing of identity cards to employees, checking the existence of previous criminal records, and rendering first aid.

It was, nevertheless, a role that had to be discreetly efficient, where the utmost vigilance and adaptability were basic essentials. Where the bomb squad had to be called in, for example, this was one operation that had to fade into the background without the slightest hint at what was transpiring.

And here as well, statistics are particularly informative. While seeing to the protection of the president of the organizing committee and commissioner-general of the Games (in effect every COJO employee), as well as countless premises, Internal Security made over 10,000 enquiries and delivered 4,000 identity cards.

Linguistic Services

It would be ridiculous to attempt to justify the presence of translators within the organizing committee. But, on reflection, it would be wise if every such committee organized a similar service right from the beginning, in order that the proper linguistic standards be established to everyone's satisfaction.

It was understood early — in 1973 — that there would be many reports to be prepared in both French and English. And it was not long before translation from languages such as German, Spanish, etc. had to be made.

Four translators were accordingly hired in 1973. They were attached to the Administration Directorate although not organized as a department, inasmuch as Linguistic Services proper was only officially set up a year later. At that time the group was assigned three distinct responsibilities: translation, terminology and standardization, and interpretation.



Internal security concerned itself with the protection of those intimately connected with the Games.

Perhaps nowhere within the organizing committee was linguistic services more in evidence than in the Hostesses and Guides Department which had to cope with something like 45 languages during the course of its existence.

For each, the mandate was clear:

- to translate all official COJO texts into French or English; to translate into either French or English all foreign-language texts (mail, contracts, reports, etc.); and this service was available to all directorates;
- to draw up a collection of Olympic Games terminology in order to standardize all texts whether they be written in French or English; and
- to establish an interpretation service, either simultaneous or consecutive (with interpreters and equipment), for press conferences and official functions organized in respect of the Montréal Games generally.

Despite the lack of a sufficiently large body of information, nevertheless, in 1974, it was decided to establish organizational requirements first, then outline the structural framework before the composition of a budget.

There were only 4 employees to begin with, but this total grew little by little until it stood at 11 just prior to its rapid expansion, which resulted, in July, 1976, in a staff boasting no fewer than 126 members.

The most off-heard complaint was the lack of an international centre for the standardization of Olympic Games terminology. And it was generally agreed that such a bureau would eventually have to be created by either the International Olympic Committee (IOC) or the international sports federations (ISFs) who, it was felt, should really be the ones responsible for setting up such a word bank, as it were, in five languages. Linguistics also recommended that a system of consecutive interpretation be established for interviews with athletes following medal ceremonies, and, for reasons of economy, that as few modifications as possible be made to the program for the congresses.

Reorganization of Administrative Functions

With little more than one hundred days remaining before the official opening of the Games, the period of rapid growth that COJO was experiencing necessitated changes in the overall organizational framework. It was, therefore, felt essential to eliminate Administration as a directorate and to distribute its various functions among actual operating sections. This was effected as and from March 11.

In view of this, General Support Services and Internal Security became the responsibilities of the Services Directorate; Documentation and Linguistic Services passed into the hands of Communications; while Supply was placed under the office of

the controller. The vice-president, Operations, Sports, meanwhile, took the matter of human resources under his own wing.

But beyond the confines of the Administration Directorate itself, there existed two additional sections: General Accounting and Legal Services, both of which were answerable to the secretary-treasurer.

General Accounting

The self-financing principle that had been adopted by the City of Montréal for the presentation of the Olympic Games prevented COJO from approaching government for interim organizational funding.

Moreover, Planning had forecast that the operating budget — estimated at \$60 million in 1972 — would be completely covered by the Olympic lottery and other programs that needed only government sanction to be put into effect.

But, for reasons that are revealed elsewhere, these programs were unable to be put in motion until July, 1973. And so, with virtually no sources of funds in sight before the end of the year, COJO had still to cope with the exigencies of continued work and overall preparation. Recourse was accordingly to bank loans that would be repaid from the proceeds of sales of Olympic lottery tickets. The receipts were surprisingly so large that it became possible, not only to repay the said indebtedness but also to place the excess on short-term deposit!

COJO never wanted for cash again. And an indication of the extent of these receipts both from the lottery and from the other programs administered by the federal government can be appreciated by the fact that \$9 million interest was earned through short-term investment alone!

General Accounting and the Revenue Division accordingly combined to lay down the policy necessary for the control of receipts in respect of licensing, royalties, concessions, etc.

Formation and Function

Under the supervision of the controller, General Accounting was responsible for keeping the books of COJO generally, as well as of the overall construction program for the Olympic Village, the paymaster's office, as well as fringe benefits. In addition, the controller's office set up and administered



Much of COJO's day-to-day routine paper work was put on the computer, along with all of the basic accounting functions.

COJO's operating budget, assembled and verified the financial statements, and assisted in preparing the various documents required by government.

And it had to deal with many agencies along the way: the City of Montréal and its Finance director for current operations; the Control Committee of the Olympic Games (CCJO), a Québec government body that served as a watch-dog over general operations, so that proper accounting methods conforming to government norms would be established covering budgetary approval and revision; the Canadian Treasury Board and the Québec Finance Ministry; the Olympic Installations Board (OIB) in the matter of financing the construction of the Olympic Village and the approval of payments to the City of Montréal for operating expenses incurred in the name of the organizing committee. And to these was later added the management of the Supply Department during the time of maximum growth.

The controller surrounded himself with a team of expert accounting people, but nevertheless had to resort frequently to outside sources due to the difficulty in obtaining competent personnel. For this type of individual was not particularly interested in temporary work, no matter how attractive.

Pay of Employees

Up until the end of 1974, the preparation of employees' payroll cheques was done manually. Soon after, however, with their number increasing by the moment, COJO decided to computerize the operation.

The responsibility was consequently placed in the hands of a Canadian bank that was able to come up with a simple, uncomplicated system that suited the situation to the letter.

Budgetary Accounting

This particular aspect was brought into play in February, 1973. And, taking into consideration the small number of transactions during the first real year of operations, it was decided to adopt the simple, classic formula: the manual accounting system "one rite."

Ten months later, perhaps foreseeing the crush of last-minute preparations, COJO empowered a group of administrative experts to create and install a proper accounting system. To do this, the needs of the organizing committee had to be thoroughly analyzed in order to discover the best possible budgetary accounting method to deal with virtually any demands placed upon it.

And there were various obstacles to overcome: the temporary nature of the organization; the necessity of having the system in operation as and from May, 1974; the quick ironing out of difficulties that would endanger the entire system; and conforming to the budgetary structure "by project" that was already in effect.

The main characteristic of the computerized accounting system originated by the team consisted of grouping all operations according to a three-part code: the first established the level of authority on which the transaction depended; the second was an accounting code to determine its nature; while the third was a project code based on completion date.

Auditing

Having been incorporated in virtue of Article 3 of the Québec Companies' Act, COJO had to subject its books to an annual audit by auditors duly certified in accordance with the chartered accountants' association of Québec.

During its early existence, the organizing committee used the facilities of the City of Montréal, as suggested by the mayor, and had the municipal auditor perform the audit function.

According to the custom established in Québec of closing the books in the spring, the first audit of COJO books took place at the end of April, 1973. The following year, however, when it came time for the 1974 annual report, COJO had grown so much that it was necessary to entrust the audit for the years 1975 through 1978 to a group of financial experts.

Pay System, Short-term Employees

The same team of financial advisers was asked to prepare a proper method of dealing with the payment of wages to short-term employees, namely all those hired on or after May 1, 1976. So workable and manageable was that suggested, that it was decided to entrust these advisers with its implementation.

It was a computerized system composed of four stages. Special coordinators visited each of the premises occupied by COJO personnel and collected statements containing the hours worked by each employee, accompanied by the signature of his or her immediate superior. The necessary compilation was then made according to a complete manual sorting program.

The coordinators verified that the data was correct by taking samples from the time sheets, checked over petty cash (that small sum of cash kept on hand by project leaders to cover unforeseen emergencies), set up a control for office supplies, and maintained a continuing liaison between accounting and the various services. During the operations phase, the handling of refunds payable as the result of cancelled sports events was added to the coordinators' responsibilities.

Olympic Village Accounting

COJO and the Olympic Village contractor agreed to entrust the bookkeeping function in respect of this major construction project to General Accounting, as far as the expenses surrounding the erection of the four half-pyramids were concerned.

As soon as the contract was signed, the organizing committee forthwith requested its financial advisers to prepare the best available cost-control system. In addition, the contractor was asked to render a periodic account to COJO in respect of the progress of the work.

Legal Services

For legal matters, the organizing committee preferred to commit their pursuit to lawyers in private practice. And, from the temporary nature of the organization and the delays associated with the legal process, it was obvious why such a solution was selected. In addition, the small number of contentious issues did not justify the creation of a proper legal department.

What Legal Services became, in effect, was the place to settle contracts and agreements in which COJO had an official part. The legal adviser verified a particular objective and its validity, then put it in proper legal form before presenting it for signature. He also worked

with the Supply Department in negotiating contracts for goods and services.

It was also within Legal Services where relations with the various other administrations were dealt with as far as the application of tax laws were concerned: federal customs and excise taxes, provincial sales tax, and municipal taxes.

Also included within the sphere of the legal section were dealings with unions in the realm of the performing arts, like the American Federation of Musicians and the *Union des Artistes*, as well as matters of copyright and the rights of authors generally. It also supervised the program of insurance that had been turned over to yet another panel of experts representing the organizing committee.

Conclusion

In 1973, COJO took on an administrative structure that was perfectly suitable for it at the time. And there is little use searching under the heading "administration" to discover details of its mandate! Centralized management, for example, was in the hands of the executive committee, whereas the day-to-day management was exercised by the directorate.

A minor analysis will show, however, that the body of competent employees combined with a sound purchasing scheme made a significant contribution to the presentation of the Games. For, most of COJO's operating budget — 88 percent, to be exact — was devoted to these very things!

In addition, the Administration Directorate and the controller's office cooperated to oversee both these sectors, together with their growth patterns and the development of each element in their organization.

The controller's office, for example, had to be uncompromising and strict in the performance of its functions to maintain the budget within respectable limits. It was not an easy role to play, but absolutely necessary in an undertaking where everyone thought *his* project was the best, and, therefore, that *his* were the most essential items!

In the final analysis, COJO Administration had been a splendid provider of men, matériel, and service.

48

In the years since they began, the Olympic Games have acquired such significance that their occasional exploitation for purposes not uniquely related to sports has become inevitable. In such circumstances, civil or criminal disorders on a large scale may be anticipated, especially because prevention and detection are much more difficult with thousands of people from every country in the world streaming to one city and gathering on the same sites.

Unfortunately, no security system of any kind can keep a determined individual from committing an isolated crime which may have serious international consequences. The most that can be done, therefore, is to exhibit a police or military presence in sensitive areas to assure rapid and effective intervention if needed.

It is possible, nevertheless, to stress preventive measures, particularly if they are tested before events take place. It also makes more sense to face facts and recognize that no city today can consider itself immune from criminal activity. For the Games of the XXI Olympiad, COJO opted for a policy of prevention.

The Challenge

The security force was faced with the task of having the Olympic Games take place in a joyous atmosphere of peace and tranquillity. And terrorist acts were not the only things to be feared, but ordinary public disorders as well. The latter might range from simple misdemeanors to crimes against people or property, including demonstrations against certain countries and their representatives. After all, who before the tragic events in Munich would have thought that terrorist elements would dare attempt kidnapping and assassination at the Olympics, in effect blackmailing the entire world?

Detection of potential disturbances during the Olympic Games, therefore, requires heavy reliance on information from police and other sources. Rumors may reach security headquarters, for example, that certain groups or individuals are preparing dis-

ruptive activities. No stone can be left unturned: investigations must be made each time reliable information is received. Similarly, it is important that those criminal acts whose incidence usually increases at those times, such as pickpocketing, ticket scalping, counterfeiting, prostitution, drug trafficking, and other crimes of this type cannot be ignored.

Prevention, on the other hand, consists in reaching people and groups suspected of being likely to cause trouble, and dissuading or diverting them from committing criminal or illegal acts. Such people might be foreign nationals opposed to their governments and merely visiting during the Games, or those who are known as members of dissident groups, or even people disturbing the peace or guilty of fraud or misrepresentation.

What must be avoided at all costs is complacency, especially after four or five days without incident. If compromises are accepted from whatever source, the effectiveness of security measures may be reduced. In the same manner, if the staff is not given the necessary authority to plan and implement a complete security system, difficulties will inevitably arise. In particular, there must be no let up in guarding sensitive areas nor laxity in checking identification. And security assignments should not be based on preferences for particular sports, because the security agent might unconsciously neglect his work to spectate, the results of which could be disastrous. As far as the physical presence of security forces is concerned, all organizing committees consulted were unanimous in recommending a conspicuous, uniformed presence as the best means of prevention.

It must, nevertheless, be understood that there can be no absolute guarantee of safety regardless of the precautions taken.

Historical Perspective and Rationale

Montréal was selected to host the Games of the XXI Olympiad in May, 1970. And everything had to be done for them to take place in 1976 in an atmosphere of peace. To this end, public safety officials began a series of discussions and consultations with national and international law enforcement agencies.



Montréal would be welcoming hundreds of thousands of visitors during the Games. And thousands more would be going to Québec, L'Acadie, Sherbrooke, Joliette, Bromont, Toronto, Kingston, and Ottawa to watch particular sports events.

In addition, some 9,000 athletes and other team members would form a small city of their own! And, for two weeks, Montréal would be the meeting place for statesmen and dignitaries from all over the world.

So that the festivities might take place without incident, the authorities would have to take whatever steps were necessary to protect the Olympic family, VIPs, and the general public.

For this reason, the Montréal Urban Community Police Department (MUCPD), the Québec Police Force (QPF), and the Royal Canadian Mounted Police (RCMP) realized they would have to integrate their efforts.

On September 20, 1972, a few days after the first Munich observation team had returned to Montréal, the Organizing Committee of the Olympic Games (COJO) was officially formed. A summary of this team's observations was presented to COJO's president, and stated that, among other things, the special security problems at the Munich Olympic Games may have been

caused by an anti-police or even an anti-military reaction. This attitude could have led the organizing committee to keep their security forces out of sight, lest they attract criticism from the press and the general public. But, in so doing, they might have left the way clear for those who committed the infamous attacks. That is why it was felt that the police and the military had to be conspicuously present in Montréal.

Even before the 1972 Games, the Munich organizing committee had had misgivings about security. Diplomatic incidents and disruptive demonstrations were feared, but the main cause for concern lay in the safety of the many hundreds of important guests and athletes attending the Games.

On the one hand, the unfortunate experience in Munich could not, of itself, have been the sole determining factor in establishing security policies appropriate to the 1976 Games. For other observer missions were deemed necessary to learn about presenting sports events on such an international scale. That is what led the COJO delegation to Munich to recommend additional study trips to Mexico, Teheran,

and Innsbruck when important sports events were being held in those cities.

And delegations of police and military officers were thereafter sent on such missions.

The Chief Committee on Public Safety for the Olympic Games (CPSPJO)

On March 30, 1973, COJO's president and commissioner-general of the Games presided at a meeting attended by the president of the Montréal Urban Community security council, the directors of the principal police departments involved, and COJO's vice-president.

Given the preponderance of Olympic activities in Montréal, the participants decided unanimously to entrust an officer of the MUCPD with the responsibility for the security program at the 1976 Olympic Games. This was considered appropriate and all the necessary steps were taken to allow this person to proceed unhindered with the formation of the security committee and the application of security policy.

Another reason to entrust this responsibility to Montreal's police force was that, at that time, a city rather than a country was granted the honor of organizing the Olympic Games.

Assistant-Director Guy Toupin, then the commanding officer of territorial surveillance for the MUC, was as-



Public safety often includes rendering assistance to curious children as evidenced here by the helping hand provided by a member of Canada's famous, red-coated Royal Canadian Mounted Police.

Various means of transportation were employed by the security forces during the Games, from horses of the Montréal Urban Community Police Department on the slopes of mount Royal...



signed to this post, and, on May 9, 1973, the Chief Committee on Public Safety for the Olympic Games, (commonly known by its French acronym CPSPJO) was formed.

Initially consisting of a general staff of RCMP, QPF, and MUC police forces, the CPSPJO was joined in January, 1975, by high-ranking officers of the Ontario Provincial Police (OPP) and the Canadian Forces.

As chairman of the CPSPJO, Mr. Toupin was charged with coordinating security at the Games. The committee later acquired a constitution, and on November 8, 1973, thirteen advisory sub-committees were formed.

Operating Procedures

When it was established, the CPSPJO realized it had two fundamental questions to answer: first, would it be possible to achieve greater security without destroying the spirit of the Olympic Games? And, second, could the continued cooperation of the public and the athletes be counted on when subjecting them to security measures more stringent than in the past, for their own protection?

Certain restrictions had to be considered. The Olympic family, naturally, wanted security measures to be ef-

ficient but not so restrictive as to prevent them from moving about freely.

There were, however, other aspects to be noted: safety measures had to be oriented more toward reassuring the population than upsetting the criminal segment of the community. And, most of all, it was necessary to avoid creating an atmosphere where security preparations were so conspicuous as to foster a climate hostile to the measures chosen, no matter *how* necessary they might be.

In any event, it was agreed that the best way to deter suspected trouble-makers was not to adopt a plan of operation which would interfere with civil rights, but one that would leave no doubt in their minds they were under continual close surveillance.

The committee, therefore, had to keep details of its security plans secret right from the outset, since acting otherwise could possibly have provoked the terrorist element into showing that even extraordinary measures were not foolproof.

On this premise then, the security forces agreed to adopt the aim of discreet efficiency in completing their mission.

Sufficient members of uniformed personnel were to be assigned to strategic checkpoints. And, as a general rule, neither helmets nor clubs were to ap-

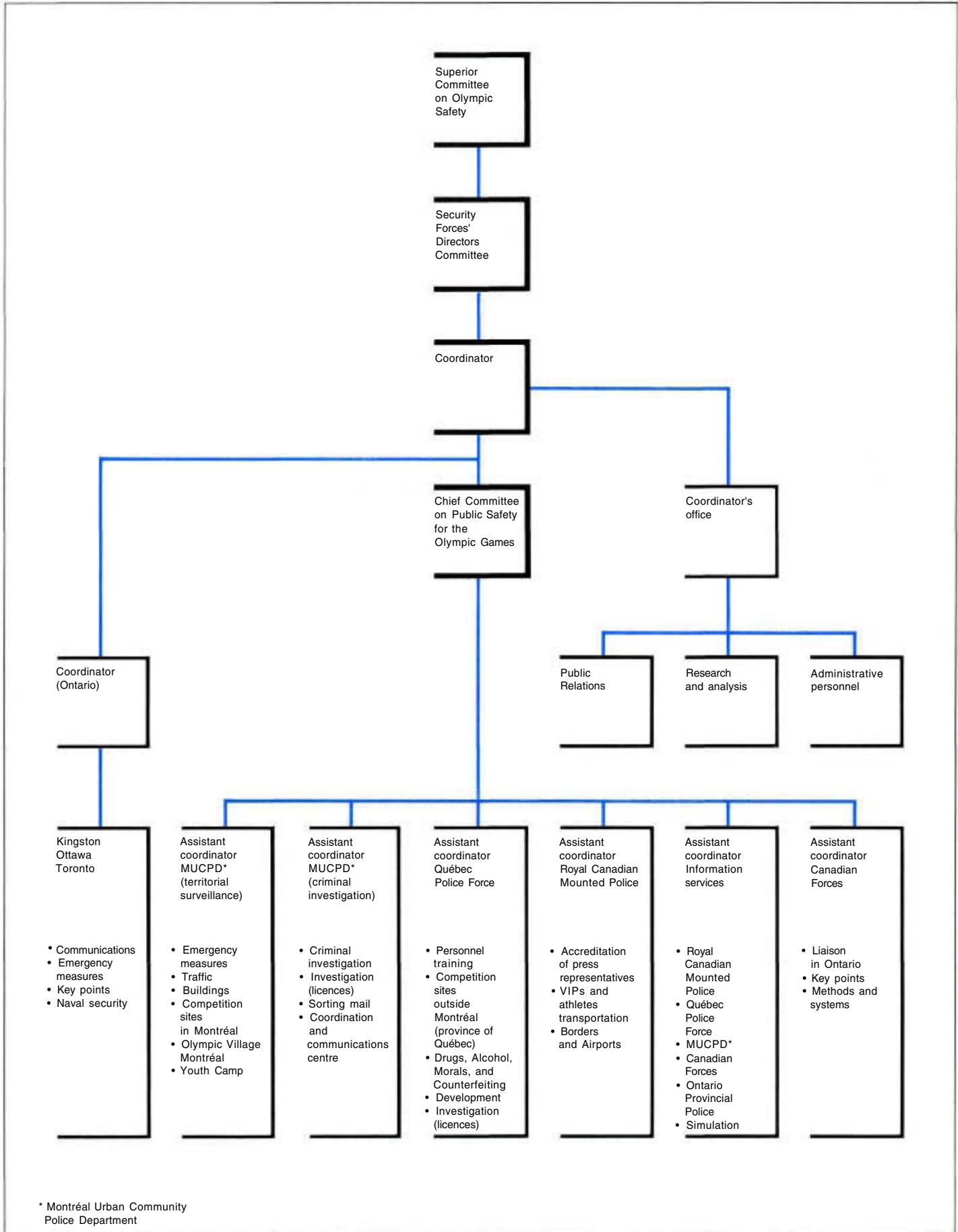
pear during the Games. While keeping the security system from appearing repressive, it was necessary to provide a continuous official presence, so that athletes and spectators alike would feel safe. Plainclothesmen were to be assigned to detection and infiltration activities at places where more discreet surveillance was in order. And members of the Canadian Forces would assist the police in almost all security functions, wearing their uniforms and carrying the weapons appropriate to their tasks. Finally, civilian guards were selected for crowd control and information services.

These were the preliminary notions of an efficient security service. But discretion was a little harder to achieve. It was necessary, for example, for soldiers to wear their regular uniforms when in the public eye, while regular combat clothing were worn by personnel on duty in strategic areas.



... to military jeeps on the runways of international airports.

Table A
Organization Chart



* Montréal Urban Community Police Department

Organization

From the outset, the CPSPJO was a well-defined structure. There was also an advisory committee composed of police force directors, and the Superior Committee on Olympic Safety (CSSO), which was responsible for liaison with the various levels of government.

The organization chart (Table A) outlines the structure of the security services at the Olympic Games. At the top is the CSSO, whose role was to implement security policy. Representatives of the governments of Canada, Québec, and Ontario, sat on the committee, and the president of the MUC security council and the president of COJO were *ex-officio* members. Canada was represented by the deputy solicitor-general; Québec by the deputy-minister of Justice; and Ontario by the deputy solicitor-general.

The CSSO periodically reviewed the program and preparations for Olympic security, provided political and international representation, and was ready to take over negotiations, should this become necessary because of some major problem. No governmental authorities could make important decisions without prior consultation with the CSSO.

Under the CSSO was the Security Forces' Directors Committee (SFDC). Usually called simply the directors committee, it watched over the application of CSSO policies. Its members were the director of the MUCPD, the director-general of the QPF, the director-general of the OPP, the commissioner of the RCMP, and the chief of staff of the Canadian Forces. These individuals made sure that the security program was being observed and that activities were properly coordinated. In a sense, the SFDC was the kingpin of the Olympic security operation. It also assured the allocation of the necessary human and material resources.

The third level of authority was the CPSPJO. Its official function was to advise and support the coordinator in all his tasks, to act as the principal coordinating body for all Olympic security operations, and to see that any request for legal action relating to the application of the security program was sent to the proper authorities.

Through the CPSPJO, the MUCPD, QPF, OPP, RCMP, and the Canadian Forces pooled their resources so that the security program could oper-

ate effectively during the Olympic Games. The seven officers on this committee were temporarily detached from their respective services: two were from the MUC (including the deputy-director of the Police Department who served as coordinator) two from the QPF, two from the RCMP, and one from the Canadian Forces.

Advisory Subcommittees

With the organization and decision-making authority acquired, the CPSPJO formed thirteen advisory subcommittees in November, 1973. These were staffed by police and military personnel with expertise in a variety of fields. These subcommittees assisted the CPSPJO in developing a complete security program covering every conceivable situation that could arise in connection with the Olympic Games. In the months that followed, they were able to make significant contributions to planning, participating in more than one hundred and fifty meetings devoted to security measures in the areas discussed below.

VIP Security

It was the responsibility of the host city to protect dignitaries coming to Canada to attend the Olympic Games whether as members of the Olympic family or as spectators.

In the interest, therefore, of all security forces involved in the Games, the definition of VIP chosen was: a head of state or of government, or any personality, whose importance required the Canadian government to take special security measures.

At its first meeting, the subcommittee used this definition for the deployment of personnel in the eight areas concerned with VIP protection: security in hotels, motorized escorts, security of personal effects, inspection detachments, the planning centre, aircraft security, airspace security, and technical assistance.

Drugs, Alcohol, Morals, and Counterfeiting

This subcommittee was given the task of coordinating the efforts of the QPF, OPP, MUCPD, and RCMP, which ordinarily exercise surveillance against criminal activities in the areas concerned.

Personnel Training

The task of this subcommittee was to develop and implement a training program for the various groups of police and military personnel assigned to Olympic security operations.

Traffic

Anticipating a substantial increase in the number of automobiles in Montréal and elsewhere, many coming from the U.S., the members of this subcommittee formed a task force to direct road traffic during the Games.

Communications and Transportation

Upon its formation, this subcommittee began a detailed study of the communications and transportation equipment that would be needed for the Games. Without such preparation, it would have been impossible to guarantee that such a vast security operation would function properly.

Next, its members formulated a plan of operations which had no precedent. It consisted of a communications network for the security coordination centre, along with a general plan for motorized escorts assigned to athletes and team members.

Starting from the principle that each athlete had to be considered a potential target (with some more exposed than others because of political conflicts between countries as well as for other reasons), it was proposed that three degrees of protection be instituted: minimum, customary, and maximum. Thus, the degree of security would depend on the degree of risk expected to be run by each athlete or group of athletes, and would involve increased vigilance or basic security measures from additional personnel through to motorized escorts.

A security corridor method was required for the protection of athletes in transit, and was defined as follows: the restrictive and conditional security process applied to an athlete from his arrival on Canadian soil, either at an airport or at the border, through his stay at the Olympic Village, his appearances at training and competition sites, and travelling in between, to his departure from Canada. For the purposes of the security corridor, the period during which athletes and team members were protected extended from June 19 to August 7, 1976.

Public Relations and Information

To develop a successful information program, the CPSPJO decided to establish a public relations subcommittee whose purpose was to explain security measures so that they would be accepted and supported. It was to serve as the official liaison between news media and the police and military.

The information would only be effective if all agencies accepted the principle that statements on security at the Games must be controlled by the public relations subcommittee.

Although membership was open to all agencies concerned, upon formation, it included only representatives from the information services of the MUCPD, the QPF, the Canadian Forces, the RCMP, and the OPP.

Later, its operation was based on the principle that, to work, Olympic security measures must be confidential. In other words, plans and provisions must be shrouded in the greatest secrecy to be effective. Nonetheless, the whole world had to be advised through the media that security measures for the Montréal Games were properly planned and well in hand.

Detection and Prevention

Since nothing could be overlooked which might reduce the risk of trouble at the Games, the members of this subcommittee recommended that the public be informed of preferred methods of detection and prevention. It had to be shown that the methods adopted were indeed preventive, and intended to dissuade and / or divert anyone from committing criminal acts during the Olympics.

Their information program sought, among other things, to make the public understand that the extraordinary protective measures being organized were necessary because of past events, and their purpose was to keep criminal acts from taking place.

Security Intelligence Services

The task of this subcommittee, which comprised officers from the RCMP, the MUCPD, the QPF, and the Canadian Forces intelligence services, was to coordinate the latter type of activity and communicate policies designed to achieve the following objectives:

- a) to gather information concerning terrorism and vandalism;
- b) to develop a program for the rapid exchange of information among security forces, and forecast possible conflicts around the world;
- c) to stress continued cooperation regarding intelligence matters like the analysis of local, regional, national, and international situations with a view toward compiling priority lists; and
- d) to undertake special studies of risk, conflict, terrorism, etc.

Internal Security

Public or semi-public figures or institutions are occasionally subject to threats intended to force them to satisfy one or more demands.

The role of internal security consisted of insuring maximum protection for the organizing committee by protecting personnel in its employ and guarding property and equipment at its disposal.

Its particular concern was to develop a line of conduct to follow in the event of threats against people or property involved in the preparation and staging of the 1976 Olympic Games.

Protection of Key Points

This subcommittee consisted of members of the RCMP, the MUCPD, the Canadian Forces, the OPP, and the QPF.

Its purpose was to develop a security program for key points, which were defined as any sensitive location containing a facility providing a service essential to the proper operation of COJO or any competition or training site.

Emergency Measures

The emergency measures subcommittee consisted of representatives of the MUCPD, the RCMP, the QPF, the Canadian Forces, Québec Civil Defence, and the Montréal Fire Department.

Its job was to determine critical situations which might endanger public safety at the Olympic Games and work out an appropriate emergency measures plan. If needed, it would establish the organization, structure, policy, and fundamental procedures related to a strategic and tactical urgency (STRATACUR).

It put several special projects into motion, particularly those involving police mediators and tactical groups involved with crowd control and citizen protection.

Kingston, Ottawa, and Toronto

During the Olympic Games, these three Ontario cities were scheduled to host competitions in yachting and preliminary football matches. Security, naturally, was as important here as in

other areas where Olympic activities were taking place.

Thus an *ad hoc* subcommittee was formed to study security measures for the Olympic Village in Kingston, site of the yachting competition, as well as for the security corridor for athletes travelling to and from football matches in Toronto and Ottawa.

Competition Sites Outside Montréal

The security corridor principle was applied to cities in Québec outside of Montréal, such as Bromont, site of the equestrian events and a mini Olympic Village, and also at Sherbrooke (Sports Palace and Stadium), L'Acadie, Joliette, and Québec City (Laval University *Pavillon d'éducation physique et des sports* (PEPS)).

For these special cases, the subcommittee's role consisted of planning the use of QPF manpower and material resources in these cities. For there had to be permanent contact and an ongoing exchange of information between the specialized departments and their COJO counterparts. That is why the efficient implementation of such a program was vital to maintain public safety at the Montréal Olympics.

Commentary

The formation of these advisory subcommittees required the prior assembling of information and related recommendations on how Olympic security needs in Montréal could be met, and they enabled the CPSPJO to develop security policy in ten specific areas:

- customs checks at airports, borders, and railroad and bus terminals;
- security of competitors, team officials and coaches;
- security around Olympic facilities and competition and training sites;
- air security and supervision;
- sorting and detecting suspicious mail;
- personnel security checks;
- security at the Olympic Villages in Montréal, Kingston, and Bromont;
- protection of sensitive and vulnerable points;
- fire prevention; and
- hotel surveillance and security at special events and competitions, for example, the opening and closing ceremonies, the marathon, the 20-km walk, the route of the modern pentathlon cross-country race, the Olympic Flame route, and the cycling courses at Fairview and Mount Royal.

During the Games, security does not exclude courtesy.

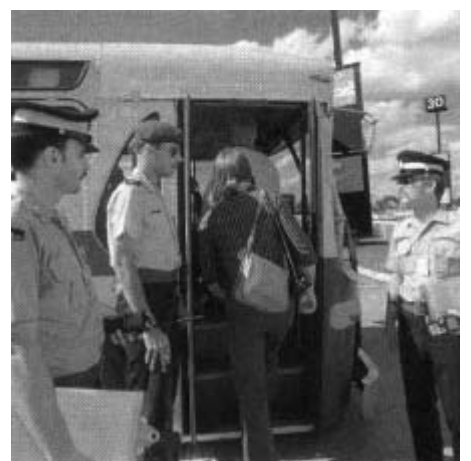
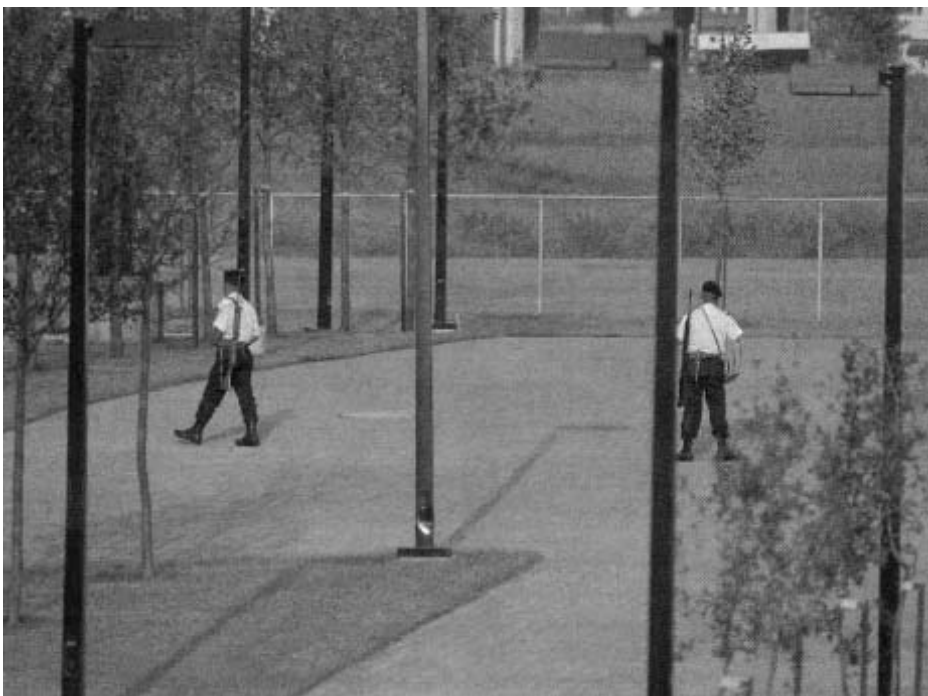
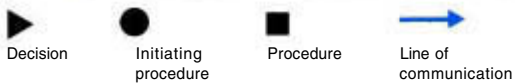
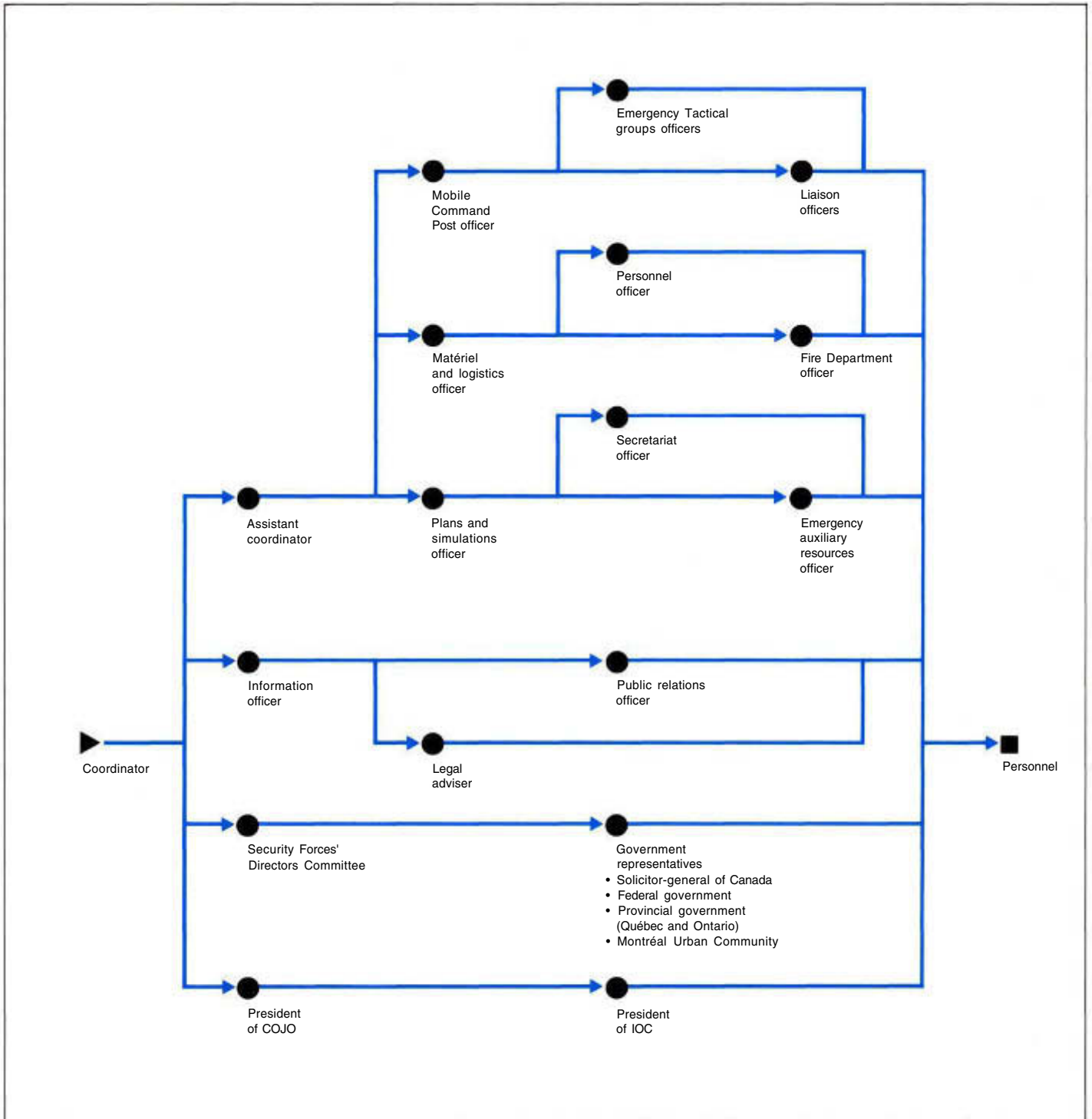


Table B
STRATACUR Alert procedure



It remained to be seen whether it would be possible to put this large security machine into operation while maintaining an attitude of discreet efficiency.

At the outset, COJO agreed to use the chief security coordinator as consultant, making him special adviser on security matters to COJO's president and executive committee. Later, he devoted himself full-time to coordinating the efforts of all police and military forces involved with Olympic security. In this capacity, he reported to the directors committee (SFDC). He was thus able to present periodic reports and reviews to the CSSO through the latter body. In a potential crisis or extreme emergency, however, he would be entitled to communicate directly with the CSSO.

In situations like those within the scope of the emergency measures plan, it was his responsibility to determine with the deputy coordinators when a strategic and tactical urgency (STRATACUR) alert should be declared. If such a decision were made, he was to see that the appropriate emergency plans were executed immediately, and, if circumstances warranted, associated measures employed.

The STRATACUR alert chart (Table B) indicates the organization and decision-making channels for emergency measures.

The Role of Government

Since public safety at the Montréal Olympic Games concerned all levels of government, it was necessary to set up groups whose purpose was to insure the proper coordination and functioning of police and military activities.

The Government of Canada

Intervention by federal authorities would become necessary because of the *nature* of a disorder and not necessarily its size, especially if a crisis had political significance nationally or internationally.

In such circumstances, the role of the government, which was represented by the solicitor-general's office, would consist of deciding the course to follow and the attitude to take where the safety of strangers on Canadian soil or national security were jeopardized by foreign or Canadian criminal organizations.

In such a situation, the External Affairs Ministry would have the authority to negotiate with foreign nationals or with the governmental authorities of their countries of origin.

The Québec and Ontario Governments

As was generally the case during the Olympics where public safety was involved, it was the provincial and not the central government that was the final authority over Olympic security forces assigned to various areas. And the CSSO was the official instrument of this authority.

As for the provincial administration of criminal justice, except for a crisis which might have endangered the safety of foreign public figures or those of Canada, the federal government would only have been called upon to intervene if explicitly requested to do so by provincial authorities.

The representatives of the two provinces on the CSSO were the deputy-minister of Justice of Québec and the deputy solicitor-general of Ontario.

The Montréal Urban Community

At the municipal level, the job was to see that municipal bylaws pertaining to public safety and the general care of goods and property within its jurisdiction were applied.

The president of the MUC security council represented the host city on the CSSO.

If it became necessary, the prime ministers of Canada, Québec, and Ontario, together with the appropriate federal and provincial ministers, assisted by the municipal authorities concerned, would decide on the policy to adopt in case of a major crisis, whatever its nature or origin.

This multi-level involvement shows the importance of cooperation which had to exist not only between the military and police forces reporting to the different government authorities, but also among the levels of government involved with security.

Planning

When only twelve weeks remained before the official opening of the Games, daily meetings and training sessions began for members of the forces assigned to Olympic security operations.

This was still the planning stage (the period before June 19, 1976), a period which helped each of the forces involved prepare and carry out their respective operations, evaluate and define each their own tasks, and mobilize the manpower and material resources required. It was also the time when policies and methods were applied under the supervision of the CPSPJO.

The underlying principle of all security measures in this vast exercise was to put a first-rate machine into

operation. To achieve this, the various authorities determined the roles, the division of tasks, and the allocation of the necessary resources in cooperation with the Canadian Forces and the police departments concerned.

Other methods had to be found, however, to provide all of the personnel with the special Olympic training necessary. A 1976 Olympic Operations Manual, for example, was published for all military and police. It contained descriptions of the security organization and outlined the policies and methods to be used during the Games. In addition, Olympic news releases and police information summaries were distributed at regular intervals. Intended for the entire security force, they supplied answers to the most commonly asked questions, and dealt with the numerous problems caused by thousands of visitors to Canada.

Every effort was made to train specialists: these included the MUCPD ALPHA group, police negotiators, motorcyclists in the auxiliary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialist groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

Before the Games began, a vast exercise was held under simulated conditions to test the command and control machinery of the telecommunications service, among other things.

After three years of planning, Security was now ready for the actual operations to begin.

Operations

The first concern of the Olympic operations coordinator was to develop an organization appropriate to the scope of the event. As matters progressed, the organization was modified to absorb emerging elements.

In the operations phase, the principle was that decisions were to be made at the lowest possible level. It was important for each security agent who detected a problem to present elements for its solution or at least recommendations when reporting it. This approach made all personnel aware of their responsibilities while heightening each individual's sense of authority.

During the operations phase, there were 17,224 policemen, members of the military, and civilian guards assigned to Olympic security. Such a number was sufficient considering the ease with which they were able to integrate. In view of the large number of people required for the Olympic operation, the authorities nevertheless recognized their responsibility to assign personnel gradually, so as not to unduly weaken the security of the areas within their jurisdiction. The committee entrusted with manpower management, therefore, used a computer to monitor the assignment of security personnel. (Table C indicates the peak of mobilization of each force during the Games.)

It must be emphasized that an Olympic security operation ranks with the most extraordinary that a country can undertake. Police from Montréal, Québec, and Ontario, who were responsible for law and order in their own cities and towns, were augmented by some 1,376 members of the RCMP and 8,940 members of the Canadian Forces.

Consequently, police and the military had to absorb exacting new duties while executing their usual, day-to-day responsibilities.

The Montréal Urban Community Police Department (MUCPD)

With thirteen competition sites (including the Olympic Stadium), twenty-seven training sites, and the main Olympic Village located inside the territory of the MUC, much of the responsibility for public safety during the Games fell to the MUCPD.

It was responsible for security at such events as the Olympic Flame relay, the marathon, the modern pentathlon cross-country race, the 20-km walk, and the Mount Royal cycling race. Since the International Youth Camp was located in La Fontaine Park, this was also the responsibility of the Montréal police. Altogether, 1,606 had Olympic security assignments.

The Québec Police Force (QPF)

The Québec Police Force was in charge of security at competition and training sites outside Montréal but within the province of Québec. These included Bromont, Joliette, L'Acadie, and Sherbrooke, as well as Sainte-Foy, a Québec City suburb.

**Table C
Human resources**

Montréal Urban Community Police Department	1,606
Québec Police Force	1,140
Royal Canadian Mounted Police	1,376
Canadian Forces	8,940
Ontario Provincial Police	533
National Harbours Board Police	50
Municipal police departments	
□ Ottawa	76
□ Toronto	292
□ Sherbrooke	40
□ Kingston	26
Manpower and Immigration Ministry	160
Montréal Fire Department	75
Civilian security guards hired by COJO	2,910
Total	17,224

They had special responsibility for the Fairview cycling course and the route of the Olympic Flame outside Montréal. Moreover, some members of the QPF assisted other police groups with security details in the Olympic Village international zone and firearms control.

At the height of the Olympic operation, there were 1,140 men deployed by the QPF, not including support staff.

One striking example of the assistance provided by this force was its participation in the guarding of vital installations. From June 7 to August 2, 1976, men from forty-seven detachments scattered over six different districts performed more than 32,000 checks and guarding operations at vital facilities across the province.



An important segment of the security forces was the motorcycle escort provided bearers of the torch during the Olympic Flame relay.

The Ontario Provincial Police (OPP)

Three Ontario cities — Kingston, Ottawa, and Toronto — were sites of Olympic competitions. All yachting events were held in Kingston, while several preliminary football matches were held at Lansdowne Park in Ottawa and Varsity Stadium in Toronto. These locations also required security operations, and the overall program was the responsibility of the OPP. Together with the RCMP, the Canadian Forces, and the police of several Ontario towns, the OPP assembled the necessary personnel.

In close cooperation with the Canadian Forces, they guarded public service facilities essential to the operation of the Games. There were 533 men required at the Kingston Olympic Village and the yachting centre, and a detachment for assignments related to the security corridor and the guarding of vital facilities.

The main difficulty was protecting the port facilities at the Olympic Yachting Centre. The security plan designed for this site could not be implemented exactly as planned because there had been some delay in construction, which was supposed to be completed before the intensive security measures took effect.

The Royal Canadian Mounted Police (RCMP)

During the Olympic Games, the RCMP performed its usual tasks, such as protecting foreign dignitaries, airport security, and border patrols. But they were also closely involved in the protection of competitors and team officials, and in security at the Kingston regatta where they worked with the Canadian Coast Guard. They also assisted the MUCPD at the Olympic Village and in the Olympic Stadium.

The RCMP also shared responsibility for protecting athletes travelling in Québec, according to the security corridor principle with a specified route. They also participated in accreditation procedures for all media representatives.

Although the RCMP saw that federal laws, particularly those relating to drugs and counterfeiting, were applied, there were additional responsibilities in such areas as baggage checks, the safety of female athletes at the Montréal Olympic Village, and the protection of competitors as they moved about.

In the protection of travelling athletes alone, the operation lasted 46 days and required the use of some 75

RCMP vehicles which drove more than 130,000 km, not counting the distances covered by Canadian Forces vehicles and helicopters. Some 9,000 athletes and team members were escorted every day over more than 50 different routes.

Altogether, 1,376 members of the RCMP were assigned exclusively to Olympic Games security. They had sole responsibility for the safety of 121 foreign dignitaries, and this extended to their residences as well as the places they visited. The number of RCMP officers assigned to VIP security for the Olympic Games was accordingly soon increased to 623. They maintained a constant patrol along the Canada-United States border in New Brunswick, Québec, and Ontario from June 7 to August 5, 1976. And 115 members of the RCMP, assisted by an equal number of Canadian Forces troops, were assigned to this duty alone.

The RCMP also performed security checks on people who applied for work at COJO as well as those who wanted to be official suppliers and concessionaires. Unfortunately, 97 percent of the 83,792 requests did not reach the clearance centre until after April 15, 1976, which caused a heavy work load for the weeks remaining.

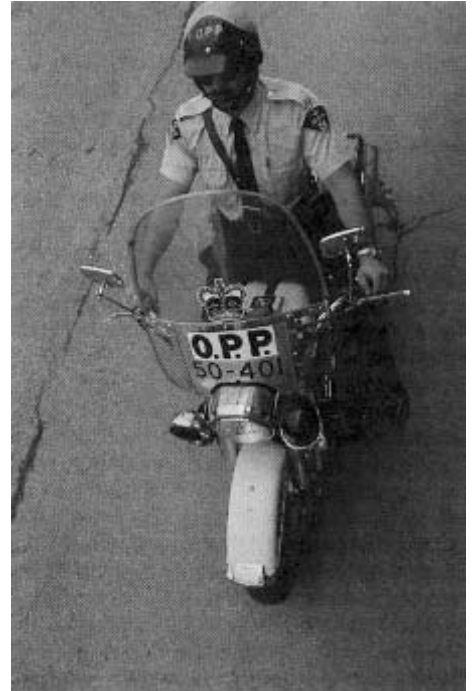
The Canadian Forces

The Canadian Forces played two different roles in the Olympic operation:

- a) supporting security forces which had the primary responsibility for public safety; and
- b) supplying administrative and logistical support staff to COJO.

In the latter case, military personnel could be found in many different areas, such as message transmission, transport, and administration, tasks for which they were highly suited because of their extensive experience in these fields.

Members of the Canadian Forces also carried out assignments related to public safety, providing backup as required for the RCMP, QPF, OPP, and MUCPD. The military reserves reported directly to the coordinator, forming an additional backup force, ready to act if needed. And troops were divided among the competition and training sites, the Olympic Villages in Montréal, Kingston, and Bromont, and the airports at Dorval, Mirabel, and St. Hubert.



A prerequisite of an efficient security system is the constant close cooperation between various police forces, in this case, the Québec Police Force and the Ontario Provincial Police.

The military were also assigned to security for special guests, the marathon, air security, border patrol and athletes. They also took part in guarding buildings, hotels, and such installations as major power transmission lines and dams.

Olympic security involved not only the land and air units but also naval units, which escorted the Royal family while on the yacht *Britannia*.

Military personnel assigned to assist the police were deputized as law enforcement officers. This meant that, in the absence of regular policemen, they could arrest anyone breaking Canadian laws.

The deployment of the Canadian Forces began on June 1, 1976, with the assignment of troops to border-crossing points, and was completed with the arrival of the last detachments in Montréal on July 16. On July 17, 8,940 members of the Canadian Forces were at their posts as part of Olympic security.

The regular security teams at Dorval, Mirabel, St. Hubert, and Toronto airports were reinforced by a detachment of some 60 members of the RCMP and 263 members from the Canadian Forces. The RCMP also shared with the Canadian Forces the responsibility for Olympic competitors travelling in Québec: the latter provided most of the personnel for this job, while the former contributed 67 of its members.

In short, these two forces played important parts in almost all Olympic security operations. The overall security program could not have been carried out without their assistance and resources.

Other Forces and Services

Since several other cities in Québec and Ontario were also expected to welcome thousands of visitors during the Games of the XXI Olympiad, it was necessary to deploy many security agents for the protection of participants and spectators. Local police forces, naturally, assisted, so that the programs in Ottawa, Toronto and Kingston (Ontario), and Sherbrooke, L'Acadie, Joliette, Bromont, and Québec City (Québec) could go off without incident.

The Canadian Ministry of Manpower and Immigration and the Montréal Fire Department assigned backup personnel for public safety at the Games, while COJO designated certain of its staff as guards and crowd control officers at Olympic installations.

The Games

Because of the multiplicity of security forces, and the fact that Olympic competitions were taking place in so many different locations, a decision-making centre was established to which information and requests for help could be directed. This made it easier for the coordinator of the CPSPJO to analyze and evaluate reports, and quick decisions could be made with the assistance of chief committee members. The coordinator could receive and furnish information on activities of all security agents and coordinate their operations.

The control centre was equipped with closed-circuit television, showing pictures taken by hidden cameras in the Olympic Stadium and the Olympic Village. These cameras had zoom lenses and could cover a broad radius if desired. The pictures were recorded on videotape and were readily available for viewing.

Fortunately, the CPSPJO control centre was seldom consulted and never had to intervene directly. Because the lines of communication and authority were known to everyone concerned, the ability to adapt and react to all kinds of emergency situations was sufficiently sophisticated to make it difficult for anyone to commit or even *attempt* a crime during the Games. The object was to foresee possible infractions, recognize the potential perpetrator, and be able to deal with the time factor. The great variety of countermeasures available left little to chance.

The *imaginary* scenario that follows will give a better idea of the extent of the preparations that had been made:

"Montréal, July 22, 1976 —The whole world is watching this Canadian metropolis. It is already six days since the opening ceremony of the Games of the XXI Olympiad was broadcast throughout the world, and nothing of importance has occurred to cast a shadow on the festivities. At dawn on this bright sunny day, no one had an inkling that the host city would soon be the scene of serious incidents which could compromise or even prevent the peaceful celebration from continuing.

"09:00 — A large brush fire broke out at the main pumping station of the Montréal Water Works. This station

within the territory of the MUC had been considered a sensitive area and the Canadian Forces were on guard. Realizing the potential danger, the latter immediately called the Montréal Fire Department.

"09:15 — The firemen arrived and began to fight the raging flames, which were approaching the pumping station. The fire's origin was unknown.

"09:20 — The deputy-director of the Fire Department, who makes an official appearance at all such fires, learned that the fire had started inside the fenced-off enclosure of the pumping station. He now considered the possibility of arson. Without losing a moment, he sent a message to that effect to the MUCPD operations centre. The fire was far from being under control and threatened to spread to nearby buildings. In view of the imminent danger, therefore, the deputy-director decided to call for reinforcements.

"09:30 — The division chief responded to the call from his immediate superior and arrived at the scene with a team of firemen ready to help if needed.

"09:35 — A special MUC police team arrived, and, using information obtained from eyewitnesses, proceeded to make inquiries. At the same time, radio station CXYZ received an anonymous telephone call from an individual, claiming responsibility for the fire.

"09:45 — The anonymous phone call, directed to the radio station's news department, now became the subject of a special broadcast by CXYZ, that quickly became exaggerated:

'He also threatened to sabotage other essential services and set fire to the velodrome, the report said. He added that he is opposed to the staging of the Montréal Games, and is prepared to stop them by interrupting essential services. By his own admission, the caller belongs to a group opposed to holding the Olympic Games in Montréal or anywhere else.'

"In this way, the newsman's statements, delivered in good faith but on impulse, unleashed a chain reaction. Hardly anything more was needed to panic Canada and the rest of the world.

"10:00 — In view of the importance this matter was now assuming, the CPSPJO coordinator decided that some action must be taken. He decided to launch a STRATACUR alert, Security terminology for a strategic and tactical urgency operation.



A comprehensive public safety operation requires a network of interconnected communications, from the skies...
... through various ground-based contacts...
... to waterfront surveillance, to supply the protection needed.

"10:15 — A status report reached the security control centre: the fire is under control; the installations at the pumping station were not damaged, but the origin of the fire is still the subject of an in-depth investigation.

"12:00 — At this time, based on new facts, the CPSPJO decided to release the following communiqué through its public relations service:

'The security forces for the Montréal Olympic Games would like to reassure the public that has been disturbed by rumors circulating since this morning, about the fire at the pumping station that was supposed to be the work of a group devoted to the systematic destruction of essential public services in order to sabotage the Montréal Games. That story is simply not true; what is true is the following:

1. The person who called radio station CXYZ this morning was just trying to cause trouble; he has been arrested.
2. The fire broke out accidentally, and indications are it was caused by some children who were seen playing nearby a few minutes before it started.'

This hypothetical event could easily have occurred during the Games. Fortunately, it did not, but this scenario was written and closely simulated with a complete range of counter moves. A similar tactical exercise took place in Montréal during the Games on July 22. Simulated exercises involving scenarios of this type and others, containing a whole range of civil and criminal disorders, had been held regularly before the Games, in order to test the security operation.

Those in charge of security and of preserving law and order during the Games, however, were much more concerned about the isolated act of some one individual unknown to the police than of the activities of well-organized movements.

Problem Areas

Before the Games began, the worst was contemplated, and it was no secret that all the security measures imaginable could not prevent minor incidents from happening.

Because an isolated crime was clearly the gravest of the potential dangers perceived by the security forces, people with a reputation for making trouble were questioned before and during the Games, and some were even forbidden access to Olympic facilities and surrounding areas.

In order to increase the safety of competitors and team officials, access to the Montréal, Kingston, and Bromont Olympic Villages was restricted, and each competition and training site had controlled access zones. Security personnel checked frequently to see that people present at maximum security locations were entitled to be there. But some minor incidents did occur in spite of every precaution.

The first, discovered on July 22, involved an athlete who, with the help of members of his delegation, had succeeded in evading the rigorous control system and had sheltered a friend in the Montréal Olympic Village for several days.

Another occurred when Queen Elizabeth was visiting Montréal. On July 18, a foreign journalist succeeded in breaking through the security ring and handing her a piece of paper as she waited in her automobile to leave the site of a ceremony she had just attended.

And, on July 27, during a football match between the Soviet Union and the Federal Republic of Germany, a foreign visitor managed to jump over the barrier at the Olympic Stadium and reach the competition area. He was immediately apprehended, however, but released after questioning.

Other problems had to do with administration and operations, and were related to the policies and methods adopted for liaison and communication between Security and COJO auxiliary forces. These occurred particularly in such areas as accreditation, athletes' transport and reception, and civilian surveillance. It should be pointed out, however, that police and the military were not used to working within civilian organizations like COJO. It was thus reasonable to expect occasional misunderstandings between security agents and civilians, particularly regarding decision-making in the operations units (UNOPs), where planning theory

was sometimes slightly different from the on-the-spot handling of a Games situation.

The CPSPJO also had to persuade the public to look favorably on the overall security program, and, therefore, to set up an effective dialogue between the media and the Olympic security forces.

In addition, what was to be done about unfounded or ill-considered articles in the press that suggested that terrorist groups had decided to put in an appearance at the Montréal Games? With no foundation in fact, such stories could, nevertheless, have dire consequences. Each time such stories appeared, the Security public relations service had to issue statements explaining that the facts were quite different and refuting the false allegations.

Harsh Measures

Some claimed that, because of the harshness of the security measures, it was practically impossible to come into close contact with the athletes or even see them in the areas specially set aside for them.

The truth of the matter was that more than 40,000 passes were issued to the public, journalists, and people who were just anxious to see the inside of the Montréal Olympic Village. In spite of this large number, acts of vandalism in the Village were minimal.

In fact, those responsible for security at the Montréal Games, believe this refutes the criticism that security was too severe! Although those who considered the measures employed in Montréal too rigorous may be entitled to their point of view, COJO has reason to be proud of the fact that no serious incident occurred in 1976.

Carrying this line of thought one step further, however, some feared that over-strict security measures would encourage the security agencies to commit excesses, thereby perhaps violating people's civil rights and liberties.

But the extraordinary measures adopted for the Games were temporary, and, besides, the restrictions imposed on the security forces about applying certain Canadian laws helped to avoid any abuse of power.

Conclusion and Recommendations

In spite of the millions of visitors, the 1976 Olympic Games were so calm that the vast security machinery may seem to have been disproportionate. But comparison will show that Montréal was among the host cities with the smallest deployment of security forces. Indeed, hardly 18,000 police and military personnel were actually on duty in Montréal.

In order to protect the public, every Olympic organizing committee must face the criticism that using the military or even regular police runs contrary to the promotion of human brotherhood. Doubtless, in most countries of the world, it is the job of the police to provide security and maintain law and order, but the police alone cannot meet the comprehensive public safety requirements of an Olympic Games.

The scope of the operation in itself more than justified the participation of the military. To have overlooked this need would not only have been irresponsible, but could have had serious consequences by offering those with evil intent an exceptional opportunity to do harm.

That the Montréal security operation will be open to criticism is to be expected, particularly since no tragedy occurred. This gigantic operation, however, was the only way to assure that this international sports, social, and humanitarian festival would take place peaceably. Security officials of the Games of the XXI Olympiad are, therefore, satisfied with the implementation of their discreet, efficient program.

The 1976 Olympic Games were an unforgettable experience for the police and military alike. Indeed, organizing security helped develop hitherto unforeseen areas of communication and cooperation between police and military personnel. Although it is impossible to measure the effect of the security program, it should be noted that the crime rate in Montréal dropped by more than 20 percent during the Games!

The cooperative spirit between the police and the military was quite important to the success of the operation. Although in many countries such relations are not unusual and police chiefs have military experience, this is not generally the case in Canada. Police and the military are two separate entities completely independent from one another. The military is not generally familiar with police work, especially in ur-

ban areas, and Canadian police do not always understand the hierarchy, discipline, and methods of the military. But, for the Olympics, each carried out its role with distinction, and tribute should be paid to all who took part in the operation.

Both during and after the Games, the consensus show that the measures taken were, in fact, in keeping with the needs, that they reassured the participants and spectators, and generally avoided being upsetting.

Some concluding observations, however, may be appropriate.

If there was one fundamental principle that COJO agreed to respect from the very beginning, it was that, once the appropriate degree of security had been determined, the organizing committee and governments involved would have confidence in the people in charge. Had things been otherwise, had too much pressure been exerted in applying various regulations, the resulting compromises would only have satisfied the desires of a minority while harming the very curtain of protection to which visitors are entitled on such occasions.

On the other hand, the great latitude given the security forces did not mean that civil rights were ignored under the pretext that individual or national security was at stake.

Security measures ought to be such that the Games are a sporting and social success, without any claims being made of the superiority of one method over another.

Above all, security requires the common sense and the cooperation of the general public. If the latter understand the role of the security forces and the services which police and the military are being asked to provide, they should, in all likelihood, welcome them with gratitude, as should the participants.

The holding of the Games contributes to the development of amateur sports, to peace, and to international goodwill, but such goals cannot be attained if criminal activities are given free rein.

If the Montréal Games were to be played over, COJO would not hesitate to adopt the same security measures.



International Youth Camp

49

The International Youth Camp is a natural, although unofficial, corollary to the Olympic Games.

In concept, it closely parallels the thinking of Baron Pierre de Coubertin: youth attracts youth, achievement stimulates emulation and participation promotes friendship.

It was with these ingredients in mind, and in deference to past custom, that the organizing committee invited the youth of the world to meet in Montréal for the 1976 Olympic Games.

A vast tract of manicured parkland in a heavily-populated residential area of Montréal was set aside for their use. Three adjoining schools were pressed into service for lodging and meals. And everywhere there were people to meet, to get to know, and to remember.

The organizational aspects were not without headaches but the final analysis promised and delivered strong international dividends, with beneficial fallout everywhere in evidence.

History

The idea of an International Youth Camp was born at the Games of the V Olympiad at Stockholm in 1912 when King Gustav V invited 1,500 Boy Scouts to hold their jamboree and pitch their tents a few steps from the Olympic Stadium. His idea, he explained at the time, was to enhance still more Coubertin's "festival of human spring-time."

There was no opposition from Coubertin and the International Olympic Committee (IOC). At the time, as a matter of fact, Coubertin himself conferred a medal on Mrs. Charlotte Wersäll, four of whose nine sons took part in the Games as competitors or members of the organizing committee, while three others were at the Youth Camp, one as a director and the others as scouts.

Some objection by the IOC to an additional international event taking place in an Olympic City during the Games might have been expected in view of a post-1904 ban on any manifestation in a host city during the Olympic Games.

But Coubertin and Lord Baden-Powell, the founder of the Boy Scout movement, each in his own way, were dedicated to the youth of the world. Despite their obvious differences, the Olympic movement and the Boy Scouts had much in common.

So close were they in fact that as the Stockholm Games drew to a close, the Scouts vowed to be on hand at the next Games four years later.

World War I brought cancellation of the 1916 Games and it was not until the Berlin Games in 1936 that the Youth Camp tradition was revived.

In that year, 1,700 young people, aged 15 to 18 years, pitched their tents in the shadow of the Olympic Stadium. They were physical education students from twenty-three countries. The Scouts were no longer there.

Then there was war again and although the Games were reborn in London in 1948, it was not until the 1952 Helsinki Games that the Youth Camp made its next appearance.

Helsinki invited youthful ambassadors from seventeen countries to the Games of the XV Olympiad. More than 3,300, aged 16 to 22 years, showed up that year and for the first time their numbers included girls.

The Scouts, remembering Stockholm, arrived 184 strong and set up camp on an island near the city for the period of the Games.

There was no Youth Camp at the 1956 Melbourne Games but the Italians revived the tradition in 1960 and attracted 1,250 young people from five countries. They ranged in age from 14 to 18 years.

Four years later, at Tokyo, the Youth Camp was lodged indoors for the first time and twenty-three countries sent 1,200 young people, aged 15 to 25 years, in response to an invitation from the Japanese Association of Youth Movements.

The first organizing committee to send out Youth Camp invitations itself was Mexico's in 1968, although the camp was not integrated into the Games. The participants were mostly physical education teachers. They were lodged at Santo Domingo, which has since become the Central American and Caribbean Games centre.

At that time, the heads of delegations asked the IOC to officially include the Youth Camp in the Olympic program. The committee did not reply.

Taking advantage of this implied toleration, the committee for the 1972 Games in Munich made the camp part of its program and attracted 1,640 participants from fifty-three countries.

The Montréal Camp

The site chosen for the International Youth Camp in Montréal was La Fontaine Park, a hundred acres of treed greenery in the heart of a residential area.



"... youth attracts youth . . ."

The facilities were there: two artificial lakes, a small zoo behind a palisaded wall, tennis courts, baseball diamonds, facilities for a variety of games such as horseshoes and pétanque (or bocci), picnic tables, and an outdoor theatre with seats rising up the banks of one lake, and a stage set on a small "island."

In and around the park are three schools which served as living quarters for 925 young men and women, aged 17 to 20. They came from forty-five countries, at the invitation of the organizing committee, to share, in their own way, the joys and friendships of a great international youth festival.

The first guests arrived on July 13, 1976, two days before the official opening day. When the camp closed on August 2, 1976, it left a legacy of fond memories both for the young campers and the Montrealers living in the park area. It was three happy weeks of young people getting to know each other, days of dancing, singing, and plain youthful enjoyment.

Helping it all happen was a group of 450 people, including forty COJO hostesses, 110 sports and recreation specialists from the City of Montréal, security personnel from various police forces, the staff of a daily newspaper, the camp management, and health and food service staffs from COJO.

Hostesses welcomed visitors on arrival, acted as interpreters, helped with information, and soon became friends. They pinpointed the location of places of worship, the post office, health clinic, telephone exchange, gymnasiums, places to be active, and places to rest.

Camp activities were numerous and varied. There was something for everyone. There were sports and arts and crafts, but especially there were opportunities to watch Olympic events and to learn about Canada and its people.

Each visitor had the opportunity of joining others on trips outside Montréal to see the countryside and meet its people. Each was able to enjoy a meal with a Canadian family and sample typical Canadian dishes and warm Canadian hospitality.

Sharing the hospitality were 925 young men and women selected by their national Olympic committees (NOCs) from all parts of the world. Here is where they came from:

17 Austria	2 Ivory Coast
44 Belgium	71 Japan
5 Belize	5 Korea
2 Benin	11 Kuwait
40 Bermuda	8 Liechtenstein
15 Bulgaria	49 Mexico
2 Burundi	24 Morocco
85 Canada	26 Netherlands
2 Central African Republic	4 New Zealand
13 Czechoslovakia	2 Niger
12 Denmark	21 Nigeria
27 Finland	22 Norway
66 France	4 Pakistan
18 German Democratic Republic	15 Philippines
66 Federal Republic of Germany	15 Poland
12 Great Britain	2 Rwanda
1 Haiti	23 Saudi Arabia
15 Hungary	17 Senegal
3 Iran	12 Sweden
2 Ireland	29 Switzerland
	2 Togo
	1 Upper Volta
	73 United States
	30 USSR
	10 Yugoslavia

Each participant was charged \$10 a day. This covered food, lodging, tickets to Olympic events, and transportation on trips outside Montréal.

The main objective of camp organizers was to provide the young visitors with an opportunity to live in an Olympic atmosphere, attend some of the events, visit the Olympic Village to meet some of the competitors, and especially to live together in Olympic harmony, sharing their thoughts and lifestyles with one another and discovering a part of Canada and its people.

The head of each delegation had to speak one or the other of Canada's official languages, French and English, and was thus able to converse with the young Canadians who served as liaison among the various groups and assisted with intercommunications.

The hoped-for spirit was attained quickly as the young campers began trading pins and badges the first day. That was the ice-breaker and soon boys and girls of various racial and cultural backgrounds were entering side by side into the program prepared for them.

Most of the activities were geared to participation by the campers but they could be spectators as well. The park's *Théâtre de Verdure* provided entertainment staged by COJO's Arts and Culture Directorate. This ranged from ballet to clowns to rock music. The theatre was one of the most popular gathering places.

Theatre was also approached from the "inside" with the visitors themselves getting into the limelight as actors and actresses, dancers and musicians. Many of the shows were spontaneous. It took only a few chords on a guitar to bring an immediate response. Others would get their instruments and a jam session was under way. Singing and dancing followed quickly.

The park remained open to the public during the period of the camp and both Montrealers and visitors were able to mingle with the campers and enjoy their music and games. Thus an additional rapport was established between the visitors and the host country.

Other participatory activities in the sociocultural field included plastic arts and such crafts as weaving and macramé. Camera enthusiasts had the use of a darkroom.

Mealtimes were happy occasions for the healthy young campers who had their meals in the cafeteria of one of the schools.

In the twenty-three days of the camp, 48,994 meals and 2,413 snacks were served. Because fresh fruit is universally accepted, a special fruit counter was set up apart from the cafeteria and proved popular. The cafeteria menu was similar to but less extensive than the one offered at the Olympic Village.

The youthful energies thus fed were largely devoted to sports and exercise. Five gymnasiums were available for gymnastics, judo, karate, handball, and volleyball. They also jogged and played tennis, softball, field football and lacrosse, and enjoyed swimming in a University of Québec pool nearby.

Eighty campers a day were invited to the Olympic Village to mingle with the athletes and gain insights from the coaches and referees. There they also made use of the popular discotheque.

COJO distributed 15,885 admission tickets to Olympic events in Montréal and other sites among the campers. Many of the tickets were for finals in which a given camper's countrymen were competing. Each delegate received an average of 10 tickets in addition to admission to the opening and closing ceremonies.

The camp had its own fleet of vehicles for transportation. It included five automobiles, three panel trucks, two minibuses, and five small motorcycles. Large buses were used for trips outside Montréal. Residents of the camp were also allowed free transportation on the municipal subway lines and buses.

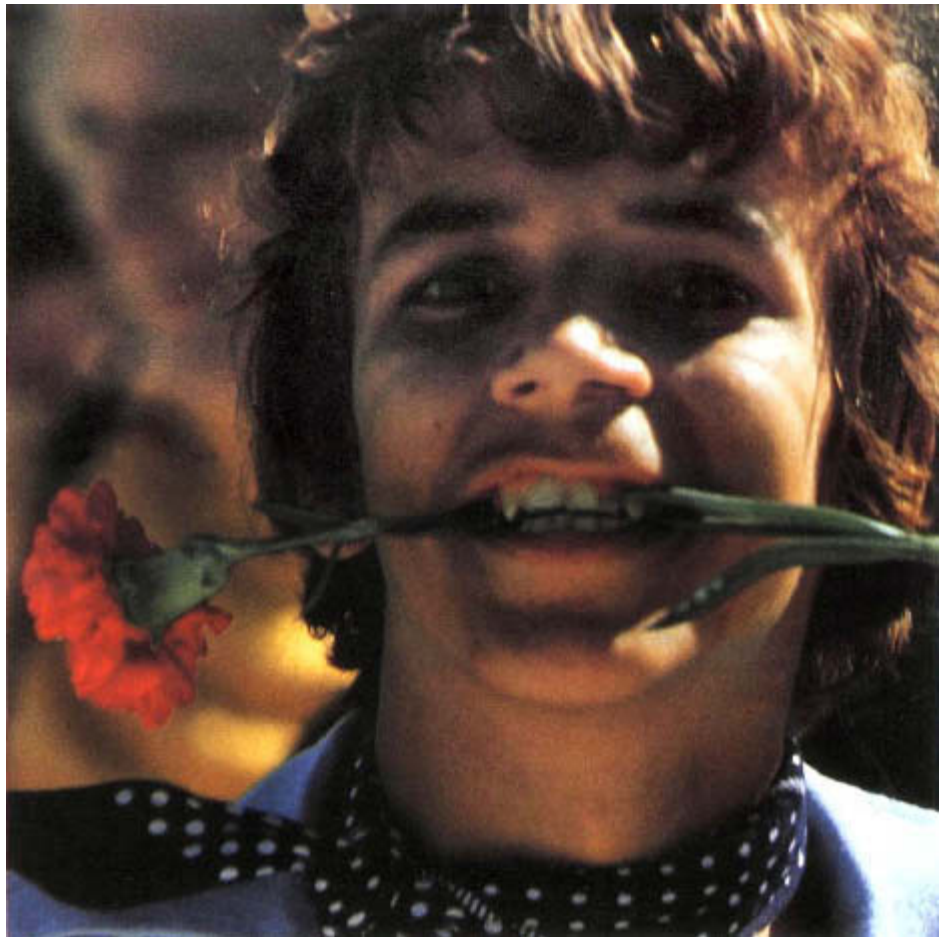


"... achievement stimulates emulation ..."





"... participation promotes
friendship . . ."



The symbol of the Youth Camp was a stylized flower with five circular overlapping petals, representing the five continents. In its centre was the emblem of the Montréal Olympic Games.

The symbol and the traditional French greeting, *Bonjour!*, were brought together to form the trademark of the camp's daily newspaper, *Bonjour!* Written, edited, illustrated with numerous photographs, and published by a staff of twelve, the paper served as a news sheet of what had gone on and a notice board of what was going to happen at the camp.

Organization of the Camp

The first steps toward setting up the Montréal International Youth Camp took place in September, 1973, when COJO appointed a study committee to explore the project, define its guiding principles, design the makeup of its participants and welcoming personnel, and discuss programming and organizational matters.

This committee grouped together representatives of the Canadian Olympic Association, the cities of Montréal and Kingston, and the following private and governmental recreation organizations: Health and Welfare Canada (Amateur Sports); the Québec High Commission for Youth, Recreation and Sports; the *Confédération des sports du Québec*; the *Confederation des loisirs du Québec*; the Inter-Service Club Council; the *Office franco-québécois pour la jeunesse*; the City of Montréal Sports and Recreation Department; the Montréal Catholic School Commission; the Protestant School Board of Greater Montréal, etc. In all, there were some twenty people on the committee and they brought long years of experience to the organization and conduct of popular get-togethers similar to the Youth Camp.

Less than four months later, COJO turned the camp organization over to its Services Directorate and appointed a director. The necessary provisions were then included in COJO's budgetary estimates.

The study committee submitted its report in September, 1974, and in December of that year the Youth Camp Department set out to determine what countries were likely to be represented, to establish the camp program, and list the operations in order to estimate the staff that would be required.

At the beginning of 1975, COJO consulted sports and recreation organizations whose activities could be written into the Youth Camp program and received immediate cooperation.

The Québec Government contributed its share. The High Commission for Youth, Recreation and Sports made a grant of \$200,000 to the camp and lent an expert in youth matters. The Ministry of Intergovernmental Affairs undertook to send invitations to the countries of the Third World and assumed the cost of bringing two French-speaking African delegates.

The City of Montréal Sports and Recreation Department agreed to include the International Youth Camp in its summer program for 1976. It recruited 300 young volunteers to assist in welcoming the visitors and assigned to COJO experienced people who took charge of nearly all of the sports, social, and cultural events at the camp.

Some forty towns and villages within a radius of 160 kilometres of Montréal offered to welcome and feed the young visitors on daylong excursions from the camp.

The camp management was able to abide by its critical path despite some difficulties. Also definitive early planning was impossible as it was not until 1976 that COJO was able to select the site of the camp.

Ideally the camp should be central, both in the interests of transportation and to permit contact with the public, and large enough to provide for a great number of persons, with all the necessary facilities.

In January, 1976, the City of Montréal decided to lend COJO La Fontaine Park which is ideally located in the middle of the city, 2 kilometres from the Olympic Park, and well served by public transportation. The Montréal Catholic School Commission in turn agreed to rent three neighboring schools where all the visitors and all the necessary services could be accommodated.

The *Théâtre de Verdure* would be suitable for the opening and closing ceremonies.

As each delegation arrived, its members received distinctive red bags bearing the emblem of the Montréal Games, and containing maps, tourist literature, pennants, etc. Each day or so brought new gifts.

On July 14, the French delegation celebrated their national day and were joined by everybody in the camp — and neighbors — in dancing until dawn.

Then on the morning of July 15, all delegations gathered for the formal opening of the 1976 International Youth Camp. Dignitaries attending included Mohammed Mzali, vice-president of the IOC; the commissioner-general of the Montréal Olympic Games; the minister responsible for the provincial High Commission for Youth, Recreation and Sports; a representative of the mayor of Montréal, and the director of the camp.

Of the NOCs that originally accepted COJO's invitation to send delegates to the Youth Camp, only these were not represented: Algeria, Cameroon, Chad, People's Republic of the Congo, Egypt, El Salvador, Gabon, India, Madagascar, Malaysia, Mali, Mauritius, Monaco, Panama, Sri Lanka, Sudan, Venezuela, and Zaire.

Despite the absence of many African delegations, those who did attend joined in the camp program fully, putting nationalism and political differences aside.

When the camp ended August 2, it was evident that most of the young people had attained a broad international outlook and had enjoyed the fellowship that had been offered them.

All things considered, the Organizing Committee for the Games of the XXI Olympiad was pleased that it had organized and largely financed the 1976 International Youth Camp.

50

Olympiads are not singularly aimed at the exaltation of physical prowess. Their mission is also intellectual and artistic and must continue to be so with ever-increasing emphasis.

These were the views of Pierre de Coubertin, who saw a new world where body and mind could dwell in perfect harmony through the revival of the Olympic Games. To the Greeks of old, perfection and eurythmy were synonymous: the mind controlled movement and the body responded. The Games of Olympia were thus a joyous celebration of physical ability, serenity, beauty and intellect.

This ancient tradition was first renewed during the London Games in 1908. There, artistic competitions first appeared on the program, but unfortunately none were actually held.

Two years earlier, the man who revived the Games proposed competitions in architecture, sculpture, painting, music and literature. The goal was to give prizes for original works inspired by the sporting ideal.

Setting an example in 1912, de Coubertin wrote an *Ode to Sport* for the Stockholm Games. His theme stressed the balance and equilibrium sought by the ancient Greeks. Published in French and German under the pseudonyms Georges Horhod and M. Eschbach, it was also symbolic of reconciliation at a time when Franco-German relations were deteriorating amid the rumble of guns. The ode itself won a prize at the Games. From then on, arts and sport were part of each Olympiad until the 1948 London Games.

Because of the inferior quality of the works submitted and the difficulties in organizing such contests, the International Olympic Committee (IOC) decided in 1952 to modify its Rules so that each organizing committee was free to define its own approach. It could be presented in the form of exhibitions and performances rather than competitions. Foreseeing this turn of events, Coubertin wrote near the end of his life, "In addition to the competition, we need the presence of national geniuses, the collaboration of the muses, the worship of beauty, everything which is appropriate to the symbolism once embodied by the Olympic Games and which they must continue to stand for today. Those who come after us must choose the right formulas; our task has been to point the way..."

In succeeding Olympic Games, the tendency has been to organize cultural programs which included exhibits of national visual arts. But the cultural programs in Mexico and Munich took on a rather international flavor: orchestras, and dance and opera companies from all over the world participated. On the other hand, a few years earlier in Melbourne, the cultural events of the Games of the XVI Olympiad had a more national character. As part of its application, therefore, Montréal proposed to present a Canadian festival. From then on, the way was clear: COJO would produce a national artistic program which would illustrate Canada's multi-cultural heritage at the same time as it sought to "seal the union of body and mind," as de Coubertin desired.

IOC rules are quite clear in this regard: "The Organizing Committee shall arrange, subject to approval of the International Olympic Committee, exhibitions and demonstrations of the national Fine Arts (Architecture, Literature, Music, Painting, Sculpture, Photography and Sport Philately) and fix the dates during which these exhibitions and demonstrations shall take place. The program may also include theatrical, ballet, opera performances, or Symphony concerts. This section of the program should be of the same high standard as the sports events and be held concurrently with them in the same vicinity. It shall receive full recognition in the publicity released by the Organizing Committee."

The First Milestones

COJO was aware of the scope of this project from the very first, and a special department reporting directly to the president was set up. An Arts and Culture coordinator was appointed to develop plans for cultural events to mark the opening and closing ceremonies. In line with tradition, folk and artistic events were to proclaim the international Olympic spirit and the young Canadian culture, both in the Arts and Culture Program and in the ceremonies surrounding the Olympic Flame. The purpose behind the realization of these projects was so that visitors from around the world could experience the most representative of Canadian art and culture.

COJO also had to define its own role in the development of this comprehensive program. The decision was made to arouse interest in and to coordinate a wide range of artistic and cultural events to offer the world an authentic view of Canada's cultural life. And it would take on the responsibility for publicizing the program around the world.

COJO's goal was to use all the means at its disposal to make the Arts and Culture Program a Canadian festival in which the competitors in the Olympic Village as well as craftsmen and workers at the Games and visitors from home and abroad would participate. It was hoped that this approach would make it possible for the program to be really integrated into the Games, rather than exist as a parallel attraction to the sports program, as had happened in the past.

It was quickly decided that it would be presented from July 1 to August 1, 1976, in the triangle formed by Montréal, Kingston (site of the yachting events), and Ottawa, Canada's capital. Later, the cities of Sherbrooke, Québec, and Joliette, were added.

By January, 1974, the outlines of the program had become clear. A basic document was submitted for discussion and development by people who would normally be connected with the execution of a typically national artistic festival. The Arts and Culture Program was to be a series of popular events: major ballet, theatre and opera performances, and symphony, jazz and chamber music concerts. And film festivals would highlight Canadian cinema and its incursions into the realm of sport. Canadian songs, from those of the Amerindian and Inuit to modern popular, would be featured. Fine arts as well as popular arts would be honored. Artistic creativity would be stimulated by the selection process, and history would be presented in exhibitions and performances. A special tourist program would make it possible to retrace the route of the pioneers who first penetrated North America and whose path included the major sites of the cultural festival. *Man and His World*, which perpetuates the famous 1967 Montréal World Exhibition (Expo 67), would contribute to the spirit of Olympism by developing the theme of Sports and Culture.

This cultural policy received the approval of the IOC, and, in the autumn of 1974, COJO created a special directorate, headed by a director-general, for the Arts and Culture Program. Its mandate was to use the national approach in close cooperation with the City of Montréal, the province of Québec, and all of Canada.

The Arts and Culture Directorate

At the time it was established, the directorate considered that it had major decisions to make to determine the method of operation for the artistic festival. The first was to define a national program which would be appropriate to a country as vast and diversified as Canada. The decision was quickly reached that the ten provinces and two territories of Canada *must* be represented by the most authentic evidence of their contributions to national culture. In order to evaluate such contributions, consideration was given to budgetary limits, performer availability, and the time available to develop the program.

Next to be decided was the actual format to be used for the various activities. One solution would have been to choose a limited number of artistic and cultural activities from among the most prestigious and give them the leading role. But, instead, it was decided to take the diversity, dynamism, and richness of the country's cultural life into account and attempt to present a festival which reflected this reality, to allow a much larger number of performers, groups, and companies to participate.

Government Cultural Jurisdictions

Cultural affairs are largely the responsibility of the provincial and territorial governments. It was, therefore, clear to the Arts and Culture Directorate that it would be difficult to determine the character and content of a cultural program designed to represent all regions of the country without first obtaining the approval of these political and administrative bodies.

The Second Step

With the formation of its coordinating team, the Arts and Culture Directorate immediately began preparation of a detailed budget. And, in the meantime, discussions began with the federal government, which guaranteed its financial cooperation from the very beginning. The provincial and territorial governments also proved to be very receptive. Their financial participation was obtained, and each provided information about its priorities and requirements. Estimates were made, and negotiations begun on the program.

Sharing of Roles

The formula developed in close cooperation with the various governments consisted of a tripartite sharing of roles. The governing bodies of the ten provinces and two territories as-

sumed the pre-production costs of the performances and exhibits, and agreed to pay the expenses of artists they would delegate to Montréal. The federal government, through the Secretary of State, agreed to pay the travel and lodging expenses of the participants. And COJO's role was to develop a coordinating team and provide transportation, lodging, publicity, ticket sales, and other services.

This arrangement was accepted by all provinces except Québec, which assumed the total cost of its activities.

Provincial and Territorial Cultural Priorities

The provinces and territories drew up an initial list of priorities which reflected their cultural policies as well as such administrative considerations as financial responsibility, budget restrictions on travel and lodging expenses imposed by the federal government, and the terms and conditions of COJO's participation. As a result, performers, companies, and groups found themselves limited to a series of three performances each in Montréal.

Of course these were only preliminary lists, because there remained to be estimated and tabulated the costs of preparation and the fees to be paid by the provinces, travel and lodging expenses to be charged to the federal government, and material resources, such as the availability of sites, which were COJO's responsibility.

It was also up to the organizing committee to make the final decisions about program content and balance. Once the negotiations were completed, the artistic program could be put in final form.

Ottawa, Kingston and Other Olympic Cities

As planned during the early stages of the project, Ottawa and Kingston were also to offer various cultural events as part of the program. Local municipal authorities would be responsible for choosing and managing the activities planned for their cities. Some additional Québec municipalities, which were also participating in the Games, such as Sherbrooke, Joliette, and Québec City, were now also to participate in the artistic program. The selected events resulting from cooperation with local authorities were generally part of the contribution made by the Québec government.

The Visual and Performing Arts Departments

It took ten months for COJO to obtain the assistance necessary to ensure its planned national cultural festival a quality equivalent to that of the Olympics. Twelve months before the Games, official invitations were ready to be sent out. Negotiations were begun with the invited performers and companies, formal agreements were reached, and contracts were ready for signing.

The Visual Arts Department first defined the main activities it would coordinate, namely the *Mosaicart*, *Artisanage*, and *Corridart* exhibitions. A score of other events which this department had either called for or chosen from the many proposals submitted by various Canadian cultural groups was added. Film festivals, publishing subsidies, and the organization of poetry readings also came under this department.

The Performing Arts Department was responsible for traditional theatre as well as free-form performances. In dealing with traditional stage companies, the directorate served as coordinator and empowered impresarios to act as producers on COJO's behalf. Six were chosen for the areas in which they excelled: jazz, classical music, theatre, dance, popular song, and *Québécois* artistic troupes.

These impresarios paid the artists' fees according to the various contracts with COJO, as well as the salaries of the technical personnel and the rental of halls. They were given a financial guarantee from the Arts and Culture Program budget underwritten by Québec, but they were to retain a portion of ticket sales to cover production costs, with the remainder a reserve in case a show did not make expenses. The purpose was to protect both COJO's and the companies' budgets. This was how the directorate respected its agreement to see that the companies were not left with deficits to cover.

The Free-form Programs

The scope and nature of the free-form performances, which were to be at no cost to the audience and include numerous performers, however, required the directorate to act as producer. In December, 1975, a special team from the Performing Arts Department began to develop the free-form, participatory program, which called for no fewer than 1,000 different shows. Fifty technicians were recruited to work during July, 1976, the nine show sites

were chosen and equipped, the artists selected, and negotiations begun. With the contracts signed, the schedule of daily performances could be drawn up.

COJO's Role

Except for the free-form programs, COJO's role was to coordinate the activities of the provincial, territorial, and federal governments. It also had to assume the costs of the services associated with the cultural program, such as security, insurance, lodging, transportation, promotion and publicity, and ticket sales.

Lodging

With only a few exceptions, COJO had to provide lodgings for the artists, craftsmen, staff, and accompanying personnel who were to participate in the Arts and Culture Program. During preliminary negotiations with the performers or agencies, the directorate had to be able to provide guarantees of accommodations. And many participants were housed in the various hotels in the city and suburbs, an arrangement which proved generally satisfactory.

Transportation

While the federal government had agreed to pay travel expenses for all participants, COJO had to provide transportation once they had arrived. Very close links had to be established between the Lodging and Transport Departments to develop a transportation system which would be suitable for both individuals and groups. Buses, rented cars, and taxis were used. Equipment had to be transported as well, which under the circumstances was no small undertaking, considering the many outdoor performances, where sets had to be dismantled after each presentation. Thus, an efficient storage system was needed, using readily accessible sites that had loading and unloading facilities.

Ticket Sales

In May, 1976, COJO printed 250,000 copies of the schedule of indoor performances. There were 300,000 seats available. A copy of the schedule was sent to everyone who had ordered tickets by mail for the sports events, as well as to some 100,000 others around the world. Advance sales in Canada and abroad by mail allowed even those farthest removed from the usual outlets to obtain tickets before coming to Montréal.

After June 1, 1976, tickets went on sale at theatre box offices and other outlets across Canada and the United States. And some ten percent of them were reserved for sale on the day of the performance.

Ticket prices were fixed according to the scale in effect in Montréal and other Canadian cities. The many free-form, participatory programs, however, were free.

Advertising and Promotion

Concerned with providing optimal efficiency, the directorate decided early on to coordinate all its efforts, so that there would be uniformity in its advertising. To that end, it reached an understanding with the promotion departments of the various governments, performers, and companies on the content, media, and presentation of the advertising.

A major promotional campaign got underway in February, 1976, and reached its peak just before the Games began. This included 10 press conferences, 70 press releases, 20 newspaper interviews, 11 TV and 20 radio interviews, as well as 400 copies each of 98 different posters. In addition, there were some 30 Morris columns in Montréal and 10 in Kingston, Ottawa, and Sherbrooke, on which were displayed some 12 posters of the Arts and Culture Program for a period of eight weeks. For seven weeks, 23 billboards in different Montréal metro (subway) stations publicized the program, and COJO placed some 1,345 newspaper advertisements (the equivalent of about 80 full-size newspaper pages) and produced 96 programs for the various performances. Finally, the program profited from the 1,500 places where the publication *Cette semaine* was displayed for a period of eight weeks, at the rate of 32 advertisements per poster.

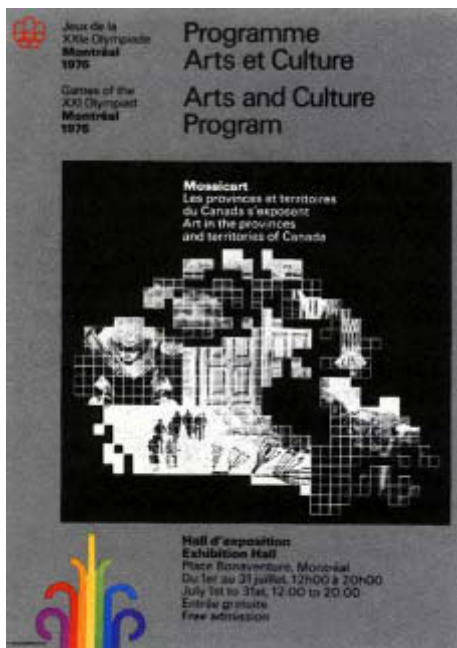
The Budget

COJO began discussions with the various levels of government in the autumn of 1974, to establish the terms of their participation in the Arts and Culture Program. Eight months later, the directorate's budget had reached nearly \$8 million.

The federal government made a grant of \$1 million, to be used for lodging and travel expenses of performers invited to appear in Montréal, Ottawa, or Kingston. The provincial and territorial governments contributed some \$1,500,000 to cover pre-production costs, while the Québec government voted \$2,875,000 to assure a high degree of representation by that province.

In Canada, the private sector generally provides significant financial support for cultural activities, and COJO succeeded in raising nearly \$500,000 from this source. This money was intended for music, ballet, and folk presentations.





The Major Exhibitions

Mosaicart

Plans for the Arts and Culture Program included a major exhibition of original works by artists from all parts of the country, for an overview of visual arts in Canada. The Visual Arts Department communicated with competent cultural agencies and submitted the plan for *Mosaicart* to them in more developed form so that the works could be selected.

The location chosen for the exhibition was the Olympic Stadium. This plan was dismissed, however, due to construction delays, and the Visual Arts Department, therefore, decided to use the exhibition hall of *Place Bonaventure* in downtown Montréal. The doors opened on July 1, 1976, to an impressive collection of nearly 600 works, exhibited throughout 9,000 square metres of floor space.

Art appears in Canada in a richness and multiplicity and each province and territory was free to choose its representatives. The Atlantic provinces chose contemporary art and handicrafts, while Ontario, Saskatchewan, Alberta, and British Columbia opted for contemporary art alone. Manitoba chose contemporary and Inuit art, the Northwest Territories sent Inuit hand-worked items, and Québec presented various art objects from the 19th century.

The different selections were not arranged geographically, since the purpose of *Mosaicart* was to reveal Canada's diversity. Confrontations of style and strength added meaning to the experience, and contrasts increased the force of the works.

Artisanage

When the first rough sketches of the program were being made, there was already substantial agreement on the importance to be attached to handicrafts. The idea was to assemble a group of craftsmen of various types in one place, where they could demonstrate their work to an interested audience. This was the origin of the *Artisanage* project.

As was the case with *Mosaicart*, the organizers ran into some last-minute difficulties with the exhibit's location. But since the vast exhibition hall of *Place Bonaventure* was only half occupied by *Mosaicart*, the remaining 9,000 square metres of space were set aside for *Artisanage*. This proved to be a wise decision. *Mosaicart* benefited from the large crowds who visited the popular *Artisanage*, for nearly 85,000 people viewed these two major exhibits during July.

Some eighty craftsmen from all parts of Canada worked as if in their own workshops, providing visitors with access to each one's means of expression and the characteristics of his technique. The violin maker, ceramist, Inuit sculptor, weaver, blacksmith, goldsmith, all demonstrated how handicrafts derived from ancient civilizations and were reborn in a new North American form, using the most modern techniques and meeting the needs of modern society.

Visitors were also able to witness each craft as an adventure unique to its practitioner. Testing the resistance of the material with a precision of gesture, the craftsman conducts a constant dialogue between his hands and eyes that give form and life to what would otherwise remain shapeless and inanimate.

Artisanage also provided an opportunity for people working in different techniques to become acquainted, exchange ideas, and perfect their skills.

Corridart

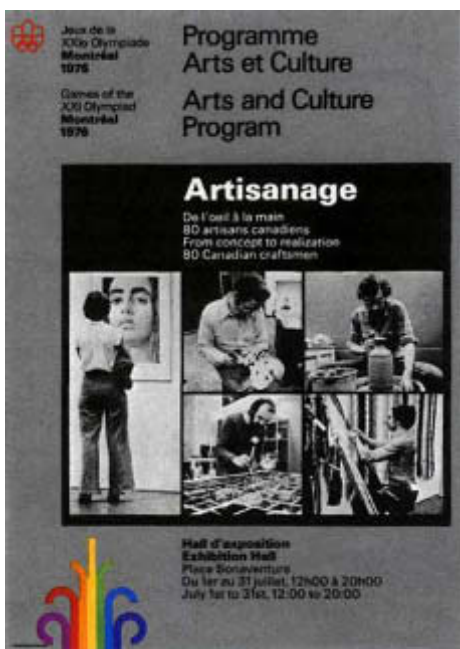
A contest was held in October, 1975, for *Québécois* artists, who were asked to submit projects for an exhibition to illustrate the transformation art and the city had undergone in the last twenty years.

Financed by a Québec government grant, the *Corridart* exhibition was to occupy a section of Sherbrooke Street, (one of Montréal's main thoroughfares), from Atwater Avenue to the Olympic Stadium, a distance of about ten kilometres. Activity would be concentrated in this area. By bringing art into the street and vice versa, *Corridart* was conceived as a place for celebration, expression, and participation: an art gallery on a city-size scale.

By January, 1976, 16 projects had been chosen from among 307 submitted. Another 6 were commissioned later. Half the budget was devoted to the projects, the other half to putting up the common elements, that is, scaffolding, sign panels, reproductions of the facades of razed houses, and displays located at various spots along Sherbrooke Street.

An artistic event of this sort rarely arouses unanimous response. Certain groups in Montréal, therefore, questioned the whole esthetic of the project, suggesting that it failed to live up to its stated goals as a cultural adjunct to the Olympic Games.

The discussion ended on July 14, 1976, when the executive committee of the City of Montréal ordered the *Corridart* installations taken down.





1-2
Mosaicart
3-4-5
Artisanage

Other Exhibitions

Three Generations of Contemporary Québec Art: 1940, 1950, 1960

This exhibition was integrated into Québec's artistic events organized by the Visual Arts Department. Mounted by the *Musée d'art contemporain*, it proved to be an indispensable link joining the many events that accompanied the Games.

This retrospective exhibition followed the progress of an era through 186 works selected by the museum. Rarely exhibited publicly, they added understanding and a new dimension to the works of seventy-six *Québécois* artists. As time passes, successive generations view art differently. Some artists have become famous; yesterday's omissions are corrected; old ambiguities are removed.

Acting as a meeting place for many techniques, different ages, and events once popular or even controversial, the exhibition marked a turning point in Québec's artistic evolution. *Three Generations of Contemporary Québec Art: 1940, 1950, 1960* was part of Québec's most recent past, a period close to the hearts of many *Québécois* because the works were filled with the same energy of bursting

bonds and the joy of rediscovered means of expression.

An audiovisual document was prepared as part of this exhibit. It showed a panorama of the arts in Québec since 1940 and was presented in the museum's studio. A catalog of the exhibition was also available.

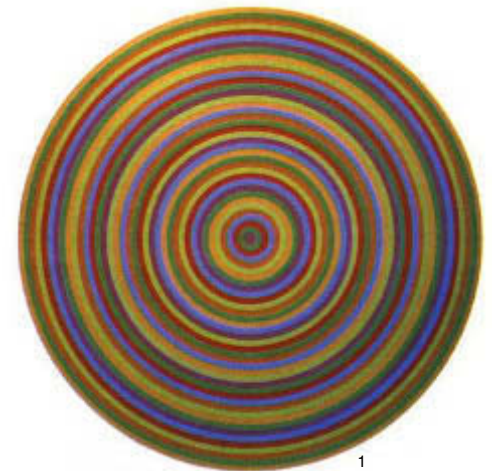
Another part of the program was a series of get-togethers with some of the artists. These informal afternoon sessions offered an interested publican opportunity to become better acquainted with some of Québec's creative talent while discovering important stages in the province's cultural history.

Spectrum Canada

In 1973, the Royal Canadian Academy of Arts developed a project for an exhibition to take place in Montréal at the same time as the Olympic Games. The exhibition would be open to the public and organized by artists who selected the works to be shown. At that time, COJO was just beginning to set up its cultural program and welcomed the suggestion. Organized under the auspices of the National Museums of Canada, the works on display, chosen from among 2,000 submitted, included both plastic and industrial arts: painting, sculpture, architecture, graphic arts, industrial design, textiles, prints, films, and photography.

Spectrum Canada presented not only the works of well-known artists; included were a goodly number of works whose creators were participating in their first national exhibition. It was mounted first at the *Complexe Desjardins* in Montréal during July, then moved to Portsmouth Harbour in Kingston in mid-August.

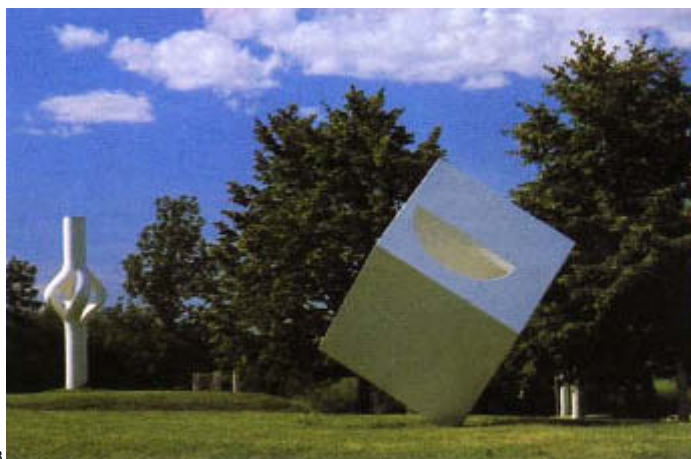
A very beautiful catalog, containing more than one hundred pages, was put on sale and distributed to museums, art galleries, and artists' associations in Canada and abroad.



1



1-2-3
Three generations of contemporary Québec art
4
Spectrum Canada



3



4

Imprint 76

In cooperation with the Canadian Society of Graphic Art, this first national exhibit of Canadian graphics was organized and presented by the Visual Arts Centre of the Saidye Bronfman Center in Montréal. *Imprint 76* exhibited seventy-six graphics by Canadian artists from all regions. A series of seminars on graphic arts was held and a catalog published for the occasion.

Stamps, Coins, and Olympic Posters

One of the largest collections of coins struck on the occasion of Olympic Games, with some dating from the Roman era (Broecker Collection), was displayed in the entrance hall of the Olympic Pool. Visitors were also able to see a collection of Canadian postage stamps commemorating the 1976 Olympic Games.

There was also an exhibition of ten Olympic posters by Canadian artists, selected in a contest held in the summer of 1974 by a group called "The Artists-Athletes Coalition," using a grant from the federal and Ontario governments.

InuitArt

This superb collection of thirty-nine sculptures and two tapestries by Inuit artists was displayed in the International Centre of the Olympic Village. This was a significant collection because it provided fine examples of both traditional and contemporary Eskimo art.

It was not the naive creations of a primitive age but true art, close to folk art and denoting an artistic impulse among those accustomed to expressing the soul of their people by joining it to the universal.

While concerned with imaginative themes or familiar scenes, all these works were distinguished by great originality and attention to detail, vibrant with tactile impressions and visual evocations of life.

In addition to the sculptures of whalebone, soapstone, or Arctic marble, the collection also included two magnificent sealskin tapestries. Both show unusual skill in the arrangement of skins of different colors to obtain a harmonious visual effect.

Exhibition Estival

The *Société des artistes professionnels du Québec* organized this exhibition of one hundred works by seventy-five of its members. *Estival* appeared in the Arts Building of the Uni-

versité du Québec à Montréal (UQAM). Paintings, prints, and sculptures were shown in this display representative of contemporary artistic production.

UQAM 76 Exhibition

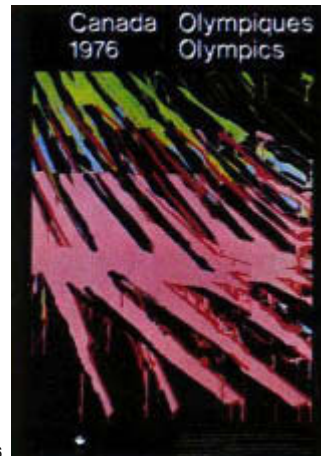
The Art Department of UQAM displayed some 300 recent works by former students at the UQAM Gallery in the Arts Building. A jury selected the young participants: sculptors, print-makers, painters, and photographers.

Graphics and Design for the Games

The Graphics and Design Directorate selected a brand new Montréal art gallery as the site of an exhibition of some of its most striking achievements, including sports posters, brochures, folders, and other publications. Also displayed were some of the uniforms it helped design, and elements of the sign system it developed for the Games.

Super Billboard Art

Five well-known Québec artists designed original works which were reproduced on billboards measuring 6 x 3 m, donated by a Montréal company and installed in the downtown area.



5
Imprint 76
6-7
Selected posters, The Artists-Athletes Coalition
8
Inuit art
9
Work by Claude Girard on a billboard

10
 Guy Montpetit exhibition
 11
 Lucie Vary collection
 12
 Contact



10



11



12

Images of Sport in Canada

The McCord Museum held an exhibition entitled *Images of Sport in Canada: costumes, paintings, photographs and sports equipment, 19th and early 20th centuries*, illustrating the role that sports and other leisure activities have played in Canadian life, and the great interest Canadians have always had in sports. Yesterday's games and sports have given way to others, but the exhibit made it clear that Montréal can well be proud of its reputation in sports. The Games of the XXI Olympiad provided the crowning touch to the city's historic role in Canadian sport.

Sports and Popular Entertainment in Montréal in the 19th Century

During July, a UQAM study group on popular arts exhibited reproductions they had made of drawings, prints, and photographs from old publications. Some forty photographs devoted to the nineteenth century recalled the period when the size and terrain of the island of Montréal and the exceptional enthusiasm of its inhabitants for sports contributed to the establishment of a surprising number of parks and playing fields.

Recalled were the days when streets and squares were enlivened by carnivals, travelling circuses and menageries, tightrope walkers, sled and snowshoe races, and parades and other sports competitions.

Sports in Québec (1879-1975)

During the month of July, the *Bibliothèque Nationale du Québec* presented an exhibition of books published in Québec between 1879 and 1975 which dealt with team and individual sports. Included were water sports, combat sports, sports using balls, games played on snow and ice, athletics, outdoor games, and baseball. Prints illustrating the architecture and the way sports were played during the nineteenth century completed the exhibition.

La Chambre nuptiale

GRASAM (Group for Research and Social Action through Art and the Media) presented an exhibition from July 1 to August 1 which included popular education and participation in a multi-media environment.

Guy Montpetit Exhibition

Twenty-three paintings by Québecois artist Guy Montpetit were exhibited in the *Salle Wilfrid-Pelletier* in *Place des Arts*.

The Lucie Vary Collection of Antique Québécois Furniture

The Mount Royal Arts Centre was the locale for an exhibit of antiques. One room showed the development of the bed in Québec, and a second was transformed into a common room of yesteryear containing a collection of fine old rugs.

Contact

This photography exhibition appeared in the lobby of the Port Royal Theatre in *Place des Arts* and included some one hundred photographs by sixty-eight *Québécois* photographers.

Craftsmen of Val David

Located some eighty kilometres north of Montréal, Val David is a resort area where some forty craftsmen have settled. A site was arranged in a park during the Olympic Games where these artists could work at their respective crafts: pottery, weaving, print-making, macramé, and iron and gold work. Sales and exhibition booths were built on the site.

Chantier dart

Five *Québécois* sculptors were invited to participate in a sculpture symposium organized by the Joliette Art Museum, located in the industrial city north of Montréal which was the site of the Olympic archery competition. The artists executed their work in various public places, including the market and the museum grounds.

Celebration of the Body

The Agnes Etherington Art Centre in Kingston presented an exhibition of plastic arts accompanied by many other cultural activities, including film screenings and other videotape presentations.

Sculpture Symposium

Some twenty Canadian sculptors were invited to participate in this symposium, also in Kingston. Four projects were chosen and the sculptors worked outside the Agnes Etherington Art Centre during July and August.

Poetry and Letters

Poetry Evenings

In ancient Greece, poetry held an important place among the events of the Olympic Games. Nowadays, the Games have lost their religious aura, and poets are no longer viewed as holy spokesmen. Their collective voice still speaks for humanity, however, even if individually they speak for themselves. And poets still have a place at the Olympics.

Nearly fifty *Québécois* poets of all schools and tendencies took part in the series of five readings entitled *Solstice of Québec poetry*. They were accompanied by ten musicians, and the activities were recorded on videotape. Other poets from British Columbia, Ontario, and the Atlantic provinces gave examples of the range of contemporary poetry in English.

Publishing Grants

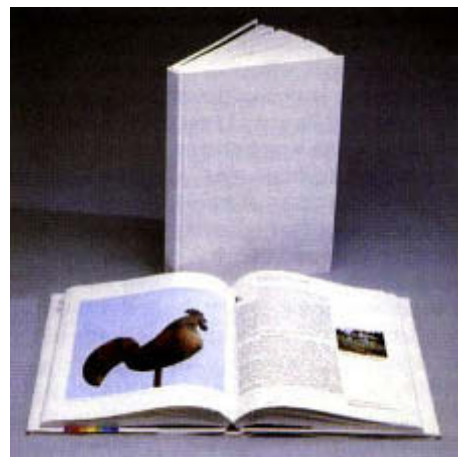
The Arts and Culture Program subsidized the publication of the following works: *Du pain et des jeux ...parole du bonheur?* by Roger Lapointe, and *Jeux olympiques et jeu des hommes*, by Fernand Landry, Edmond Robillard, and Eric Volant, both published by *Les Éditions Fides*; *Vienne le temps du loisir*, by Jean-Paul Tremblay, published by *Les Éditions Paulines*.

Québécois Books

L'Association des Libraires du Québec exhibited some two hundred and fifty representative books by *Québécois* publishers in the International Centre of the Olympic Village. Many of them were about Olympism and the Olympic sports included in the Montréal Games.

Commemorative Publication of the Arts and Culture Program

In cooperation with the government of Alberta, COJO published an imposing 300-page volume, abundantly illustrated, to underline the Arts and Culture Program. In it, well-known Canadian authors and critics presented a summary of Canadian cultural activity, tracing its development and explaining its most important aspects. This publication also bore witness to the multiplicity and quality of the cultural events held during the Montréal Games.



1 Publishing grants
2 Commemorative publication of the Arts and Culture Program

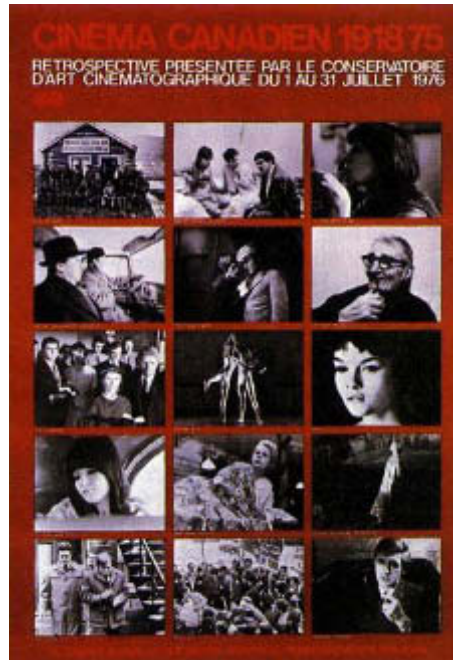
Cinema and Video

Film Festival

The film festival presented in Montréal during the month of July resulted from three years of research by the Conservatory of Cinematographic Art of Concordia University. Two themes were presented: film and sport, and Canadian cinema.

The sport theme goes back to the industry's infancy, the days of the Max Linder, Charlie Chaplin, and Max Sennett comedies, and has also been used in highly creative cinematographic works. The Olympic Games were, therefore, an especially appropriate occasion for a retrospective of short, medium, and feature-length films on this subject. In planning the program, the organizers made every effort to interest as many movie buffs as possible. The one hundred and twenty films selected for this panorama were shown in the conservatory's auditorium.

The Canadian film retrospective included the most popular films produced in Québec and the other provinces and was designed mainly for a foreign audience. Nevertheless it provided an opportunity for Canadians to see again — or even for the first time — some of the best works in the country. The films on the program were shown in an art and experimental theatre during the month of July.



Filming of *Ladies and gentlemen, The Celebration!*

Animated Films

This was a week-long presentation of animated films, shown July 4 to July 10, also at Concordia University. One hundred films were shown, divided into such categories as: children's films, educational films, recent films from the National Film Board of Canada (NFB), an Inuit retrospective, a John Straiton retrospective, commercial animation, and a retrospective of young filmmakers from Québec and other provinces.

In addition, an exhibition devoted to animated films was presented in the lobby. It consisted of photographic panels showing the stages of production of animated films: from the idea to its execution, from the scenario to the final copy.

Film Evenings

The NFB presented sixteen film evenings, each about an hour in length, at the rate of four a week, during July at the outdoor theatre in La Fontaine Park. The program included some of the best short and animated films of the National Film Board, Québec Film Board, and *Radio-Québec*.

There was also a film festival at Kingston in Queen's University auditorium.

Film about the Arts and Culture Program

As the result of an invitational competition, *Les Productions du Verseau* was commissioned by the Québec Film Board and the Arts and Culture Directorate to make a film documenting the various cultural events which marked the 1976 Olympic Games.

Ladies and Gentlemen, The Celebration! combines poetry, brotherhood, music and song, creative activities, and meaningful silences.

Video

Le Vidéographe, a Montréal group specializing in videotape productions, made six documentaries for the Games. Each an hour in length, three were devoted to various techniques, and three dealt with the role of sport in today's society from three viewpoints: physical culture, sports and the urban environment, and sports and scientific research. Under the general title *The Pleasure of Making*, textiles, wood, and ceramics were the subject of three separate films. These videotapes were on view on four monitors in the *Artisanage* exhibition hall.

Performing Arts

Most of Montréal's well-known theatres were in use almost every night in July for programs of all kinds. Operas, ballets, concerts, variety programs, and recitals were presented in the *Salle Wilfrid-Pelletier*, and the *Maisonneuve* and *Port Royal* Theatres in *Place des Arts*. Both modern and classical dance was performed in the *Expo Theatre*, while many plays were shown at the *Nouveau-Monde*, *Rideau Vert*, and *Quat'sous* theatres. The two stages of the *Centaur Theatre* were devoted mostly to modern dance and English-language productions, which were also staged at the *Saidye Bronfman Center*.

The *Grand Theatre*, the *Olympic Theatre Centre*, *Memorial Hall*, and *Ellis Hall*, *Queen's University*, in *Kingston*, the *National Arts Centre* in *Ottawa*, and the *Salle Maurice O'Bready* of *Sherbrooke University* were all used by touring companies and orchestras as part of the *Arts and Culture Program*.

Concerts

Hamilton Philharmonic Orchestra

The *Hamilton Philharmonic Orchestra* presented two evenings of operatic selections in *Montréal*. With soloists *Louis Quilico*, *Riki Turofsky*, *Joseph Rouleau*, *Robert Savoie* and *André Turp*, they interpreted works of *Rossini*, *Verdi*, and *Mozart*. Founded in 1885 and reorganized in 1949, this *Ontario orchestra* set out in 1950 to present only *Canadian artists*. Today it has many highly qualified musicians among its ranks, and, due to its very flexible organization, it can divide into several chamber music groups. Its growth and operation have made it one of the most stunning success stories in *North America* in the last ten years.

The orchestra also presented an evening of concertos, with soloists *Denis Brott* (cello) and *Malcolm Lowe* (violin). The program included works by *Beethoven*, *Mendelssohn*, and *Dvořák*.

Camerata Ensemble

The *Camerata Ensemble* consists of six young soloists with international reputations. Their flair and dynamism, in addition to their musical virtuosity, have enabled them to take their place alongside great *Canadian performers* in all fields.

The ensemble gave a chamber music concert in *Ottawa*, then presented a concert in period costumes in *Montréal*, a type of performance which combines theatre and concert. The show, which was conceived and produced by the group, was also presented in *Kingston*. Works by *Weber*, *Bassi*, *Beethoven*, *Contant*, *Lucas*, *Doppler*, *Lavallée*, and *Chopin* were included in the program.

McGill Chamber Orchestra

The chamber music concert given in the *Maisonneuve Theatre* offered a rich program: *Sinfonia Olimpiade* by *Vivaldi*; *Sinfonia Olimpiade* by *Galuppi*; *Quel labbro adorato* from *Olimpiade* by *Johann Christian Bach*; *Sinfonia Olimpiade* by *Leonardo Leo*; *Sinfonia Olimpiade* by *Pergolese*; *Mentre dormi*, *Se cerca se dice* and *Tremende oscure atroci* from *Olimpiade* by *Pergolese* and *Paride ed Elena* by *Gluck*. Soloist was *Louise Lebrun*. The *McGill Chamber Orchestra* has enjoyed an international reputation since 1939, because of its many tours of *Canada*, the *United States*, the *USSR*, and *Western Europe*.

Ensemble de la Société de musique contemporaine du Québec

Founded in 1966, this society is devoted to presenting contemporary music from *Canada* and abroad. In the last ten years, it has presented 277 works, 83 of which were by *Canadian composers*. Moreover, the *SMCQ ensemble* has appeared in many *Canadian cities* and participated in musical events abroad, particularly in the *United States* and *Europe*. The *July concert* included works by *Serge Garant*, *Luciano Berion*, *Gilles Tremblay*, *Karlheinz Stockhausen*, *Yannis Xenakis*, and *Edgar Varèse*.

Pierre Bourque Quartet

Pierre Bourque formed a saxophone quartet with three of his former students. They first performed in *Québec* in 1964, and, since then, have made a reputation for themselves in the *United States* and *Europe*. At a chamber music concert in *Ottawa*, the group played works by *Scarlatti*, *Bozza*, *Pierné*, *Françaix*, *Genest*, *Desenclos*, and *Rivier*.

Canadian Brass

Formed by five brass players, *Canadian Brass* is one of *Canada's* most popular chamber music groups. It has toured the country frequently, appeared in *Europe* and the *United States*, and has several recordings to its credit.

At concerts given in *Montréal*, *Kingston*, and *Ottawa*, *Canadian Brass* performed works by *Scheidt*, *Purcell*, *Bach*, *Simonds*, *Weinzweig*, *Pachelbel*, *Joplin*, *Crosley*, and *Fillmore*.

Canadian Musical Competition (1976)

The three prizewinners in this annual competition performed works by *Saint-Saëns*, *Prokofiev*, *André Provost*, and *Tchaikovsky*, with the *Montréal Symphony Orchestra*.

World Orchestra of the Jeunesses musicales

About one hundred musicians less than 23 years of age, chosen from among the member countries of the *Fédération internationale des Jeunesses musicales*, assemble each summer and perform together. On the program of their 1976 concert in *Salie Wilfrid-Pelletier* in *Place des Arts* were works by *Harry Sommers*, *Richard Strauss*, and *Moussorgsky*.

- 1 Camerata Ensemble
- 2-5 World Orchestra of the *Jeunesses musicales*
- 3 McGill Chamber Orchestra
- 4 Jean Carignan and the Montréal Symphony Orchestra

Orford Quartet with Ronald Turini

The Orford Quartet has given several chamber music concerts in Vienna, London, and Paris with pianist, Ronald Turini. They have also appeared in England, the USSR, Romania, Yugoslavia, Italy, the Federal Republic of Germany, and Sweden. Turini is considered one of Canada's best young pianists; he has played with nearly all of this country's orchestras and given recitals in many of the world's great cities.

The Orford Quartet and Ronald Turini appeared first in Montréal, then

in Ottawa. Included on their program were works by Gluck, Beethoven, and Schumann.

Les Petits Chanteurs du mont Royal

For the last 20 years, *Les Petits Chanteurs du mont Royal* have been chosen from all parts of Montréal. The choir, which is attached to the city's world-famous shrine, St. Joseph's Oratory, has toured Canada, the U.S., and Europe. Its repertory includes music from the Renaissance to the modern era, with works by the great masters of choral music.



The Toronto Mendelssohn Choir and the Montréal Symphony Orchestra

The 180-voice Toronto Mendelssohn Choir can perform many works outside the usual vocal repertoire. It is well-known across the United States and Europe. Soprano Lois Marshall and baritone Bernard Turgeon joined the choir for the concert given in Montréal. They were accompanied by the Montréal Symphony Orchestra.

Jean Carignan and the Montréal Symphony Orchestra

During a *Québécois* evening in *Place des Arts*, fiddler Jean Carignan proved he is one of today's best reel virtuosos. He is carrying on the tradition of the great Irish and Scottish fiddlers from the turn of the century. He has toured Europe and made many recordings.

Montréal Symphony Orchestra

The Montréal Symphony Orchestra, conducted by the Canadian, Jean Deslauriers, gave a variety of concerts in many different locations in Montréal during the Games.

McGill Chamber Orchestra

The McGill Chamber Orchestra presented a concert version of *L'Olimpiade*, an opera in three acts by Antonio Sacchini (1730-1786), with libretto by the Italian poet Pietro Metastasio (1698-1782).

This unfamiliar work had never before been performed in connection with the modern Games.

Musicologist Walter E. Kuntsler mounted a special exhibition entitled *Music and the Olympic Games* for the occasion. The extensive selection of photographs and original musical scores was displayed in the lobby of the Maisonneuve Theatre in *Place des Arts*.

Recitals

Victor Bouchard and Renée Morisset, Piano Duet

In more than twenty years of performing together, these two *Québécois* artists have explored nearly the whole of the vast two-piano and one-piano-four-hand repertoire. They have given concerts in Canada, the United States, and in Europe. At their Ottawa concert they performed works by Mozart, Saint-Saëns, Brahms, and Poulenc.

Claude Savard, pianist

Winner of the Vercelli (1964), Geneva (1965), and Lisbon (1966) International Competitions, Claude Savard has given recitals in Canada, the United States, and the major cities of Europe and South America. In Montréal he performed works by Schumann and Beethoven.

William Tritt, pianist and Bruno Laplante, baritone

William Tritt had won several first prizes in Canadian competitions before making his debut in New York's Carnegie Hall in 1972. Since then, he has played with different Canadian orchestras and given recitals in major cities across the country. Tritt played works by Bach, Morawetz, and Chopin.

Bruno Laplante has had a particularly distinguished career as a concert artist and has made frequent tours of Europe. In Montréal, he sang works by Gounod, Duparc, Pépin, and Schubert.

Marek Jablonski, pianist

A Canadian of Polish origin, Marek Jablonski has given many concerts and recitals in Canada, the United States, Western Europe, the USSR, and Latin America. In Montréal, he performed music by Liszt, Schubert, Beethoven, and Chopin.

At the National Arts Centre in Ottawa he appeared in a recital with baritone Bruno Laplante, who repeated his Montréal program. Jablonski performed various works by Chopin.

Raymond Daveluy, organist

Organist at St. Joseph's Oratory and director of the Montréal Conservatory of Music, Raymond Daveluy is a leading figure in Canadian music. His masterly interpretations and many



Noon recitals

recitals have helped make organ music better known in Canada and abroad. He presented a program of Bach works at the monastery of *Saint-Benoît-du-Lac*, one hundred kilometres from Montréal.

Noon Recitals

Every Wednesday, Thursday, and Friday in July there were free lunch-time chamber music concerts and violin and piano recitals at *Place des Arts*. The setting was the *Piano Nobile* of *Salle Wilfrid-Pelletier*, specially decorated for the occasion. Several classical chamber groups appeared there.

Opera and Operetta

Opéra du Québec

The production of the *Barber of Seville* opened the July cultural festival at Place des Arts in the Salle Wilfrid-Pelletier in Montréal. The lyrical Rossini opera was the occasion for the revival of the company which had been inactive since May, 1975.

Persephone Theatre

The rustic opera, *Cruel Tears* by Ken Mitchell, was performed at Centaur I Theatre by Persephone Theatre, a professional company from Saskatoon, Saskatchewan. *Cruel Tears* is a successful mixture of drama, humor, music, dance, and pantomime. This original theatre experiment received a warm welcome in Montréal.

Guelph Spring Festival

This company began appearing in its native southern Ontario nine years ago. Its Montréal and Kingston performances of the *Beggar's Opera* were its first before international audiences.

Québec Symphony Orchestra

The three-act operetta, *The Merry Widow*, by Franz Lehár played to sell-out crowds in both Montréal and Québec.

1
Opera du Québec
2
Guelph Spring Festival
3-4
Québec Symphony
Orchestra



2

Classic Dance

National Ballet of Canada

The National Ballet of Canada made its debut in Toronto in 1951. Its 1972 European tour, begun in London, confirmed the company's place among the world's best. In Montréal it performed *Romeo and Juliet* at *Place des Arts* in *Salle Wilfrid-Pelletier* before an enthusiastic capacity crowd.

Les Grands Ballets canadiens

Les Grands Ballets canadiens, which was founded in Montréal in 1952 and consists of several different companies, participated in many activi-

ties. The main company has an extensive repertory which involves all styles of dance.

The company performed four ballets at Expo Theatre. One was *Marathon*, specially created for the Montréal Games, whose themes were: athletics, competition, physical prowess, and solemnity. A wild selection of fanfares, pavaues, and galliards was choreographed, not to mention the "heroic" deeds of the "athletes" of *Les Grands Ballets canadiens*.

Royal Winnipeg Ballet

This renowned company from Manitoba's capital has helped Canadian ballet earn its well-deserved reputation at home and abroad. Its tours of Western Europe, the USSR, and Australia have been crowned with the greatest success.

The Royal Winnipeg Ballet performed in Montréal, Sherbrooke, and Kingston. Included on the program were the ballets *Grand-Pas espagnol*, *Pas de deux romantique*, *What to do till the Messiah comes*, and *The Rite of Spring*.



1 National Ballet of Canada
2 *Les Grands Ballets canadiens*
3 Royal Winnipeg Ballet

Modern Dance

Ballets Jazz de Montréal

The *Ballets Jazz* performing company and school were founded in 1972. This young group has had astounding successes in its tours of Canada and Europe. As part of the artistic program, it appeared in Montréal and Sherbrooke, presenting the world premiere of *Fleur de lit*.

Ballets modernes du Québec

The *Ballets modernes du Québec* was founded in 1966 by Hugo de Pot, choreographer of the opening and closing ceremonies of the Games. In its ten years of existence this company has toured Canada, the United States, and Europe on several occasions, and has appeared in Japan and the People's Republic of China. It has taken part in many television programs and two films, one of which was used to publicize the 1976 Olympic Games.



1
Ballets modernes du Québec

Toronto Dance Theatre

Since its founding in 1968, the Toronto Dance Theatre has appeared across Canada, the United States, and Europe. There are some fifty-three works in the company's repertory, with more than thirty scores based on works by Canadian composers. It gave performances in Montréal and Sherbrooke.

Groupe Nouvelle Aire

The *Groupe Nouvelle Aire* was founded in Montréal in 1968 and has performed at *Place des Arts*, commercial centres, colleges, and schools. The company has opened a school of modern dance and regularly holds a series of workshops in its studios. It gave performances in Montréal and Sherbrooke.

Compagnie de danse Eddy Toussaint

Founded in 1973, this company and its school of dance are devoted to creating original works and training new dancers. The company appeared at the Centaur II Theatre in Montréal as well as in Sherbrooke.

Anna Wyman Dance Theatre

The Anna Wyman Dance Theatre was founded in Vancouver in 1972. While only in its second season, the company was considered one of the best entered in the Young Choreographers Contest in Cologne. It appeared in the Centaur II Theatre for three evenings.

Groupe de la Place Royale

Since its founding in 1966, the *Groupe de la Place Royale* has appeared in more than twenty-five Canadian cities, in Mexico, and in the Belgian cities of Liège and Namur. The company gave three performances in Montréal and one in Kingston.

Dance I and Dance II

The *Dance I* and *Dance II* programs appearing in the Centaur I Theatre were intended to illustrate the different tendencies in Canadian modern dance companies. Seven companies were asked to appear in these programs.

Entre-Six

Entre-Six is a newcomer among dance companies, but it has already attracted attention because of its desire to display an individual style. It appeared in Sherbrooke and Montréal.

Jazz Concerts

Maynard Ferguson and his Orchestra

Trumpeter Maynard Ferguson, a native of Montréal, began his career in the United States in 1948. He later formed a large orchestra which has made successful appearances in Europe and America. He gave a concert in *Place des Arts* and also performed a trumpet solo during the closing ceremony of the Games.

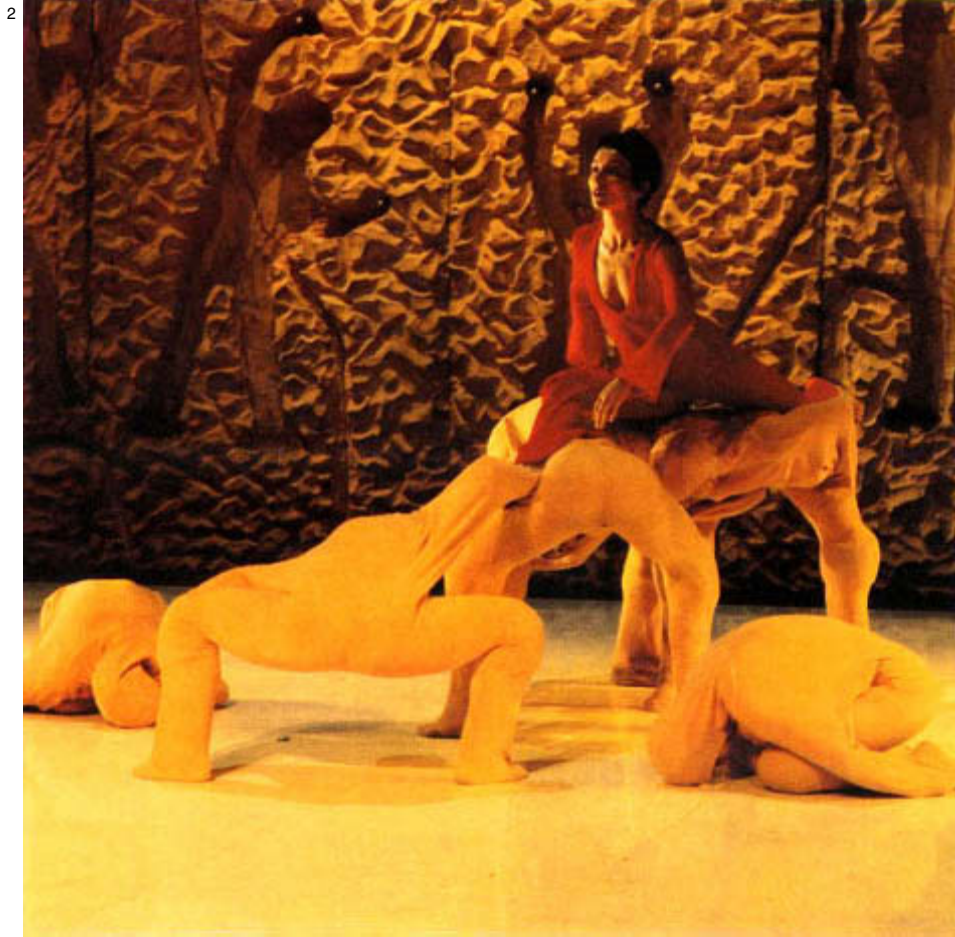
Moe Koffman and his Quintet and Nimmons "N" Nine plus Six

Clarinetist Moe Koffman is the composer of *The Swingin' Shepherd Blues*, a piece he recorded in 1948 which has since been issued more than 150 times by numerous other recording artists.

Clarinetist Phil Nimmons, who led the group, has been closely involved with the evolution of Canadian jazz for more than 30 years. His new piece, *The Atlantic Suite*, written for the 1976 Olympic Games, was commissioned by the Ontario Arts Council. It was heard in Montréal and Kingston.

Paul Horn Quintet

It took flutist Paul Horn only a short time after he finished his studies for his talent to be recognized. He has been asked to record with such stars as Miles Davis, Frank Sinatra, Tony Bennett, and Ravi Shankar. He now lives in Victoria, the capital of British Columbia. The Paul Horn Quintet appeared in Kingston, Montréal, and at the Olympic Village.



2-3
Groupe Nouvelle Aire
4
Toronto Dance Theatre
5
*Compagnie de danse Eddy
Toussaint*



Variety shows

Les Mimes électriques

Thanks to a complex and intricate system of gestures and sounds of their own invention, *Les Mimes électriques* demonstrate the universe of sound in which we live, showing that noise has its own eloquence and poetry.

Sol

Sol is a highly imaginative monologist who dresses as a clown, paints his face, and affects odd manners and speech. His show is really a stream of consciousness, fed by word associations and puns which are highly unpredictable.

Nébu, Toubadou, Octobre et Zak

These four *Québécois* jazz-rock groups joined together to give a concert of new *Québécois* music at Expo Theatre.

Blood, Sweat & Tears

This Canadian group was one of the first to combine pop music and jazz. Formed by ten musicians with the most varied backgrounds, it provides a mosaic of styles and directions. They could be heard on alternate days in Sherbrooke and Montréal.

The Irish Rovers

The five members of this Irish folk group were born in Ireland but came to Canada in the early fifties. Since 1964 they have made frequent tours of Canada, the United States, Australia, New Zealand, Ireland, and Japan. Their first record sold more than three million copies throughout the world.

Cogne fou

This Montréal show starred several *Québécois* musicians of different styles who gave free rein to their imagination and inspiration.

Festival de la relève musicale québécoise

Outdoors in the garden of a hotel in Old Montréal, young *Québécois* classical and folk performers appeared throughout July. From Wednesday to Sunday, violinists took turns with fiddlers, and pop music was performed from Tuesday through Sunday. An exceptional group of talented young performers took part in this program.



1
Sol

2-3-4
*Festival de la relève
musicale québécoise*

Folk Music

The Huggett Family

The six members of the Huggett family are modern troubadours. They have lived in Canada since 1969, and have appeared across Europe and America in concerts which bring back to life the music of the 15th, 16th, and 17th centuries. Their Montréal concerts were sold out.

'Ksan Dancers

'Ksan is an Indian village in northern British Columbia. Remote from the influences of the city, its inhabitants have been able to maintain the customs of their ancestors, who knew how to present happy colorful festivals. The 'Ksan Dancers staged such a festival in Montréal before a large audience.

Musical Revues

Citadel Theatre

An original show appeared at *Place des Arts*, tracing the history of the Olympic Games in song, dance, and comedy. Played by young actors, the *Olympiad* was about eight athletes from different parts of the world who came to take part in the 1976 Olympic Games. They tell of the grandeur and the misfortunes of the last twenty Olympiads using different musical styles, from the Charleston to rock 'n' roll.

The Citadel Theatre was the first professional dramatic arts company founded in Alberta after the Second World War.

Visages de la chanson québécoise

More than 48,000 people came to the open-air *Place des Nations* at Montreal's Man and His World exhibition for the five free recitals given by famous names of *Québécois* song.

C'est pas d'ma faute

This musical comedy by a young *Québécois* writer took a somewhat satirical view of some well-known Canadian personalities. Naturally, the organizers of the Olympic Games did not escape his attention. The play was performed in the *Theatre Saint-Denis* in Montréal.

We 3

This musical revue performed by three authors, was a mixture of selections from the most popular musical comedies dealing with the life of black people in North America. The revue appeared in the Centaur Theatre.



1
'Ksan Dancers
2
Citadel Theatre
3-4-5
Familiar *Québécois* song
stylists: Claude Gauthier,
Claude Léveillée, Diane
Dufresne

Theatre

Théâtre du Rideau Vert

During July, the *Rideau Vert* company performed *Évangéline Deusse*, a play by Antonine Maillet, whose reputation has rapidly spread beyond the borders of her native Acadia. The *Rideau Vert*, Québec's first permanent French-language theatre company, was founded in Montréal in 1948.

Le Théâtre de Quat'sous

Montréal's *Quat'sous* company appeared in Sherbrooke and Montréal, performing Guillaume Hanoteau's twelve-scene musical fantasy, *La Tour Eiffel qui tue*, a tremendous success when it was played by the same company twenty years ago. Several of the actors revived the roles they had played in the original production.

Globe Theatre

Next Town: 9 Miles, a three-act play was presented in Centaur I. It depicted the highly individual and humorous way the author views the people of the Prairies in Canada's west. The Globe Theatre of Regina, Saskatchewan, has provided its home province with a lively and relevant theatre.

City Stage Theatre

Herringbone was a play with two characters: a pianist and Herringbone himself. Both are on stage throughout the play. This light comedy, presented in Centaur I, was the creation of the City Stage Theatre, a company founded in 1972 to provide an opportunity for people who worked in downtown Vancouver to attend lunchtime performances of professional theatre.

Compagnie Jean Duceppe

Sainte-Carmen de la Main, a new play by the famous Québécois playwright, Michel Tremblay, was produced in the Maisonneuve Theatre in *Place des Arts*. The author entrusted his play to a company whose successes in Canada have been without equal.

Codco

A satirical revue was presented by Codco at the Port Royal Theatre in *Place des Arts*, the fourth in a series. All the members of the company are natives of Newfoundland. They formed Codco in 1973, and, since then, have had notable successes in Toronto and the Atlantic provinces.

Compagnie des deux chaises

Les hauts et les bas de la vie d'une diva was staged at the Port Royal Theatre in *Place des Arts* and was a revival of a play which was a great success when it was first presented in 1974. It consists of a satirical mon-



ologue by a prima donna, who relates memories of her somewhat fantastic career.

Théâtre du Nouveau-Monde

In *La Nef des Sorcières*, six actresses speak in turn of the violence, misery, and segregation each woman they portray encounters every day. It was a kind of "theatre of truth," in which the audience must reflect upon and consider certain aspects of reality.

L'Ouvre-Boîte, by Victor Lanoux, already had a successful run at the *Théâtre du Nouveau-Monde*, and was presented to fifteen sold-out houses during the Olympic Games. Two conflicting characters confront each other during this biting and hilarious play.

- 1
Globe Theatre
- 2
City Stage Theatre
- 3
Compagnie des deux chaises
- 4
Compagnie Jean Duceppe



Children's Theatre

La Troupe de marionnettes Pierre Régimbald et Nicole Lapointe de Montréal

This company presented *Le Chapeau magique*, a puppet show, as a matinee throughout the month of July. The group has toured Québec repeatedly since forming in 1962, and was the source of a popular children's television series.

Le Théâtre du Rideau Vert

As soon as the curtain fell on *Le Chapeau magique*, the *Rideau Vert* children's company appeared on stage.

and performed *François et l'oiseau du Brésil*, an imaginative play in which young François becomes friends with a magic parrot.

Les Marionnettes de Montréal

Les Marionnettes de Montréal have already given more than 800 performances to adults and children all over Canada, the United States, and Europe. Its program included selections from Mozart's opera *Bastien et Bastienne*. Next was the three-act opera *Hänsel and Gretel* by Engelbert Humperdinck. Finally, they performed a marionette version of Igor Stravinsky's ballet *Petrouchka*.

Mermaid Theatre

The Mermaid Theatre of Wolfville, Nova Scotia, dates from the spring of 1972. The company adds marionettes, pantomime, and masks to the other dramatic arts, using themes taken from the folklore of the Micmac Indians of the Atlantic region. *Glooscap and the Mighty Bullfrog* was performed with great success at the *Théâtre de Quat'sous*.

Le Théâtre des Pissenlits de Montréal

This company, which performed at the *Théâtre du Nouveau-Monde*, was founded in 1968. Its purpose was to offer children a professional company which understood their games and was able to introduce them to theatrical interpretation while they were being entertained. The play on the program, *Les Ballons enchantés*, retold the adventures of a boy who travelled to China using magic balloons.

Théâtre national de mime du Québec

Founded in 1970, the *Théâtre national de mime du Québec* has undertaken the mission of introducing Canadians to an art form somewhat unfamiliar to them, pantomime. In *Le Coffre magique*, which was performed at the *Théâtre de Quat'sous*, a child finds a strange trunk in the attic and uses his imagination to draw people of different periods from it, causing them to change in the process.



- 1 Mermaid Theatre
- 2 *Les Marionnettes de Montréal*
- 3 *Théâtre national de Mime du Québec*
- 4 *Theatre du Rideau Vert*



1-2-3-5-6-7
Free form Shows
4
The Canadian Festival of
Popular Arts



Free-Form Shows

Taking *The Celebration*, as the theme, more than 1,100 free shows were presented in Montréal throughout the month of July. The performances were given in many places, mostly on outdoor stages, and starred performers from Québec and the other provinces, some of whom were famous, and others, while less well-known, were very talented. Canada's largest city underwent an unprecedented burst of activity because of this explosion among the performing arts. Folk dancers, clowns, mimes, acrobats, magicians, singers, dancers, classical musicians and pop groups enlivened nine different areas in Montréal, including *Place Jacques-Cartier*, *Complexe Desjardins*, the Olympic Village, the International Youth Camp, various outdoor stages along Sherbrooke Street, downtown and Olympic Park.

The programs for these diverse and colorful spectacles were designed for all tastes and all ages. It was the result of close cooperation between the Arts and Culture Directorate and the many artists who took part. The federal and provincial governments, and the territorial administration also contributed much to these activities, which attracted a total of some 500,000 spectators.

The Canadian Festival of Popular Arts

The festival included nearly 2,000 Canadian folk performers in a series of programs presented at *Place des Nations* at the Man and His World exhibition site. Organized by the Canadian Folk Arts Council, the festival testified to the richness and diversity of Canada's folk traditions in song and dance.

From the dances of American Indians to the songs of the trappers, from the folk songs of the eastern seaboard to the dances of the ethnic groups of western Canada, the program provided the widest range of examples of Canada's cultural heritage. This kaleidoscope of folk performances attracted some 200,000 spectators.

The Arts and the Games

During thirty-one days of intense activity in July, more than 3,500 artists from all over the country took part in COJO's Olympic cultural program. At least one million people enjoyed 1,500 artistic and dramatic events. Rarely before has any such attempt been made to present Canada's cultural life to the world with such vitality and completeness. Never before had Montréal been the scene of such a great cultural "happening." This was an achievement that reflected honorably on both the organizers and the performers.

Of course, the response to the program by Canadian cultural observers was not unanimous. Some questioned the existence of any artistic program within the Olympic Games; others criticized the choice of certain events. Poor attendance marked some programs or exhibits. And flaws in promotion and publicity or the ticket sales system were criticized in some circles, as was the short time in which the Arts and Culture Directorate had to achieve its objectives.

Once begun, such a debate can never be resolved. Certain critical points do, however, bear consideration. Perhaps the question should be asked if some of these difficulties are not inevitable in any undertaking of the type and scope of the Arts and Culture Program of the 1976 Olympic Games. The program saw as its goal the rendering of a faithful image of Canadian artistic life, considering its many creative tendencies, varied and scattered as they are. It tried to harmonize them within a single program which would also make a contribution to the development of our cultural heritage. But it is not surprising that such a collection of energy arouses controversy or severe criticism in certain quarters. And unresolved questions have a way of finishing up as part of much more general matters of concern.

Thus, there will always be reservations about how cultural events during the Olympic Games should be presented. It makes no difference whether they are held near or away from the competition sites. The athlete or the spectator at the Olympic Games is there mostly for the competitions themselves. It, therefore, seems essential to have the cultural events take place in the immediate vicinity of the stadiums and Olympic Village, if not inside them. It was hoped that some of the cultural events could be presented just outside the Olympic Park and others inside the

Olympic Stadium, but this proved to be impossible.

The techniques for the spread of artistic endeavors can no longer be limited to the conventional ones. The immense possibilities of television bear reflection. In this second half of the 20th century, the means of transmitting images and sound have reached such perfection and flexibility that those who dream of closer links between art and sport have a whole new realm of possibility open to them. The Olympic Games still constitute one of the rare opportunities for building bridges between these somewhat parallel worlds.



51

Under Olympic Rules, the organizing committee of the Games is required to complete its mandate by the production of an official film and of an official report.

Each in its own way constitutes an historic record of the preparations for and celebration of the Olympic Games.

This chapter, accordingly, describes the steps taken to produce the official film, a project assigned to the National Film Board of Canada (NFB) by COJO, as well as the publication of the official report of the Games of the XXI Olympiad.

Official Film

It is necessary to go back to the Stockholm Games of 1912 to find the first film made of an Olympic Games. There was a second one shot by Walt Disney at the Los Angeles Games in 1932, but nothing now remains; the film is buried in dust. That taken at the 1936 Games in Berlin, therefore, may be considered as the first complete documentary of an Olympic Games. It was not until 1938, however, that the International Olympic Committee (IOC) set forth in its Rules the obligation on the part of an organizing committee to prepare an official film covering the finals of every sport on the program. Now, official films bring the Olympics to an international audience and focus on those whose exploits are the glory of the Games, enabling everybody to share the excitement enjoyed by the spectators on the spot. Caught for posterity are the unforgettable feats of Jesse Owens, whose records would stand for years, the prodigious stride of Paavo Nurmi, the unfaltering rhythm of Zatopek, and the triumphs of so many other "gods of the stadium."

Since 1936, each organizing committee has left for future generations a glorious visual record of athletic achievement, and a priceless source of documentation for sport historians, documentation that has been enriched by the coming of television.

Television and the Games

Local television coverage of Olympic events had already been offered Berliners in 1936. Twelve years later, at the London Games of 1948, television techniques had advanced suf-

ficiently to permit not only broadcasts on a national scale but delayed broadcasts. Finally, in 1964, television audiences around the world could enjoy live action from Tokyo in the comfort of their living rooms.

Direct live-action telecasts did nothing to diminish interest in the official film. Quite the reverse, they stimulated the public taste for more and closer looks at activities related to the great Olympic festival.

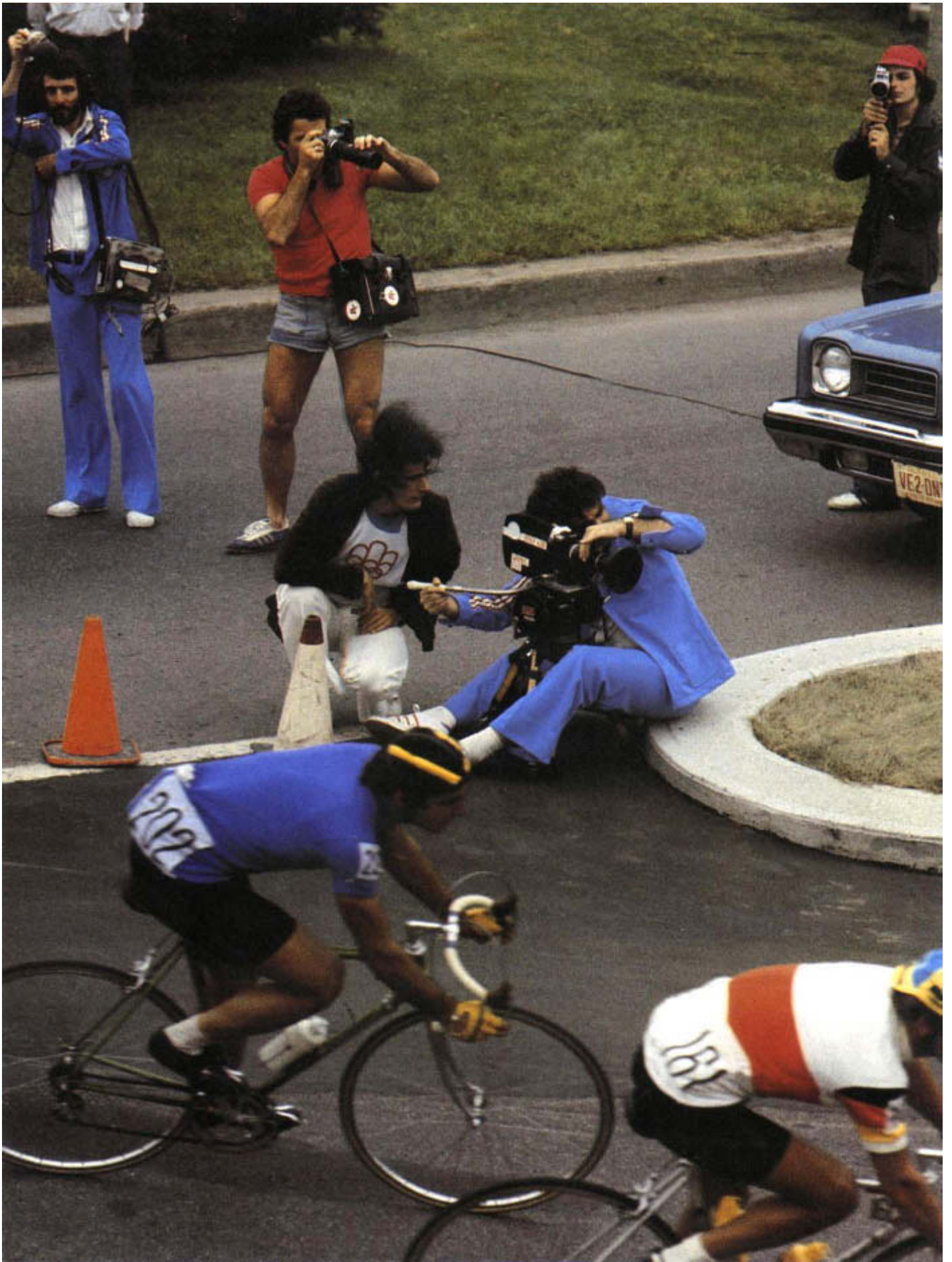
COJO and the Official Film

Ever mindful of what the official film was supposed to convey, COJO nevertheless preferred to humanize it in its own fashion, taking a new and more flexible view of the Games that would provide more scope for creativity. It was not a matter of trying to surpass earlier films, but, perhaps, to give the 1976 version a different perspective.

It was in this spirit then, that, starting in 1972, COJO laid the groundwork for its film. It was faithful to the principle of participation fostered by the Games and wanted to interest film producers who would agree to share production costs.

Most of the foreign film-makers who had already done Olympic films offered their services. It was tempting to use proven skills, but, for two short weeks, Montréal was going to be the sports capital of the world, and the privilege of telling about that momentous occasion had to be reserved for Canadian talent.

For two years the official film file grew, and each incoming proposal was studied carefully. Then in March, 1974, after numerous meetings and discussions, COJO settled on one proposal that met all of its requirements. This proposal was submitted by the National Film Board. COJO and the NFB accordingly signed an agreement in May, 1974, pending the execution of the formal contract on April 18, 1975.



National Film Board

The NFB is a photographic agency attached to the Canadian government, whose reputation is international, having acquired vast experience in the making of sports and documentary films. It was the one agency capable of bringing together the creative talents of the greatest number of Canadians, and possessed a solidly established, worldwide distribution network. The NFB was well aware of the difficulties of shooting the Olympics, and it delegated observers to Munich in 1972 who collected a fund of information at both the sports and technical levels.

Studies of this data enabled the NFB to understand the problems inherent in filming on such a scale and how to minimize them.

The cost of the production was estimated at \$ 1,200,000 of which the NFB was to absorb 25 percent. This gave the NFB the right to keep all material that could be used for the production of educational films during and after the Games.

Jacques Bobet, executive-producer.

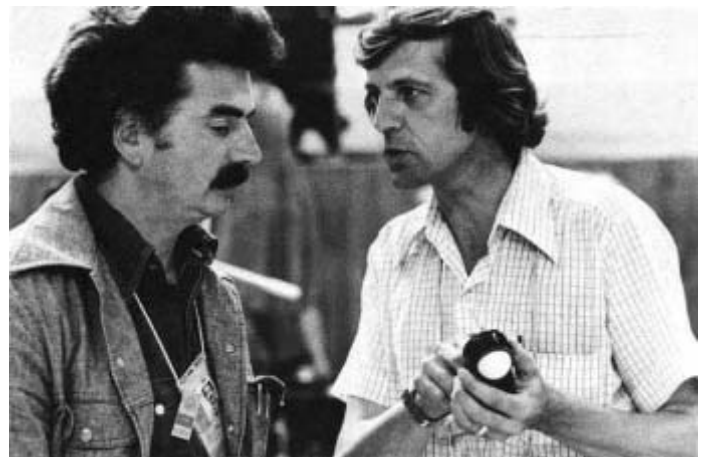
Jean-Claude Labrecque, producer.



Summit meeting between the producer, Jean-Claude Labrecque (left) and three of his associates, Georges Dufaux, Jean Beaudin, and Marcel Carrière.

Jacques Bobet, the executive-producer, goes over a point with Werner Nold, the chief editor.

Marcel Carrière and Jean-Pierre Lachapelle, associate-producers.



Olympic Rules

When the City of Montréal was awarded the Games, the 1967 edition of the Olympic Rules applied, and Rule 49, governing the Olympic film, read:

"The Organizing Committee must also make the necessary arrangements for the production of a complete photographic record of the Games, including at least the finals in each event. It shall have the exclusive moving picture and television rights to this record, which may be sold, until two years after the close of the Games. At that time one copy of this complete moving picture record must be given to the Interna-

tional Olympic Committee for its museum, without charge ..."

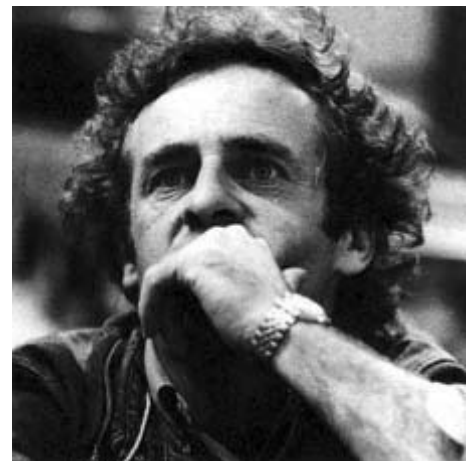
In 1975, a year before the Montréal Games, a provisional new edition of the rules contained a bylaw relating to Rule 49 that stated:

"All rights in this film shall at all times remain the exclusive property of the International Olympic Committee. However for a period of four years commencing with the end of the Games, the International Olympic Committee shall grant the right to exploit this film to the Organizing Committee of the Olympic

Games subject to the payment of a royalty based on the gross receipts."

That royalty provision threatened to change the financial aspect of the official film completely. After an exchange of correspondence between COJO and the IOC, however, the latter confirmed that no amendment to the Olympic Rules could increase COJO's financial obligations.

In 1975, therefore, COJO found itself confronted with this alternative: to respect the 1967 rules or abide by the latest. With the IOC in agreement, COJO decided to conform to the latest version, which required a royalty but which authorized exploitation of the film



Ashley Murray, production director



over a four-year period, to enable the film to be given the widest possible showing.

In addition, the IOC and COJO decided to delay negotiation of the royalty until later. Further, COJO later reminded the IOC executive board that the distribution of an official film of the Olympics had never been profitable. The IOC consequently agreed not to enforce that section of Rule 49 that dealt with the payment of royalties.

As to the content of the film, the IOC recognized that it was unrealistic to make a film for general circulation and include the finals of each event in each sport. It also acknowledged that the rule had been laid down at a time when the official film was the only visual document for the archives, and when the events were much less numerous. This implied authorization gave COJO and the NFB virtually a free hand to draft the scenario.

Operational Preparations

In May, 1974, after the signing of the initial agreement with the NFB, COJO delegated the director of its Audiovisual Department as the official liaison with the NFB so as to exercise the former's rights as regards every stage of the film: scenario, production, and distribution.

The NFB meanwhile appointed an executive producer and supplied him with a management team that would serve as a link between itself and COJO. And he soon instituted a series of briefings for French and English film-makers in private industry and at the NFB.

The first meeting between the NFB and the Olympics Radio and Television Organization (ORTO) was arranged by COJO on October 18, 1974, to lay the foundation for solid and continuing cooperation between them.

This was the first of many such get-togethers at which joint studies were undertaken on the various tools to be employed: vehicles, lighting, cameras, film, sound system, etc.

During the International Competitions Montréal 1975 (CIM 75), the NFB shot two sports films which provided the opportunity to rehearse the staff necessary for the production of the Olympic film. And its film-makers famil-

ialized themselves with the sports, some of the athletes, and those Olympic facilities already in operation. Then too, its films helped to awaken the Canadian public to amateur sport and the Olympic movement generally.

By November, 1975, eight months before the Games, four essential dossiers had been created:

- a) the method of operation of Olympic sports;
- b) amateur sport in Canada;
- c) the distribution of sports films; and
- d) basic planning, including all shooting details and camera positions.

Some competition sites were still under construction at the beginning of 1976, and the NFB could not determine exactly where its camera positions would be during the Games. So as not to be caught short, they, therefore, asked for a maximum of positions. This was not expected to hamper television coverage since cinema techniques permit of greater mobility and flexibility, its lighter equipment being able to be accommodated in less space. In any event, cinema and television viewed the Games from different angles.

Official Film Theme

On May 15, 1975, the NFB presented COJO with an initial outline for discussion. In October, a second synopsis was presented incorporating changes suggested by the organizing committee. And, on November 11, there was a meeting of minds on the basic principles that should be observed in writing the final scenario.

It was decided that the film should express the 1976 Games not only in keeping with the international Olympic movement, but also from the human interest aspect since it was expected to draw close to the athlete in defeat as well as in victory. The "gods of the stadium" are, after all, human in their strength as well as in their weakness. And it was felt the public should sense this from the images on the screen. True cinema, intimate cinema, ought to be so comprehensive.





Finally, on April 10, 1976, after a long period of discussion and thinking on both sides, the NFB and COJO agreed on the final synopsis that set in relief the human dimension. The running of the marathon would be the thread holding it together, while the major finals would be inserted within. The sports finals that would be presented would reflect the exploits of some individuals who might score a resounding victory or play some decisive human role. The importance of television would be underlined by recalling that, without the telecasting of the Games to the entire world, they would lose much of their brilliance.

Shooting

The film's style required the continual presence of cameras, not only in competition areas but also in places reserved for competitors, enveloped as they had to be in maximum security.

To make their job easier, the camera crews were supplied by COJO with an "official film" endorsement on their accreditation cards and given special bibs for quick identification. Despite all this, however, it was the cooperation of the athletes that made the difference.

When the Games started, the sports delegations and the camera crews entered into a friendly alliance that enabled the latter to bring their cameras virtually anywhere. Indeed, one crew followed Bruce Jenner, the decathlon champion, so closely that he said he was surprised they didn't insist on taking showers with him!

Technology

The NFB had 168 people in the field to film the Games, including 4 directors, 17 location managers, 31 camera operators, and 26 sound engineers. The crews were divided into nine teams which ranged over thirty areas of Games activity.

Past Olympics had been recorded on 35 mm film, but the intimate nature of the Montréal production required more flexible material. The film selected, therefore, was 16 mm color, which could be blown up to 35 mm for theatre viewing. Because more than eighty percent of the final product was to be accompanied by direct sound, the synchronization of picture and sound assumed considerable importance. To this end, cameras and videotape record-

ers were equipped with chronocodes, a new system devised by NFB sound engineers to synchronize audio and visual tracks in place of the traditional hand-operated clapboard.

The chronocode is an extremely precise quartz-run timepiece attached to each camera and videotape recorder. It imprints a code on both film and soundtrack, keeping them constantly in sync. By means of electrical impulses, the code registers the date every fifteen seconds, the time every five seconds, and a location number on both film and tape, enabling them to be matched up. It eliminates the time wasted in making a clapboard slate for each film sequence and the danger of missing important action while setting it up. For the Olympic shooting, a master clock was kept at NFB headquarters, and every morning the field unit chronocodes were synchronized with the master. Later the imprinted code was used to match up the sound and visual tracks.

With more than 100 film-makers covering the Olympic Games, often on sites many kilometres apart, an involved communications system had to be devised. All location managers, camera crews, and directors stayed in constant communication with one another throughout the two-week shooting schedule by means of short-wave radios and telephone paging systems. Operations headquarters was established in the NFB Montréal offices, occupying one whole corridor in the building.

Some crews concentrated on the sports events, while others followed the exploits and caught the emotions of individual athletes.

Editing

The editing of the official film began while the Games were still in progress and occupied a chief editor and five assistants full time. Their job was at once creative and technical, and involved a profound knowledge of live action cinema which is typical of the Canadian documentary school.





The film was made up of sixty sequences, each treated intuitively and articulated around certain athletes. To achieve this, it was necessary to cull from 100 kilometres or 185 hours of film. On November 26, 1976, barely four months after the Games, the COJO board of directors saw the results of those months of strenuous work in a film that ran four-and-a-half hours. After the NFB and COJO agreed on certain cuts, a new print emerged and was shown to COJO January 14, 1977. This one lasted two hours and 30 minutes. The final print, exactly two hours long, was finished and approved in March, 1977, six months after the Games.

Distribution

The basic reason for distributing the film was to convey to everybody, in all parts of the world, the global dimension of the Olympic Games. And what had to be promoted were the Olympic ideals of the world community, human brotherhood, physical well-being, the extension of oneself to the limit, and equality in sports.

It was, moreover, essential that the official film be distributed while the memory of the Games of the XXI Olympiad was still fresh and the public still interested.

The NFB accordingly took the film to the International Television Program Market (MIP-TV) in April, 1977, and geared its offices abroad to begin distribution in May. It had to be ready to be included in the summer programs, which meant that prospective purchasers would have to see it before July.

The day after the world premiere in Montréal, April 21, the film was presented at the MIP-TV in Cannes, then some weeks later in the same city during the famous film festival.

The world photographic press was unanimous in pronouncing it a success. And solid evidence of that success was produced when, within a few weeks of



its release, the film "Games of the XXI Olympiad, Montréal 1976" was bought in fifty countries.

Official Report

In view of the immense proportions the Olympic Games have assumed, their growing complexity, and the manifold economic and sociopolitical consequences for sport in general, future generations have to be provided with a detailed, illustrated report, in order to aid in their planning, organization, and production.

Indeed, an organizing committee is bound by the Olympic Rules to prepare such a report within two years of the end of the Games and to distribute it without charge to certain members of the Olympic family; but it remains free as regards content and presentation.

In February, 1973 COJO appointed a member of its Communications Directorate to take charge of the preliminaries regarding the preparation of the report. His mandate was to determine the concept and content, and, assisted by a research staff, to gather together all the documents and photographs necessary for its compilation. For more than three years, the work of that team progressed: nearly 1,000 files were opened and kept up to date, and 650,000 transparencies were catalogued, 300,000 during the Games themselves. (The report now completed, those slides have been deposited in the Québec provincial archives.)

August to October, 1976 were spent in attempting to have senior COJO personnel complete the one hundred and twenty sectional reports which would provide the principal source material for the writing of the body of the report. A directorate with responsibility for both the official film and the official report was set up in November, 1976, and it continued to bring pressure to bear to obtain the sectional reports still lacking.

The COJO board of directors having set the end of December, 1977, as the deadline for the writing of the official report, the directorate established a simple, straightforward working plan to enable it to meet the deadline. The work was divided into two sections — writing and production — both under the director-general.

The first section comprised a score of employees: researchers, secretaries, writers, and translators. In view of the writing deadline, COJO tried to engage as many writers as possible from the ranks of its former staff. Others hired had a knowledge of the topics assigned to them, although they had not been on the COJO payroll. Facts were verified by submitting the texts to an editorial committee comprising past and present members of COJO's senior staff who made the necessary corrections.

To head production, which would cover the period July, 1977, to June, 1978, COJO engaged a production manager-artistic director. In the latter capacity, he was already familiar with COJO's graphic standards, being president of the firm that produced the souvenir programs for the Games as well as the results books. He was responsible for soliciting the services of private companies for the typesetting, graphics and design, photolithography, printing and binding of the report. Most of the firms approached had already done some work for COJO.

At the beginning of 1977, COJO began an intensive enquiry into the distribution of the report. Marketing studies had already established that the demand for the report outside Olympic circles and the news media would be quite limited, not only because of the specialized content of the report but also because of the relatively high cost.

In view of these factors, therefore, COJO decided to limit the press run to 3,000: 1,600 French and 1,400 English. A certain quantity was set aside for designated members of the Olympic family and government representatives. And the rest were sold in order of request to anyone who ordered them from COJO up to the end of June, 1978. Copies remaining after that date were deposited with the Canadian Olympic Association.

Recommendations

The preparation of the official report would be facilitated by the establishment of a photo library covering all facets of the organization of the Games. Unfortunately, the Montréal experience showed that too often there was the tendency to concentrate on the spectacular side of the Games (athletes in competition, VIPs, etc.) while neglecting the more modest but still essential elements required.

Similarly, construction plans should be classified in a central card index if long and laborious research is to be avoided in a situation where the bulk of the organizing committee staff is released two months after the Games.

In addition, the official report team sometimes found it difficult to trace the continuity so necessary in Olympic files.

It is, therefore, recommended that the organizing committee appoint someone in each of its main spheres of activity to be in charge of a day-to-day file covering the most important developments.

The Games over, those so delegated would be able to write the various reports which constitute the basic documentation for the official report. This method would avoid the loss of considerable time and money.

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The book has 618 pages.

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