



INTERNATIONAL
OLYMPIC
COMMITTEE

REPORT OF THE 2016 IOC EVALUATION COMMISSION

GAMES OF THE XXXI OLYMPIAD



INTRODUCTION

The IOC Evaluation Commission (the Commission) for the Games of the XXXI Olympiad in 2016 is pleased to present the results of its evaluation of the four Candidate Cities for the 2016 Olympic Games: Chicago, Tokyo, Rio de Janeiro and Madrid¹.

Seven cities initially submitted applications to host the 2016 Olympic Games: the four Candidate Cities listed above, as well as Prague (Czech Republic), Baku (Azerbaijan) and Doha (Qatar). At its meeting on 4 June 2008 and on the basis of an assessment carried out by a Working Group, the IOC Executive Board selected Chicago, Tokyo, Rio de Janeiro and Madrid as Candidate Cities.

The 2016 Candidate Cities have been able to benefit from services that the IOC constantly strives to improve. These included a seminar dedicated to the Applicant Cities, participation in the Beijing Olympic Games Observer Programme and the Official Debrief of the Beijing Games, briefings on specific topics and access to the IOC's Olympic Games Knowledge Management Programme.

The knowledge and expertise made available by the IOC to the cities is reflected in the projects put forward by the 2016 Candidate Cities which are all of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters, as well as many other areas including sustainability, the environment, accessibility and integrated city development. It has been clearly demonstrated that investments in Olympic bids will generate positive legacies irrespective of whether a city is awarded the 2016 Games.

The quality of the Candidature Files and the presentations made during the visits greatly assisted the Commission in assessing each city's proposal and preparing this report.

During the visits, the Commission was very pleased to meet with the IOC members in the respective countries and with many Olympians and Paralympians. The presence and support of representatives of the highest levels of government and the private sector demonstrate the importance of the Games on a regional and national level and underline that, even in the context of the current global economic climate, organising the Olympic and Paralympic Games represents a catalyst for change and an opportunity for social, economic and environmental development.

The Commission's task is to prepare a technical report to assist the IOC members in the important decision of electing the 2016 Host City by verifying the information provided in the Candidature File and determining whether the plans proposed are feasible.

The Commission carried out visits to the cities on the following dates:

- Chicago, United States of America: 4–7 April 2009
- Tokyo, Japan: 16–19 April 2009
- Rio de Janeiro, Brazil: 29 April–2 May 2009
- Madrid, Spain: 5–8 May 2009

This report reflects the unanimous opinion of the Commission and has been signed by its members. It takes into consideration all information received up until the end of the visit to each respective city.

¹ Cities listed in order of drawing of lots carried out by the IOC Executive Board on 12 December 2007.

INTRODUCTION

General Issues

To complete this introduction, the following section contains some general information about the report, as well as a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

1. Working procedures

The Commission followed the same working procedure in each Candidate City, with presentations on all themes of the IOC Candidature Procedure and Questionnaire and visits to the proposed competition and non-competition venues.

2. Terminology/language

Throughout the report, when the Commission refers to the "Games", this encompasses both the Olympic and Paralympic Games, unless specifically stated.

"Athletes" refers to both Olympic and Paralympic athletes.

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

3. Paralympic Games

Elements concerning the Paralympic Games feature not only in the Paralympic section, but are embedded throughout the report. The Paralympic budget has been integrated into the Olympic Games budget.

4. Population figures

The population figures mentioned in theme 3 are figures that the cities themselves submitted in their Application Files in phase I of the process.

5. Finance

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 675 million for the IOC contribution and USD 335 million for TOP sponsorship revenue (2016 values). In addition, the IOC informed the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organization (OBO) through its fully-owned subsidiary, OBS SA.

The Candidate Cities were requested to provide budget figures in US dollars and local currency in both 2008 and 2016 values. All figures mentioned in the report (where not specified otherwise) are in USD 2008 value.

6. Accommodation

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories;
- a USD 2016 room rate for IOC hotels (1,800 rooms);
- a maximum USD 2016 room rate (including the calculation method) for other accredited client groups.

The total guaranteed room numbers include the rooms secured in the co-host cities.

7. Travel times

All travel times represent average 2016 bus travel times, as provided by the Candidate Cities in their Candidature File.

8. Rounding of figures

Figures in the report have been rounded. Where percentages do not add up to 100%, this may be due to rounding.

9. Number of venues – counting methods

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

- Road courses, except for triathlon, are not counted as venues.
- In the case of venues with multiple halls, each separate hall is counted as one venue.
- A venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. rowing/canoe-kayak flatwater).
- Unless specified otherwise, the total venue count includes preliminary football venues.

10. Terrorism

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

11. Public opinion

As additional background information, the IOC commissioned its own opinion poll in the Candidate Cities and their respective countries in February 2009. A summary of the results of this poll, which was carried out by Sports Marketing Surveys, can be found in Appendix B.

12. Letters of concern

As is the case with each edition of the Olympic Games, letters of concern were addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to Chicago and Tokyo, to which it agreed. The concerns related to specific sites or were mainly of an environmental, financial and social nature.

13. Maps

A map, taken from each city's Candidature File, is included in Appendix C and will assist readers in understanding each city's overall concept and to situate the venues.

Annexes

- A. Composition of the Commission
- B. Summary of IOC opinion poll results
- C. Maps
- D. Abbreviations

CHICAGO



CHICAGO 2016

CANDIDATE CITY



CHICAGO

VISION, LEGACY, COMMUNICATIONS AND OVERALL CONCEPT OF THE GAMES

Chicago proposes to hold the 2016 Olympic Games from 22 July to 7 August.

Chicago aspires to bring the world together for a spectacular experience, with athletic competition and cultural celebration woven into the setting of the city's public gardens and parks, centred on the shores of Lake Michigan, leaving a sustainable urban, sport, social and environmental legacy for the community.

Chicago presents a concentrated Games plan with 22 competition venues, the Olympic Village and many hotels inside an 8 km radius of the city centre. Outside the 8 km radius would be: tennis (13 km), modern pentathlon (29 km), shooting (55 km) and equestrian (84 km). In addition, and for IF technical reasons, road cycling and mountain bike events would take place 256 km and 293 km away respectively, in the State of Wisconsin.

Chicago's vision is "Let Friendship Shine" and a "Spectacular Experience in the Heart of the City". This is in line with the city's long-term planning strategy based on the vision of Daniel Burnham, the architect of the 1909 Plan of Chicago and the planner of the World's Columbian Exposition in 1893, a festival organised using temporary venues.

The Games concept would also include other elements such as celebration sites and cultural activities, turning the centre of the city into an Olympic playground. The lakefront setting of venues, live sites, parklands, and cultural institutions and activities should help create a festive atmosphere in a city that has good experience in hosting lakefront festivals.

With this objective, and as the city does not need large new sports venues, Chicago 2016 aspires to conceive and achieve a sustainable venue construction project to meet the city's need for accessible community sports facilities. Therefore, the Games concept is mostly based on using temporary venues in the McCormick Place exhibition centre adjacent to the Olympic Village for 11 sports and the

IBC/MPC and 15 demountable or scaled-down venues such as the Olympic Stadium, main swimming pool, tennis, beach volleyball and shooting.

Understanding that venues need to be state-of-the-art during the 60 days of the Games, Chicago 2016 has embarked on a thorough study, including financial implications, to demonstrate that the Games could be sustainable.

This concept is in line with the IOC Games Study Commission recommendation to "build a new venue only if there is a legacy need" and would certainly have a positive impact on legacy but would mean greater financial responsibility for the OCOG which would be required to finance and deliver a significant part of the project.

During the seven years leading up to the Olympic Games, Chicago intends, through this vision, to achieve the following objectives:

- Create a cultural programme based on a festival of sport and humanity, in which the dissemination and promotion of Olympic values and the role and benefits of sport in society would be integrated into Chicago's extensive, existing festivals and special events.
- Advance sport for all by providing opportunities for young people and the urban population to be active in sport, through the continuation of the park district calendar of events and the newly-formed World Sport Chicago, initiated by the bid.
- Preserve and advance the natural environment with a "Blue-Green Games" programme of environmental education and conservation initiatives.

In addition, a USD 10 million fund from seven foundations has been established, to promote economic and community development in Chicago, particularly in neighbourhoods close to proposed venues.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

With these programmes Chicago aims to become a model for other cities and for the Olympic Movement. In this respect, Chicago has engaged with Mayors from other US cities and aims to expand this network to cities throughout the world to showcase its urban programme.

The United States Olympic Committee (USOC) has a national schools and communities' education programme to promote the Olympic values which reaches four million children annually. Chicago 2016 would complement this initiative by working with the Olympic taskforce of the US Conference of Mayors to promote Olympic education to young people around the country.

Chicago intends to use the opportunity of the Olympic Games to showcase and implement the programmes described above. However, a clear delineation of roles and responsibilities and good cooperation would be required between all stakeholders in order to ensure that the OCOG would not be over-burdened operationally and financially by these programmes.

A youth camp is proposed for 1,000 people, with approximately 800 coming from abroad.

There has been significant involvement of the USOC and athletes in the planning of the project and its legacy aims.

Communications programme

Chicago proposes a comprehensive communications plan to run until 2016. During the seven years it would emphasize key thematic elements of the Olympic Movement. It would also tell a story about the benefits the Games bring to a host city.

Population

The population of the United States of America (USA) is currently 300 million. There are 8 million people in the Chicago Metropolitan Area and 3 million in the City of Chicago.

Political structure/responsibility

The USA is a Federal Republic with an executive president as the head of government. The President is elected for a four-year term, and can be re-elected only once. The political structure is defined by the United States Constitution.

Under the USA Constitution, power is divided between national, state and city levels of government with most decision-making responsibility for services and infrastructure given to the states, in this case the State of Illinois.

The City would be the principal governmental delivery authority, taking primary financial responsibility for the Games, in cooperation with the OCOG.

There is also strong financial and delivery reliance on public/private partnerships which is the model which is commonly used in the USA.

Economy

The US economy is the largest in the world, with a 2007 GDP of approximately USD 13.8 trillion (source: World Bank). Chicago 2016 states that the 2006 GDP for the Chicago Metropolitan Area was approximately USD 500 billion and that the estimated average annual inflation rate between 2010 and 2016 is 2.5%.

CHICAGO

Support

The Chicago bid enjoys the support of major political parties at federal, state and local government level, and of the Chicago business community. The Federal Government, the States of Illinois and Wisconsin (the site for cycling) and the Chicago City Government have provided commitments in support of the bid, as have the co-host cities.

During the Commission's visit, the presence of senior national government officials demonstrated the Federal Government's strong support and cooperation to deliver the Games, including the formation of an "Olympic Office" in the White House.

The union movement in Chicago is supportive of the bid and, with Chicago 2016, has signed a Memorandum of Understanding to facilitate all construction work and other services required to host the Games.

Opinion poll

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2016 Olympic Games: 67% support in Chicago and 61% nationally.

During its visit, the Commission met with a local group, at its request, to hear its concerns regarding holding the 2016 Games in Chicago.

LEGAL ASPECTS

Guarantees

All guarantees required by the IOC were provided, with the exception of a guarantee for the financing of the Olympic Village. In addition, the overall shortfall guarantee contains an upper limit.

Chicago 2016, the City of Chicago and the USOC had made a number of legal submissions to the IOC regarding the application of the Host City Contract which were not accepted by the IOC.

Legislation

The Games would be supported by existing legislation. The City of Chicago "Olympic Approvals Ordinances 2007 and 2009" provide the city commitments for the Games but limit any guarantee to cover financial loss to USD 500 million.

The State of Illinois "2016 Olympic and Paralympic Games Act" supports the organisation of the Games and provides a further financial guarantee of USD 250 million. It states that the City of Chicago, in cooperation with the OCOG, would have the primary responsibility for the organisation of the Games.

OCOG structure and transition

The OCOG would be established as an Illinois not-for-profit corporation and would qualify as a charitable organisation. The OCOG Board would be composed of 32 members, including the IOC Members in the United States and members appointed by the key stakeholders: the OCOG, the City of Chicago and the USOC. The proposal involves ten members of the board being nominated by the OCOG Chairman and seven members by the Mayor of Chicago, both of whom would also serve as board members. This representation leaves some doubt as to the ultimate responsibility for delivery of the Games.

Chicago 2016 states that the current Chairman and CEO of the bid would serve as the initial OCOG Chairman and CEO.

CUSTOMS AND IMMIGRATION FORMALITIES

Entry into the country

Entry into the United States of America (USA) would be guaranteed with a valid passport and an Olympic Identity/Accreditation Card, in accordance with IOC requirements. In addition, accredited persons with HIV/AIDS would be issued with a waiver allowing entry to the USA.

The USA authorities and the OCOG are aware that athletes and sports officials may visit the USA for sports competitions and training well before the Games and are also aware of the test event programme. An existing programme, the “Olympic Leader Travel Program”, created by USOC in collaboration with the national governmental authorities, would facilitate entry to the USA.

Work permits

The systems used for visa applications during the 2002 Salt Lake City Olympic Games would be put into place. The Secretary of State would appoint Olympic coordinators in US diplomatic posts around the world to enhance the systems for entry and for granting work permits for Olympic-related personnel.

Importation of goods

The USA Tariff Suspension and Trade Act 2000 would allow for the import, use and export of goods and consumables for the Games without tax or other duties.

These regulations would apply for test events and any other Games-related early entries into the USA.

ENVIRONMENT AND METEOROLOGY

Plans and actions

Chicago’s Olympic-related environmental plans and actions are based and build upon a strong set of existing city policies and programmes, including several emission reduction programmes. City plans have resulted in the significant expansion of green spaces, retrofitting of buildings for energy-efficiency, and green building codes required for any new structures.

Chicago’s “Blue-Green Games” vision has objectives with regard to climate, as well as a “low-carbon” Games with all electricity needs coming from renewable sources and offsets for carbon emissions, for example from air travel; resource conservation, including green procurement programmes; and sustainable legacy, together with the creation of environmental education initiatives and a Sports and Environment Institute, for sharing innovations, ideas and plans with other cities and sports organisations.

There are also plans for water conservation and access, including a Global Water Access initiative for developing countries. The Commission noted that the OCOG’s proposed involvement and partnerships in regard to this initiative are yet to be arranged and would require close consultation with the IOC and other members of the Olympic movement.

Some existing park areas would be used for permanent venues for passive and active recreation. The building of only six new permanent venues for the Games and the extensive use of temporary facilities would reduce environmental impact.



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Although there is close integration of Games-related environmental plans with long-term city strategies for urban environment and sustainability improvement, the delineation of roles and responsibilities for delivery and monitoring of environment and sustainability measures by the OCOG, government agencies and other proposed entities, would need to be clearly defined.

The USA has not signed the Kyoto Protocol, but Chicago has officially adopted Protocol goals and is committed to cutting carbon emissions by 25% (below 1990 levels) by 2020.

Air and water quality

Air quality levels meet World Health Organization (WHO) guideline values. Drinking water also meets WHO standards.

Meteorology

Average meteorological conditions (temperatures, humidity, wind and rain) are satisfactory. While the Commission expressed some concern that the average wind strengths, which increase in the afternoon (e.g. approximately 18 km per hour at 3 p.m. at the “Games Centre” zone), could result in the disruption of several sports or disciplines – archery, rowing/canoe kayak flat water; tennis and open swimming – in particular wind-exposed venues, it should be noted that the respective IFs have approved the venues.

FINANCE

OCOG budget

Chicago proposes a balanced OCOG budget, with revenue and expenditure of approximately USD 3.8 billion. This includes capital investments of USD 162.2 million, mainly for competition and training venues.

The IOC contribution and TOP sponsorship income represent 27% of Chicago’s total revenue.

The domestic sponsorship programme for the Olympic and Paralympic Games, managed in a joint venture between the OCOG and the NOC, is expected to total USD 1.83 billion in gross revenue, generating USD 1.31 billion in the OCOG budget (35% of revenue).

Ticket sales and licensing revenues total USD 876 million (23% of revenue) while donations amount to USD 246 million or 6% of revenue.

Major expenditure items are venue operations, amounting to USD 1.06 billion (28% of expenditure), Games workforce at USD 509 million (13%), technology at USD 463 million (12%), administration at USD 273 million (7%) and transport at USD 226 million (6%).

The expenditure budget includes a contingency of USD 450 million which represents 12% of expenditure.

Non-OCOG budget

The non-OCOG capital investment budget amounts to USD 1.03 billion, including USD 977 million for the Olympic Village and USD 54 million for competition venues.

As the bid does not envisage any incremental investment for the Olympic and Paralympic Games, no figures have been provided on the other items that follow a natural cost growth path (airport, roads and railways, accommodation, medical, etc.). The Commission nevertheless points out that significant investment in upgrading transport infra-

structure and rolling stock would be required for the Games, which has not been identified in the non-OCOG budget.

With the exception of the Environmental Management Systems (USD 6.4 million), the non-OCOG operations budget items have not been indicated but have been committed to by the respective government agencies or institutions.

Financial guarantees

The City of Chicago, through the 2016 Olympic and Paralympic Games Governmental Cooperation Agreement, and the State of Illinois, through the 2016 Olympic and Paralympic Games Act, have guaranteed to provide all security, medical and other government-related services at no charge to the OCOG.

At national level, the Games would be designated as a National Special Security Event which guarantees that personnel, equipment and resources necessary to ensure the security of the Games would be provided free of charge to the OCOG.

The Chicago Park District has agreed to provide its parks and venues free of charge for the Games.

At the time of the visit, contrary to IOC requirements, Chicago 2016 had not provided a full guarantee covering any potential economic shortfall of the OCOG which includes refunds to the IOC for advances in payment or other contributions made by the IOC to the OCOG which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.

Instead, the City of Chicago and the State of Illinois have provided up to USD 500 million and USD 250 million shortfall guarantees respectively for the Games.

Additional comments

A significant OCOG expenditure budget of USD 3.8 billion is proposed due to an extensive construction programme of permanent and temporary venues, which is supported by an ambitious marketing programme. Chicago 2016 is confident that the strength of the local and national business communities would enable it to reach its commercial target.

The budget has been well prepared with a great amount of detail. Assumptions are well supported and documented.

While the structure of responsibilities and the heavy financial reliance on the OCOG to deliver the infrastructure requires it to generate significant revenues and early cash flow, the Commission recognizes the strong revenue generating capability and the commitments shown by the business community.

The budget is ambitious but achievable.

CHICAGO

MARKETING

Joint Marketing Programme Agreement

The City of Chicago and USOC have agreed on a joint marketing programme agreement, the content of which, at the time of the visit, did not fully comply with IOC requirements.

Billboards and advertising

Guarantees have been secured for 95% of outdoor advertising sites until mid 2015. The formula to calculate rates included in the binding contracts with advertisers is generally based on the average price for the 2010 to 2012 period, plus 7% inflation for each of the years 2013 to 2016, which does not completely follow IOC requirements.

Rights protection

The United States has extensive existing legislation that protects Olympic intellectual property rights.

The City of Chicago also has existing legislation that would protect against ambush marketing during the Games. The City is committed to forming an Olympic Brand Protection Commission to assist the OCOG. Furthermore, the 2016 Olympic and Paralympic Games Governmental Cooperation Agreement includes a commitment by the City's governmental partners to cooperate to prevent ambush marketing and illegal street vending before and during the period of the Games.

The State of Illinois 2016 Olympic and Paralympic Games Act would also be of assistance in regard to brand protection processes.

Ticketing

Chicago's ticketing structure, with a total of 8.9 million tickets, would provide 51% of all competition tickets at less than USD 50. The average ticket price, across all competition events, would be USD 71.

Ticketing revenue estimates are USD 705 million for the Olympic Games and USD 30 million for the Paralympic Games, based on a sales rate of 85% for the Olympic Games. Based on past experience, and in comparison with other sports ticket pricing in Chicago and the USA, these revenue targets are considered achievable.

Local sponsorship and licensing

The domestic sponsorship programme would be managed in a Joint Venture between the OCOG and the NOC.

The bid has set ambitious targets for local sponsorship at USD 1.83 billion in gross revenue, netting USD 1.31 billion after USOC's share, marketing and sales expenses and IOC royalties.

Licensed merchandise revenue is set at USD 152 million. A further USD 17 million is projected from a coin programme.

There is a very strong tradition of sponsorship and licensing in the Chicago and US markets. Given the large ticket market and the major and committed corporate community in Chicago, the marketing plan and revenue targets appear to be ambitious but achievable. Nevertheless, the extensive marketing programme would have to be efficiently implemented to support the OCOG's significant expenditure budget.

SPORT AND VENUES

Sports concept

Chicago proposes a compact Olympic Games concept with 20 venues within 10 km of the Olympic Village. Nineteen venues would be within 10 minutes and four venues within 10 – 20 minutes of the Olympic Village. The majority of the proposed 31 venues would be located along the lakefront, close to the city centre.

Travel distances from Olympic Village	N° of competition venues
< 10 km	20
11–20 km	3
21–30 km	1
31–40 km	0
41–50 km	0
51–100 km	2 (equestrian and shooting*)
> 100 km	1 (cycling)
TOTAL (not including 4 preliminary football venues)	27

* Note: New shooting venue proposed during the Commission's visit, 55 km from the Olympic Village.

The venues are grouped into five zones: Lake Michigan Sports Complex, South Shore Olympic Park, Douglas Park District, Lincoln Park and the Olympic Waterfront.

Furthest from the Olympic Village and outside the Chicago city area would be Tempel Farm (equestrian – 84 km), road cycling (256 km) and mountain bike (293 km), both in Wisconsin. These two cycling events would be located outside the city area due to the IF's technical requirements. During the Commission's visit, a new proposal for the shooting venue was presented, which has been approved by the IF. This venue would be 55 km (45 minutes) from the Olympic Village.

30 training venues are proposed: 17 new and 13 existing, the majority of which are within an 8 km radius of the city centre.

Venue construction status

Chicago proposes a total of 31 venues: 15 existing with no permanent work required (including 8 venues in the McCormick Place exhibition centre); one to be built irrespective of the Olympic Games; six new additional permanent venues (built only if Chicago is elected and scaled down after the Games); and nine temporary venues.

Venue construction status	N° of competition venues
Existing (no permanent work required)	15
Existing (permanent work required)	0
Planned (irrespective of the Games)	1
Additional permanent (Games dependent) to be scaled down after the Games	6
Additional temporary (Games dependent)	9*
TOTAL (including 4 preliminary football venues)	31

* Note: The new shooting venue is a temporary venue.

Four new permanent venues would be completed by 2015 and two by April 2016. The majority of temporary venues would be completed no later than 2015 with two in 2016, which could present an increased risk with regard to the organisation of test events.

CHICAGO

Venue features/issues

A new Olympic stadium would have a seating capacity of 80,000. Post-Games capacity would be reduced to around 10,000.

The sports legacy plan includes purpose-built competition venues, which could be reconfigured at a later date into facilities for youth sports programmes. Permanent venues have been planned according to predetermined local community needs. Facilities would also be linked to World Sport Chicago's development initiatives, including engaging young people in a broad range of sports and recreation programmes.

Sports experience

In the past decade, Chicago has organised international events for six out of the 26 Olympic summer sports and the USA has organised international events in all 26 sports.

PARALYMPIC GAMES

Concept

Chicago 2016 proposes to hold the Paralympic Games from 17 to 28 August.

Chicago has put forward a "two Games one celebration" proposal, promising the same quality of experience for all athletes – Olympic and Paralympic.

The concept includes:

- increased profile for Paralympic athletes and promotion of the Paralympic brand;
- enhanced promotion to encourage people with disabilities to become involved in sport;
- linking the centre of the City of Chicago with competition venues, cultural amenities, parklands and the Olympic Village in compact and accessible clusters along the lakefront;
- a "Games in the Park" theme using the positioning of the Olympic Village and many venues along the nearby shores of Lake Michigan.

Budget

The budget presented for the Paralympic Games is USD 187.7 million, including an anticipated Federal Government subsidy of USD 74.6 million in view of previous Paralympic Games held in the USA.

Organising Committee

Key features include:

- a Joint Organising Committee with Paralympic Games planning, organisation and delivery integrated within the OCOG;
- paralympic representation on the OCOG Board;

- a Paralympic Advisory Committee, one of several Advisory Committees to the OCOG Board;
- paralympic representation in the proposed Olympic Office in the White House.

Sports and venues

The venue plan is satisfactory and maximises the use of relevant Olympic venues in five zones. All sports competitions would take place in Chicago, including cycling.

Chicago 2016 has provided an assurance that all venues and the Paralympic Village would be barrier-free. This is supported by the City of Chicago, which has made the promotion of sports for people with disabilities and their rights, including accessibility, a priority. The city aims to be the most accessible large city in the USA.

The Paralympic Village would be centrally located, with 17 of the 20 competition venues within 8 km of the Paralympic Village. The majority of athletes would be within 15 minutes of their competition venue. It is intended to open the Paralympic Village on the same day that the Olympic Village closes, allowing little time for transition.

Chicago 2016 plans a number of Paralympic test events, with some to be conducted in conjunction with Olympic test events.

The Olympic Village would also accommodate the needs of Paralympic athletes with regard to additional space in residential rooms, bathrooms and elevators. Paralympians would be housed on the lower floors of the Village.

Good attention appears to have been paid to accessibility standards in the planning of buildings, including the Paralympic Village and transportation, providing a positive legacy.

Games services

Services planned for the village include a live music venue and access to shops and cafes, as well as park amenities along a “Lake Promenade” which would connect the residential zone to the lakefront.

Chicago 2016 has committed to providing the same quality of transport service for athletes and team officials at the Paralympic Games, with a fleet of accessible vehicles delivering dedicated services between the village and each competition and training venue. In addition, free public transport would be offered to members of the Paralympic Family.

Media and communications

The Olympic IBC/MPC facilities would also be used for the Paralympic Games. Located at McCormick Place, the IBC/MPC would be located conveniently next to eight Paralympic sports venues, with another nine sports venues also within the Paralympic Ring.

Accredited media personnel would be accommodated in hotels and university-style accommodation.

Chicago 2016 has undertaken to work with media providers, including online channels and broadcasters, to ensure wide coverage of all competitions, as well as the Opening and Closing Ceremonies.

Additional comments

Chicago 2016 would work with the National Paralympic Committee (NPC) to develop ongoing Paralympic programmes in the USA. The NPC has a goal to establish Paralympic sports clubs in 250 cities across the USA by 2012. In addition, a Paralympic Development Centre would be established to focus on identifying athletes and developing coaching expertise in Paralympic sports.

CHICAGO

OLYMPIC VILLAGE(S)

Location/concept

Chicago 2016 presents a well-designed and compact Olympic Village located at the heart of the Games on 52 hectares of land. The plan includes a lakefront park recreational zone and private beach for residents, all inside a secure perimeter, which the Commission believes would provide a special experience for the athletes. A long pedestrian bridge would connect the main residential zone to the lakefront park recreational area, passing over the main Chicago thoroughfare, Lake Shore Drive. The recreational zone would include a 1,500 m jogging path, an Olympic-size running track, beach volleyball courts, a swimming pool, tennis and basketball courts and other recreational areas.

The Village would consist of 21 residential buildings up to 12 storeys high. All units would have extra sound insulation within walls and between floors.

90% of athletes would live within 15 minutes of their competition venues. The maximum travel time from the Olympic Village for any athlete would be 60 minutes.

Co-host cities for football would provide accommodation for athletes and officials in hotels near the competition venues.

An additional village for road cycling and mountain bike has been proposed adjacent to the cycling course and would accommodate 700 athletes and officials. Day accommodation would be provided for athletes at the equestrian venue. Grooms and veterinary doctors would be accommodated at the venue.

Village development

The land for the Olympic Village has already been acquired by the City of Chicago and remediation work is scheduled to commence in July 2009.

The Olympic and Paralympic Village would create a new, sustainable residential community, constructed to meet LEED standards (US Green Building Council's "Leadership in Energy and Environmental Design" programme ratings system).

Chicago 2016 has received letters of interest to provide financing for the development of the project from six large institutional investors, commercial banks and union pension investment funds. The City of Chicago confirmed that, irrespective of the Games, development would proceed on the site of the proposed Olympic Village.

At the time of the Commission's visit a full financial guarantee for the Village could not be provided. Chicago 2016 expressed confidence that the necessary financing would be secured (with a ratio of 40% equity/60% debt financing).

The OCOG would lease the residential buildings from private developers for 11 months: seven months prior to the Olympic Games and four months during and after the Olympic and Paralympic Games. Additional, adjacent land and three existing buildings would be leased from property owners.

Village organisation

A total of 16,800 beds would be available during the Olympic Games and 8,000 beds during the Paralympic Games, with accommodation space per resident of 17 m² for the Olympic Games and 34 m² for the Paralympic Games, meeting IOC requirements.

The main dining hall (5,000 seats) would be adjacent to the transport mall, with an additional four cafes throughout the residential zone.

Internal transport would be provided by low-emission vehicles. Dedicated NOC and NPC parking would be located in close proximity to the Village.

Post-Olympic use

The Olympic Village would be transformed into a mixed-income residential community, with units becoming condominiums and apartments. The project developer would be required to construct at least 20% of the residences as “affordable housing”, primarily for senior citizens and students.

During its visit the Commission met with local community organisations, at their request, to hear their concerns regarding the consequences of higher standard accommodation in the area creating a change in the social fabric and forcing lower income families to move. The City of Chicago stated there would be no displacement of people.

Post-Games, the enhanced lakefront park and beach areas would again be accessible for residents and neighbouring communities.

NOC travel grants

Chicago 2016 guarantees to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village.

MEDICAL SERVICES AND DOPING CONTROL

General

The Commission is satisfied that Chicago would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary polyclinic for residents providing a full range of basic medical care.

Chicago 2016 offers a comprehensive plan and services for the Olympic and Paralympic Family, with one hospital with 901 beds designated for the athletes and a second hospital with 897 beds designated for the IFs, NOCs and the IOC.

Medical care would be offered free of charge to all accredited persons through the OCOG’s Medical Services programme. Furthermore, Chicago 2016 confirmed that all public and private hospitals would provide free emergency medical services during the Games for all accredited persons.

Team doctors would be permitted to provide medical services to their delegation.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Doping control

The USA has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport.

The USA currently has two WADA-accredited laboratories in Los Angeles and Salt Lake City and the OCOG would establish a temporary accredited WADA laboratory in Chicago for the duration of the Games. USOC has nominated USADA as the national anti-doping agency in the USA.

Doping in sport is not considered a criminal offence in the USA. Legislation allows the appropriate authorities to cooperate with investigations into certain aspects of doping in sport.

Horses

An accredited FEI laboratory for horses is located in Ithaca, New York. All horses entering the USA, except from Canada, must go through a designated US Department of Agriculture quarantine facility or approved temporary facility. The quarantine ranges from three to seven days, depending on the horse's country of origin and, for the Games, would be free of charge.

SECURITY

Responsibility and command structure

The Games would be considered a National Special Security Event (NSSE) with the Federal Government assuming ultimate financial and operational responsibility for security.

The Superintendent of the Chicago Police Department would lead the Chicago Olympic Public Safety Command (COPSC). The OCOG would be fully integrated into the command structure.

Under this unified and integrated command structure, overall security planning and venue specific security procedures would be a joint effort between the COPSC and the OCOG which, significantly, would be located in the same building, both in the preparatory phase and during the Games.

Safety and security personnel

Chicago and the USA have an excellent infrastructure and a well trained and equipped security and public safety apparatus. Chicago is capable of providing the level of security and safety required for the Games.

Additional comments

Chicago 2016 acknowledged that the efforts of all law enforcement agencies would need to be fully integrated and involve the OCOG for the successful planning and delivery of Games security operations.

ACCOMMODATION

General

The Chicago accommodation plan offers a total guaranteed room inventory of over 57,000 rooms, meeting IOC requirements. This includes 44,500 hotel rooms and 12,500 other rooms.

The guaranteed inventory is generally concentrated close to the majority of venues. A total of approximately 34,000 rooms would be within a radius of 10 km of the Games centre and 19,000 within a radius of 10–50 km. The remaining guaranteed rooms are in the co-host cities.

There is no minimum stay requirement.

There are approximately 109,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The 2016 IOC room rate would be USD 300 for a single/double room including breakfast and charges. Suite rates would be USD 2,500 and 4,500.

The room rates for other client groups, excluding breakfast and taxes (in 2016 dollars) would be:

	Single/Double	Suite
Premium Luxury	900	5,000
5 Star	575	4,300
4 Star	360	1,500
3 Star	320	750
2 Star	120	250

There is an indexation formula based on the average room rate in 2013 plus cost price increases to 2016 and an Olympic premium of 5%.

The calculation of rates for suites is different from that for rooms and results in a higher level of charges.

Media accommodation

There would be 18,800 rooms available to the media in predominantly four and five star hotels (including a hotel located adjacent to the IBC/MPC). Some 12,500 beds would also be available in university-style accommodation at a cost of between USD 69 and 108 per night, per person (2016 rate).

There are no minimum stay conditions for media accommodation.

Room allocation

Room allocation for the different client groups has been based on venue locations and client needs and seems appropriate.

Additional comments

Chicago 2016 is offering free meeting rooms/hospitality space for certain client groups (IOC, IPC, IFs, TOP sponsors and broadcasters) in the 12 hotels allocated to these groups. This offer is conditional on 85% occupancy and could be challenging to manage.

There appears to be ample accommodation for spectators.

CHICAGO

TRANSPORT

Concept

Chicago is the major transportation hub of the midwestern United States, with six interstate motorways, multiple rail trunk lines and O'Hare International Airport, one of the country's busiest airports.

The 1909 Burnham City Master Plan included a long system of parklands along the western shore of Lake Michigan, all served by Lake Shore Drive. This major thoroughfare would be the backbone of the Chicago 2016 Olympic transport plan.

In addition, the compact Games concept with 22 of the 31 competition venues and all key non-competition venues located within an 8 km radius of the city centre, provides a good basis for an efficient transport system.

Other venues, as well as the main airport (O'Hare) are located on radial motorways and rail lines converging on the city centre and Lake Shore Drive.

International access

International and national access to Chicago would predominantly be by air. O'Hare Airport is undergoing a USD 8.3 billion extension programme, adding runways and increasing the number of gates to enable the airport to handle over 27,400 passengers per hour. The airport is linked to the city by motorway and direct rail services. Closer to the city, Midway Airport also offers convenient air access to Chicago. These airports have the capacity to handle all Games-related traffic.

Travel time from O'Hare Airport to the Games centre would be approximately 35 minutes.

Infrastructure

Approximately USD 9 billion will be invested between 2008 and 2016 to upgrade transport infrastructure, particularly rail transport. In addition, USD 3.6 billion has been earmarked to replace and supplement rail rolling stock.

Olympic transport operations

The Olympic transport system proposed by Chicago 2016 features:

- an extensive Olympic lane system;
- an innovative traffic reduction scheme;
- an ambitious public transport development programme to ensure all spectators would use public transport to venues;
- free public transport for all accredited persons and ticketed spectators.

Approximately 170 km of major roads would have partially dedicated (at certain times of the day) or fully dedicated Olympic lanes in each direction. Another 60 km of roadways, including Lake Shore Drive, would have multiple Olympic lanes in each direction, bringing the total amount of directional lanes reserved for Olympic use to over 590 km.

The proposed scheme to reduce Chicago traffic by 25%, with a 50% traffic reduction around the IBC/MPC and the Olympic Village, would be essential to ensure appropriate traffic conditions and access in congested areas.

Since Chicago's transport plans include no spectator or workforce venue parking, a shuttle bus service would connect all Olympic venues to city and suburban rail stations. In addition, more than 90,000 temporary park-and-ride facilities within 100 km would be connected to the Chicago radial rail system.

These integrated traffic policies would more than double peak commuter traffic demands on Chicago's "Metra" rail system, with this system expected to take approximately 2/3 of the overall 2016 Olympic rail traffic. Such an increase would be a major challenge given the magnitude of Chicago's general rail infrastructure and rolling stock upgrade needs.

The extensive Olympic lane system and innovative traffic reduction scheme, as well as efforts to increase the use of public transport in Chicago would require strong public communication and education programmes and appropriate enforcement strategies.

The USD 226 million OCOG transport operations budget appears to be reasonable.

TECHNOLOGY

Telecommunications

Telecommunications infrastructure is well developed in the United States of America (USA) and is capable of meeting Games needs. The US telecommunications market is open and competitive.

Chicago has a major commercial telecommunications system, including an extensive wired and wireless (Wi-Fi) network. There is also an extensive fixed and mobile telephone marketplace.

Frequency control

The Federal Communications Commission (FCC) is the regulatory body with the authority to issue spectrum licenses and has provided the required guarantee regarding the free allocation of frequencies.

The OCOG would establish a Games Frequency Coordination team and would also provide technical support free of charge.

Additional comments

McCormick Place would provide cable connection for the IBC/MPC, as well as for the sports venues within the centre free of charge.

Wi-Fi would be provided free of charge at the Olympic Village and IBC/MPC. It would also be available at competition venues.

According to the terms of the Joint Marketing Programme Agreement agreed between USOC and Chicago 2016, USOC has requested to keep the telecommunications category until 2012. The Commission notes that a telecommunications company is an important operations partner for the OCOG and expressed its concern that should the telecommunications category not be available, potential operational challenges could arise.

CHICAGO

MEDIA OPERATIONS

Concept

The IBC/MPC would be located in the existing McCormick Place exhibition centre. The precinct would also accommodate the Lake Michigan Sports Complex (venues for 11 Olympic and 8 Paralympic sports/disciplines in a single secure perimeter).

The facility would provide flexible space for the media with sufficient capacity to meet all demands in a centralised location close to a large number of competition venues.

IOC space requirements have been met, with 78,000 m² allocated to the IBC and 65,000 m² of flexible space allocated to the MPC.

The IBC space has ceilings of up to 15.2 metres in height and large open spaces suitable for broadcast studios.

During the Commission's visit, a guarantee was provided granting the required access to the IBC one year before the Games.

The McCormick Place facility is the largest multi-use convention facility in North America with 297,300 m² of multi-use space divided into four adjoining halls. The current energy capacity of the venue would appear to be sufficient to meet Games needs and there are six back-up generators to ensure an uninterrupted power source.

Media transport

Services would commence 14 days before the Opening Ceremony.

In addition, the facility would provide 800 parking spaces at the IBC and 300 at the MPC without charge, with additional parking available through the rate card system.

Laws and taxes

The MOU between Chicago 2016 and the Labour Unions states that unions would welcome the presence of OBS, accommodate their needs and would provide their own unique and highly skilled workforce to supplement and accommodate OBS operations pursuant to the terms of locally negotiated agreements. It was not clear to the Commission whether OBS broadcast personnel would be able to freely carry out their duties.

Chicago 2016 also stated that broadcasters would not be subject to specific taxes for broadcast work and that goods being imported for the Games would be free of duties.