Montréal 1976
This publication has been issued in 3,000 copies, 1,600 French and 1,400 English.
The number of this copy is 05444.
Montréal 1976

Games of the
XXI Olympiad
Montréal
1976

Official Report
Volume I
Organization

Source : Bibliothèque du CIO / IOC Library
# Table of Contents

- The Challenge: 6
- Planning: 22
- The Olympics: 46
  - From Day to Day: 54
- Financing: 96
- Dress Rehearsals: 105
- Sports: 162
- Athletics: 162
- Rowing: 168
- Basketball: 172
- Boxing: 176
- Canoeing: 182
- Cycling: 188
- Fencing: 192
- Football: 198
- Gymnastics: 204
- Weightlifting: 208
- Handball: 212
- Tennis: 216
- Judo: 220
- Wrestling: 224
- Swimming: 228
- Modern Pentathlon: 234
- Equestrian Sports: 240
- Shooting: 244
- Archery: 248
- Volleyball: 252
- Yachting: 256
- The Olympic Village: 262
- Official Ceremonies and the Olympic Flame: 268
- Montreal’s Olympic Image: 272
- Communications: 278
- Technology: 284
- Services Management: 288
- Health: 294
- Food Services: 298
- Hostesses and Guides: 302
- Transportation: 306
- Military Control: 314
- Uniforms: 320
- Flags: 324
- COJO-Post: 330
- Congresses: 334
- Lodging and Hospitality: 338
- Protocol: 342
- Tickets: 346
- Accreditation: 350
- Administration: 354
- Security: 362
- International Youth Camp: 366
- Arts and Culture: 370
- Official Film and Report: 376
- Permanent staff: 380
- Organizing Committee of the 1976 Olympic Games: 382
- Personnel, Official Report: 384

Source: Bibliothèque du CIO / IOC Library
The 1976 Olympic Games: the Challenge and the Reward

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 1964, 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.

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.

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."

Source: Bibliothèque du CIO / IOC Library
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 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.
and endurance. The names of Joseph Cyr and Modeste Mailhot are still remembered for their prowess as strong and fast runners. In 1844, the Montreal Olympic Games were established.

The Canadian Olympic Association

While unsuccessful, these international efforts contributed to a marked increase in interest in Olympic activities in Canada and hastened the formation of the first Canadian Olympic Association (COA) in 1914.

The formation of the Parks Department, however, was a dramatic expansion of recreational and sports facilities for Montrealers, particularly in St. Helen’s Island (in the middle of St. Lawrence River) and 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 at all levels. The Botanical Garden, the Planetarium, the Aquarium, the Man and His World exhibition site, all give Montrealers and visitors a remarkable choice of recreational activities.
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 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 room 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, weighing 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 16, 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 no 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 compiled. On November 18, by a motion of the vice-president of the executive committee, seconded by three councillors, the municipal council agreed to the mayor to submit to the IOC Montréal’s candidacy to host the 1972 Games.

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 Montreal. It will be like a series of five-year expansion plans to establish Montreal among the great cities of the world.

As reporters and broadcasters from around the world pressed him for details, Mr. Drapeau maintained unfailing 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 Montreal’s candidacy. We believe it is fitting that the Olympic Games should come to Canada, and in all of Canada. Montreal 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 Montreal’s chances with the president of the IOC, Avery Brundage. Brundage...
The Task of Organization

The decision in Amsterdam, on May 14, 1967, was a momentous one for Montréal. Here and there, a note of concern could be heard, particularly as to whether Montréal was capable of undertaking, but by now these fears were dispelled, dashing back Mayor Drapeau’s pledge to make the Games self-financing, and they would remain to the latter 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 a budget. A formal 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.

A little by little, the sociopolitical arguments of groups opposed to the Games, the economic situation and a deteriorating social climate all contributed to the impasse. The situation was exceedingly tried and narrowly avoided after each application of the Olympic rings.

The very challenge of the Games their political and commercial implications and the bureaucratic and moral circumstances, the solid national support of an influential sports sector in the world, a stabilizing social climate and political frustrations were ignored by the media. The situation was the worst since the 1930s. It forced Montréal not pledged to restore the cost of the Olympic Park installations.

Unprecedented 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 been forced to undertake the Games of 1976. No world city could withstand the troubled social and economic conditions that existed throughout the year of preparation and, for the first time in history, the IOC has always chosen a city that could not promise to hold the Games, the Games of 1976.

The very challenge of the Games and the Olympic movement was united in suffering its devastating effects on the economic system. The world exhibition drew to a close. Mayor Drapeau, his Olympic odyssey. On September 18 he was given up to presentations by 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 of many letters over the coming of delegations’ votes by candidates, no stone was left unturned, no chance for per­

The city had until the last day of June in which to prepare its submission to the Canadian Olympic Association; in fact, the task 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 see 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 Olympic House and the decision was given up to presentations by the candidates. Mayor Drapeau, his brief completed almost word for word, memory, mastered arguments skillfully 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. Second ballot was held the following day and on the second ballot, Mayor Drapeau’s victory was still only the prelude to the Games.

The turnover and the problems were such that the Games remained preoccupied with the search for their significance, were far from over. The Games were awarded to Montréal.

Under such circumstances, all sense of proportion became distorted. Support for the Games was given in exuberance. Indifference was followed by curiously but rumors received with as much attention as news. The revelation that two of the massive elements in the tech­

The federal government had refused to provide a commitment of financial support — heavy and much needed, in fact. The preparation for the Winter Exhibition would help give the city an advan­

In mid-January, Mayor Drapeau set off for Europe to meet personally with IOC delegates, but it wasn’t enough. On April 28, 1966, the IOC congress opened in Rome and, after spirited competition, Montréal’s bid was refused by vast resources. And, conventional wisdom was crushed. Later, a bid by Vancouver was crushed. It was given up to presentations by 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 of many letters over the coming of delegations’ votes by candidates, no stone was left unturned, no chance for per­

The city had until the last day of June in which to prepare its submission to the Canadian Olympic Association; in fact, the task 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 see 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 Olympic House and the decision was given up to presentations by the candidates. Mayor Drapeau, his brief completed almost word for word, memory, mastered arguments skillfully 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. Second ballot was held the following day and on the second ballot, Mayor Drapeau’s victory was still only the prelude to the Games.

The turnover and the problems were such that the Games remained preoccupied with the search for their significance, were far from over. The Games were awarded to Montréal.
The unions countered with strikes, lowered productivity and strategic slowdowns which not only raised costs but, in the case of the Olympic Park installations, seriously jeopardized the staging of the Games.

In September 1974 and May 1976 the main Olympic site was completely shut down for 15 days, resulting in a total loss of 1.5 million 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 from 10 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 expenditure 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 time seemed to represent a vast school: workers had to learn and perfect new skills, practised on a mass scale, prefabricated construction and post-tensioned concrete. The original technical designs and new construction methods also called for painstakingly accurate techniques of assembly.

In addition, despite the general agreement 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 bordering 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 catenaries 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 rethought. As a result, the concrete buttresses and the slabs of the roof were reinforced and consolidating braces were installed around the supports of the building. To top it off, each of the 1,446 metal towers temporarily supported the spans of the roof during construction, to be given concrete footings, foundation and braces.

The result of these modifications, directly attributable to the weak subsoil, was an increase of more than $11 million in construction costs of the velodrome, a figure equal to the total initial estimate.

During the building of the velodrome, the ground began to sink and at one point actually rose again, due to the construction of the velodrome and its architect were the cause of the total loss of 15 days, resulting in a total loss of 155 million working days during this period.

In the case 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 magnitude of the project is beyond doubt. With its soon-to-be-completed roof 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 Montreal, 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 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 China. 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 Montreal 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 starlit gaze of the spectators, the vast central area of the stadium field was transformed into a multi-hued mosaic as the primal 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 arming 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 magnificant moments in history that are to be treasured. The Games, after all, were under way.
The Rewards of the Olympics

In spite of the difficult period that preceded them and the political furore that surrounded them, the Montreal 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 indicates 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 wrestling, have suddenly mushroomed in popularity.

In the case of Montreal, 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 participation.

Economic Repercussions of the Olympic Games

In order to fully appreciate the value and affect 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:

Table A

<table>
<thead>
<tr>
<th>Number of paying spectators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montreal Expo (baseball)</td>
</tr>
<tr>
<td>Montreal Molasses (football)</td>
</tr>
<tr>
<td>Montreal Alouettes (football)</td>
</tr>
</tbody>
</table>

| Total | 476,201 |

There are other figures which equally illustrate the great need within Montreal 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 Montreal the 1977 Canadian Football League championship final for the Grey Cup.

Comparative attendance figures for two of Montreal’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 April 1976 and April 1977, the velodrome 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 from Montreal 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.
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.

Table B

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase in use of sports centres administered by the City of Montreal (in million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1976</td>
<td>0</td>
</tr>
<tr>
<td>1977</td>
<td>1</td>
</tr>
<tr>
<td>1978</td>
<td>2</td>
</tr>
<tr>
<td>1979</td>
<td>3</td>
</tr>
<tr>
<td>1980</td>
<td>4</td>
</tr>
<tr>
<td>1981</td>
<td>5</td>
</tr>
<tr>
<td>1982</td>
<td>6</td>
</tr>
<tr>
<td>1983</td>
<td>7</td>
</tr>
<tr>
<td>1984</td>
<td>8</td>
</tr>
<tr>
<td>1985</td>
<td>9</td>
</tr>
<tr>
<td>1986</td>
<td>10</td>
</tr>
<tr>
<td>1987</td>
<td>11</td>
</tr>
</tbody>
</table>

Use of Other Olympic Installations

The results of staging the Games in Montreal 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 facilities, is now such that a quota system has had to be introduced.

Table B

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase in use of sports centres administered by the City of Montreal (in million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1976</td>
<td>0</td>
</tr>
<tr>
<td>1977</td>
<td>1</td>
</tr>
<tr>
<td>1978</td>
<td>2</td>
</tr>
<tr>
<td>1979</td>
<td>3</td>
</tr>
<tr>
<td>1980</td>
<td>4</td>
</tr>
<tr>
<td>1981</td>
<td>5</td>
</tr>
<tr>
<td>1982</td>
<td>6</td>
</tr>
<tr>
<td>1983</td>
<td>7</td>
</tr>
<tr>
<td>1984</td>
<td>8</td>
</tr>
<tr>
<td>1985</td>
<td>9</td>
</tr>
<tr>
<td>1986</td>
<td>10</td>
</tr>
<tr>
<td>1987</td>
<td>11</td>
</tr>
</tbody>
</table>

Use of other recreational centres in Montreal 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 practice some of them.

In analyses 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.

In other sports facilities constructed or improved for the Games and administered by the city are enjoying similar success.

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 Quebec and Montreal in particular.

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 unfavourable weather, the bicentennial celebrations in the United States, an airline strike and the uncertainty surrounding the actual staging of the Games, visitors to Quebec spent more than $63 million during the Games. Visitors to Quebec from the rest of Canada spent $19.6 million during this period.

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

Economists assess a multiplication factor of 1.8 in 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 Quebec 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 Montreal, 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 among Canadians in general.

Inferior physical condition has far-reaching consequences, ranging from personal discomfort to 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 Montreal 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 outlooks. 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 strains.

In the case of Montreal, 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.
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.
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 F. Farmer, and Jean Dupire. The entire nine, however, 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. Valerie 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 of the Games for the XXI Olympic but also chairman of the board of directors. A career diplomat, Mr. Rousseau was then Canada's ambassador to the United States, 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 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 delegation 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 Montreal 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 enterprises.

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 Karl 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, fencing, 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 held in the vice-presidents served as deputy-chairmen.

Source: Bibliothèque du CIO / IOC Library
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 Revenues, Gerald M. Snyder; vice-president of Sports, Pierre Cherbonneau; 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. These depart­ments were set up with expert consultants: planning, legal affairs, and sponsor relations.

The Master Plan

With the basic framework in position, operations commenced at 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 Montreal with the participation of senior COJO officials and a number of disinterested third parties who were able to offer expert assistance in certain areas. 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 $150 million set aside for construction. The latter posed a problem because it was not COJO but the City of Montreal that had to put up the money. The president of COJO was so named. He was required to see that deadlines and budget credits were respected. The accounting structure had not yet been adopted, and there was, as yet, no mechanism for approving budgets or plans!

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. 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 selecting and purchasing remained to be established. Moreover, it was still necessary to define and set up the direc­tors, generate additional sources of revenue, and set up accounting proce­dures.
In the summer of 1973, the prime minister of Quebec, Robert Bourassa, announced the appointment of three government representatives to the Olympic Games Control Committee (Comité de contrôle des Jeux olympiques — COJO). 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 Montreal, 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 who had already visited Montreal 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 criteria, and the job descriptions relating to each project.

The implementation of this procedure took several months, and the 1973 COJO management committee was set up early in 1974. During the interval, however, the Directorates Division was placed under the management of the executive vice-president. There was a delay in obtaining new personnel.

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 reorganized according to their interdependency. This was how the directorates came into being.

There were directors general for each of these fields of activity: Administration, Arts and Culture, Official Ceremonies, Construction (Civil Works, Technology, Graphics and Design, Protocol, Services, Spectators Services), the Olympic Village, and Financial Control.

The Directorates were placed under the management of the executive vice-president; the Olympic Village, and Finance remained operating divisions for the time being.

The implementation of this procedure took several months, and the 1973 COJO management committee was set up early in 1974. During the interval, however, the Directorates Division was placed under the management of the executive vice-president. There was a delay in obtaining new personnel.

The framework had been approved toward the end of 1975 when there was no longer resistance to the idea of delegating controls and planning offices used PAPs to verify the necessary changes and alterations. However, the Department of Operations was still needed for the staging of the Games, and its need was made known to the City of Montreal.

The 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) material 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 bringing his interest in the overall plan and budget, and was sent as a contract to both himself and COJO. The Personnel and Supply Departments, and the control and planning offices used PAPs to provide an overview of staff and materials.

The COJO City of Montreal Agreement

At the suggestion of the federal liaison officer, the Olympic legislature, COJO and the City of Montreal signed an agreement on August 31, 1973, known as the COJO City of Montreal Protocol of Agreement.

It clearly defined the responsibility of both parties: the city and transfer to it funds received from the federal government, and to split related expenses with COJO.

In mid-year 1974, COJO got its act together, and the systems, facilities, and methods provided under PAP development 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 construction areas would be ready for use, and work on the Olympic Village had begun. The various reports to the IOC were dated October 27, and it contained a host of organizational details requested by the international press.

The energy of the COJO staff then began to be mobilized in preparation for the International Competitions Montreal 1975 (ICM 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.

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.

Source: Bibliothèque du CIO / IOC Library
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 coördinating 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 directors 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. 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.

CIM 75 operations centre closed its doors. COJO was convinced something similar was needed for 1978. 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 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 committee, 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, which became 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 in operations; 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 2: UNOP distribution of responsibilities

<table>
<thead>
<tr>
<th>UNOP</th>
<th>Distribution of Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display</td>
<td>Personnel, staff, security</td>
</tr>
<tr>
<td>Personnel</td>
<td>Management, staff, security</td>
</tr>
<tr>
<td>Auxiliary</td>
<td>Management, staff, security</td>
</tr>
</tbody>
</table>

1 Personnel in the plan are those in charge of the operations units (UNOPs) at the sites throughout the Games, January 1975.
2 Personnel at the UNOP site are those working on site, February 1975.
3 Personnel at the UNOP site are those working on site, February 1975.
4 Personnel at the UNOP site are those working on site, February 1975.
5 Personnel at the UNOP site are those working on site, February 1975.
sections belonging to the unit; such in­
cluding sports facilities and equipment,
there were seven in the first category :
ates. The director, on the contrary, had
authority over officials of the specialized
services, and arts and culture.
Technical films, PHOTO 76, linguistic
concessions, ticket sales, the Olympics
printing, timekeeping, scoreboards,
was established, and daily work schedules
it was chosen because of their
special knowledge of Olympic organiza­
tion, but were chosen because of their
needs were determined, deadlines
its needs were determined, deadlines
for operation a n d /or administrative skills.

Decision-making
UNOP directors had no immediate
authority over officials of the specialized
sections belonging to the unit; such in­
dividuals reported to their own director
ates. The director, on the contrary, had
a coordinating role.
The assignment of each UNOP
was determined as well as the decision-making procedures, the fun­
tions and role of the EFs during the
preparation of the Games and the plan of opera­

Preparation
UNOP departments moved into a site, its
needs were determined, deadlines
the planning office’s work
during the planning
stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,

turned his supervisory hand.

Monitoring
While the planning office’s work
schedule was useful during the plan­
ing stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,

Monitoring
While the planning office’s work
schedule was useful during the plan­
ing stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,

Monitoring
While the planning office’s work
schedule was useful during the plan­
ing stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,

Monitoring
While the planning office’s work
schedule was useful during the plan­
ing stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,

Monitoring
While the planning office’s work
schedule was useful during the plan­
ing stage, it became impracticable
what activity began to proliferate and
the coordination centre team. Therefore,
the integration of the three programs
and had only been achieved by years of
work on the part of a handful of individ­
uals. This was the time when the direc­
torates would have their own control
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 mess­
gengers, a twenty-four-hour-a-day,
forty-man staff maintained close liaison
with all sectors of activity. Everyone
had made his own essential contribution
to the success of the Games, and filled
a liaison role between the control centre
operations of the management committee, the
sites outside Montréal. These directors-
announced a regrouping of UNOPs
sites, and, as such, supervised the
problems could be respectively made
passed through them. As a general rule,
The Operations Stage

The training and competition periods were closely linked with the arrival of the competition. 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 CCJO 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 director-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, Games.

As members of the board of directors attended regularly.

The operations centre could contact the president and commissioned personnel, 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, 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 management committee, the departmental control centres, and the operations centres were closely 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, 1976 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 been involved in the development of the projects and sites, and would have had a hand in developing the entire operating system. 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 Montreal 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.
The Olympics From Day to Day

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 1, 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 finish eliminated, Montréal was awarded the Games after the second round of voting produced a 41-28 win over the Soviet Union.

March 21, 1971

The COA creates the nucleus of the organizing committee: Jean Drapeau, Harold Wright, and James worstall to begin initial preparations.

March 21, 1971

The Quebec government approves the appointment of the committee.

August 18, 1971

The Olympic Committee approves the appointment of the main committee.

August 18, 1971

The Olympic Committee approves the appointment of the main committee.

October 2, 1972

Sponsored by the Bank of Montreal, a series of Olympic contests for elementary, secondary, and college students is announced in the Games. These were to involve such sports as archery, cross, sculpture, poetry, and photography.

March 7, 1972

His Excellency, Roger Rousseau, Canadian ambassador to Cameron, 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

Board of directors of organizing committee adopts first organization chart.

November 5, 1972

Montreal 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 including COJO's first 10, with 110 general headings; up from 19. Period of planning ends.

January 3, 1973

Second "master plan" approved by executive committee; undertakings including COJO's first 10, with 110 general headings; up from 19. Period of planning ends.

January 3, 1973

The federal government approves the establishment of Montréal as the Canadian Olympic Centre jointly with COJO to serve as an athletic and cultural facility; and establishment of the Olympic Comittee of Montréal.

February 3

An agreement regarding their respective responsibilities for Olympic construction and facilities.

September 14, 1973

COJO publishes first edition of Olympic Games program.

November 20, 1973

Women's basketball becomes an official Olympic sport.

August 31, 1973

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

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) announces the formation of the Olympic Broadcasting Corporation (CBOC).

December 3, 1973

First "master plan" announces the formation of the Olympic Broadcasting Corporation (CBOC) anne...
December 12, 1973
A newly-formed management committee holds its 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 a $2.1 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 advisors 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 Quebec National Assembly adopts Bill 28 creating the Quebec Lodging Bureau (HÉQUO 76), a government-controlled housing agency for the Olympic Village.

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

July 9, 1974
A COJO observer mission is deleg­ated to attend the VII Asian 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 Montreal 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 defines 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 awards 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 23, 1974
Canada's national emblem, the beaver, becomes the mascot of the 1976 Games.

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.

February 11, 1975
COJO awards $2.4 million contract for five scoreboards. Two, for the Olympic Stadium, are unique in the world.

March 26, 1976
COJO awards 12.4 million contract for five scoreboards. Two, for the Olympic Stadium, are unique in the world.

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. Montreal 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 $550 million; in view of responsibility regarding Olympic Village construction, COJO's operating costs escalate from $60 million to $73 million.

January 23, 1975
Soviet observer mission visits COJO headquarters.

January 24, 1975
Ministry of National Defence places large Montreal 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 28, 1976
COJO awards 12.4 million contract for five scoreboards. Two, for the Olympic Stadium, are unique in the world.

April 15, 1975
Advance sale of ticket vouchers begins.
September 9, 1975
COJO reaches agreement with broadcasters on the sale of television rights in Europe, Asia, and Africa.

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

October 1, 1975
A group of four Montreal 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 Montreal Games.

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

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

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

November 20, 1975
The Quebec 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
Directorate receives 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
Personal hired to feed the various UNOPs begin intensive training course.

December 11, 1975
COJO and Quebec 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 3, 1976
UNOPs begin intensive training course.

January 8, 1976
A four-person committee to oversee the Olympic uniforms creates the uniform for the gymnastics competition.

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

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

February 26, 1976
COJO-Garda 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.
April 10, 1976
COJO agrees to final scenario submitted by the NB 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.

May 18, 1976
Deadlines for receipt of entry-by-number forms.

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 375 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.

June 8, 1976
Deployment of Canadian Forces begins at border crossing points.

June 12, 1976
The coordination centre becomes the operations centre with a staff of close to 260 people.

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.

June 19, 1976
Start of security corridor protection for athletes, team members, and VIPs.

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

July 4, 1976
The Olympic Flame is ignited in Greece.

July 16, 1976
Olympic Flame reaches Montréal as part of Olympic security personnel.

July 20, 1976
COJO announces its official Art of Contemporary Art through MOSAICART, in Place Bonaventure.

July 26, 1976
COJO moves communications centre to Complexe Desjardins in midtown Montréal.

July 29, 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.

July 31, 1976
The days of the 1976 Montreal Olympics begin.

August 1, 1976
COJO ends pre-Games meetings and accreditation system for COJO employees, concessionaires, and suppliers.

August 2, 1976
The Olympic sports competitions begin in Montréal.

August 3, 1976
The opening ceremony for the Games begins in Olympic Stadium.

August 3, 1976
The Games opening ceremony takes place in Olympic Stadium.

August 9, 1976
COJO moves from its temporary headquarters at Complexe Desjardins to St. Lawrence Place.

August 15, 1976
COJO ends post-Games phase and takes over the Olympic Village.

August 21, 1976
COJO moves Communications nerve centre to Complexe Desjardins in midtown Montréal.
Financing

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

But in 1970, Montreal, with a budget no larger than that of any similarly 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 skepticism 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 revival of the Games. At the time of its submission, in April 1966, Montreal's application was passed over in favor of Munich. Yet the refusal only spurred Mayor Jean Drapeau to renew his commitment to the Olympic world. The self-financing formula for success was as important as the results. His first operating budget. The prime minister, Pierre Elliott Trudeau, introduced Bill C-196. He asked the House of Commons to approve the issuing of commemorative silver coins and stamps and the legalization of a lottery to help finance the 1976 Olympic Games. Meanwhile, the City of Montreal had to finance the day-to-day operations of COJO until higher levels of government passed the necessary legislation.

The Montreal Concept

The City of Montreal had earlier requested permission to stage the 1972 Games. At the time of its submission, in 1965, both the Quebec and federal governments hesitated to endorse unconditionally a project that threatened to bankrupt Montréal or, to build a new and 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 ministry of Culture of the Netherlands, addressing the IOC annual meeting in Amsterdam. The minister made a moving appeal to the Olympic world to free from the soundness of granting ordinary income to make voluntary contributions toward the cost of organizing the Games. But in 1970, Montreal, with a budget of $250 million for the Olympic Games, added more challenges to 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 fundraising programs had also been tested and had shown excellent results. 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.

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 set itself this fundamental task: it should only make sure that all the necessary conditions for staging the Games are met in time, and in accordance with budgetary discipline.
2. The organizing committee should work to find the best possible associations with the preparation and staging of the Games. Ordinary income produced by the staging of the Games is generally sufficient to cover the cost of staging and generating them.
3. The organizing committee should first make full use of the numerous sports facilities already existing in Montreal and vicinity for training and competition. Those that do not already exist should be built for permanent use afterwards.
4. 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;
   c) programs carried out jointly by various government departments. Such programs could require new legislation by the Canadian Parliament or the Quebec 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 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.

Financial and Sharing of Responsibilities

The fund-raising programs devised by COJO and the City of Montreal 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.

The bill was passed in July, 1975. 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.

The law 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.

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 silver coins and stamps and the legalization 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 and stamps and the legalization of a lottery to help finance the 1976 Olympic Games. 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 taken thereon or at such additional amount as may be fixed by regulation of the Postmaster General.

The law authorized the Minister of Finance to collect the necessary stamp duties, and the Postmaster General was to supervise the provision of postage stamps and postage-related products. The law also authorized the Minister of Finance to act as the agent of the Olympic Games in Canada, and to negotiate the sale of Olympic stamps and postage-related products.

The law was amended to authorize the issue of $100 gold coins commemorating the Olympic Games and bearing the date 1976. The law also authorized the Minister of Finance to act as the agent of the Olympic Games in Canada, and to negotiate the sale of Olympic stamps and postage-related products.
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.

Federal, municipal, and provincial regulations 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 (COJO) and the City of Montreal agreed to hold the Games in accordance with IOC and international sport federation regulations, and assigned the organization and management of the Games to COJO.

b) In September, 1972, the City of Montreal 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 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.

c) The Canadian Hans House of Commons, passed the Olympic (1976) Act on July 27, 1973, thereby agreeing to the requests made by the government of Canada; and

d) On August 31, 1973, forty months after Montreal had obtained the Games.

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

a) to allocate 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;

c) to try to finance, through its own means 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.

d) 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:

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

COJO was to do its utmost to generate costs of post-Games transformation; it was to assist the city in fulfilling its obligations. COJO agreed not to terminate any of its fund-raising programs unless forced to do so by law, without the consent of the city and the Quebec government.

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 in order to build the Olympic Park; COJO was not to do the work.

In November, 1975, with increasing problems threatening the Games, the Olympic Operations Board (OIB) was created by the Quebec government to replace the COJO. 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 in order to build the Olympic Park; COJO was not to do the work.

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

Role of the Quebec Government

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

- review the end uses of COJO budget;
- help control revenues and expenses of the City of Montreal as well as of COJO;
- 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 Operations Board (OIB) was created by the Quebec government to replace the COJO. 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 in order to build the Olympic Park; COJO was not to do the work.

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

Role of the Quebec Government

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

- review the end uses of COJO budget;
- help control revenues and expenses of the City of Montreal as well as of COJO;
- 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 Operations Board (OIB) was created by the Quebec government to replace the COJO. 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 in order to build the Olympic Park; COJO was not to do the work.

In November, 1975, with increasing problems threatening the Games, the Olympic Operations Board (OIB) was created by the Quebec government to replace the COJO. 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 in order to build the Olympic Park; COJO was not to do the work.

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

Role of the Quebec Government

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

- review the end uses of COJO budget;
- help control revenues and expenses of the City of Montreal as well as of COJO;
- 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 Operations Board (OIB) was created by the Quebec government to replace the COJO. Its main task was to complete work on the Olympic Park installations and the Olympic Village.

Role of the Quebec Government

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

- review the end uses of COJO budget;
- help control revenues and expenses of the City of Montreal as well as of COJO;
- 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 Operations Board (OIB) was created by the Quebec government to replace the COJO. Its main task was to complete work on the Olympic Park installations and the Olympic Village.

Role of the Quebec Government

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

- review the end uses of COJO budget;
- help control revenues and expenses of the City of Montreal as well as of COJO;
- 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 Operations Board (OIB) was created by the Quebec government to replace the COJO. Its main task was to complete work on the Olympic Park installations and the Olympic Village.
The Olympic Village cost $85 million, once completed, will have required an investment of more than $987 million. The Olympic Village cost a total of $141 million.Québec government, the Olympic Park, fund-raising programs was recovered in revenue, and $25 million spent on fur-
ishments and equipment was recovera-
tively one and a half billion dollars (see Table A).

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

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs of installations:</td>
<td>$85,000,000</td>
</tr>
<tr>
<td>Olympic Park</td>
<td>$141,000,000</td>
</tr>
<tr>
<td>Olympic Village</td>
<td>$85,000,000</td>
</tr>
<tr>
<td>Installations undertaken by the City of Montréal</td>
<td>$1,213,000,000</td>
</tr>
<tr>
<td>COJO operating costs:</td>
<td>$20,900,000</td>
</tr>
<tr>
<td>Personal management</td>
<td>$8,000,000</td>
</tr>
<tr>
<td>Services</td>
<td>$28,200,000</td>
</tr>
<tr>
<td>Communications</td>
<td>$16,700,000</td>
</tr>
<tr>
<td>Technology</td>
<td>$3,100,000</td>
</tr>
<tr>
<td>Construction</td>
<td>$158,000,000</td>
</tr>
<tr>
<td>Olympic Villages</td>
<td>$15,400,000</td>
</tr>
<tr>
<td>Sports</td>
<td>$15,500,000</td>
</tr>
<tr>
<td>Tickets</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>Revenue Division</td>
<td>$38,000,000</td>
</tr>
<tr>
<td>Arts and Culture</td>
<td>$2,100,000</td>
</tr>
<tr>
<td>Official ceremonies</td>
<td>$5,600,000</td>
</tr>
<tr>
<td>Other</td>
<td>$11,400,000</td>
</tr>
<tr>
<td>Total cost of the Olympic Games</td>
<td>$1,596,000,000</td>
</tr>
<tr>
<td>Balance through government of Québec loans</td>
<td>$200,000,000</td>
</tr>
<tr>
<td>Total revenue</td>
<td>$1,596,000,000</td>
</tr>
</tbody>
</table>

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 last, this exten-
sion was expected to produce some $380 million for the OIB. But up to the time of publication, Loto-Canada had not been as successful as the Olympic Lottery. No single draw-
ing has yet produced the amount neces-
sary to amortize the deficit according to schedule.

Smokers were to provide the addi-
tional income to pay back the OIB’s bor-
rowing. A special tax was imposed by the government of Québec on all to-
bacco products and this was expected to bring annual revenues of 150 mil-
ion.

The 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 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 $110 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 Control Office supervised and approved by the Canadian House of Commons in July, 1973. The Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the Official Suppliers Program, managed by the Olympic installations Board (GIB).

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 Olympic Village became the “Olympic Village” and could operate independently, and this resulted in formation of the Spectators Control Office supervised and approved by the Canadian House of Commons in July, 1973.

Table C Sources of revenue estimated in 1973

<table>
<thead>
<tr>
<th>Source / Program</th>
<th>Revenue (in millions of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Coin</td>
<td>$250.000.000</td>
</tr>
<tr>
<td>Olympic stamps</td>
<td>10.000.000</td>
</tr>
<tr>
<td>Olympic lottery</td>
<td>32.000.000</td>
</tr>
<tr>
<td>Souvenirs</td>
<td>2.000.000</td>
</tr>
<tr>
<td>Brochures, posters, photographs, slides, films</td>
<td>1.500.000</td>
</tr>
<tr>
<td>Official Guide, etc</td>
<td>3.000.000</td>
</tr>
<tr>
<td>Television rights</td>
<td>9.600.000</td>
</tr>
<tr>
<td>Ticket sales</td>
<td>100.000</td>
</tr>
<tr>
<td>Donations</td>
<td>100.000</td>
</tr>
<tr>
<td>Interest on investment</td>
<td>100.000</td>
</tr>
<tr>
<td>Olympic Village</td>
<td>1.000.000</td>
</tr>
<tr>
<td>Other</td>
<td>800.000</td>
</tr>
<tr>
<td>Total</td>
<td>$310,000,000</td>
</tr>
</tbody>
</table>

The Olympic Revenue Division was established outside COJO as the Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the Olympic (1976) Act), which was passed by the Canadian House of Commons in July, 1973. COJO was the Official Sponsor for the sale of commercial rights, souvenirs, brochures, photographs, the official guide, etc. From this base, the Olympic Village became the “Olympic Village” and could operate independently, and this resulted in formation of the Spectators Control Office supervised and approved by the Canadian House of Commons in July, 1973.

The Olympic Revenue Division was established as the Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the Official Supplier Program. The Olympic Village became the “Olympic Village” and could operate independently, and this resulted in formation of the Spectators Control Office supervised and approved by the Canadian House of Commons in July, 1973. COJO’s own Design Quality Control Office supervised and approved both product design and promotion.

The Olympic Revenue Division was established outside COJO. The Olympic lottery and stamp programs were, as a result of the Olympic Act passed in July, 1973, the responsibility of the postmaster-general. And, by the Olympic Revenue Division

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

<table>
<thead>
<tr>
<th>Source / Program</th>
<th>Revenue (in millions of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Coin</td>
<td>$250.000.000</td>
</tr>
<tr>
<td>Olympic stamps</td>
<td>10.000.000</td>
</tr>
<tr>
<td>Olympic lottery</td>
<td>32.000.000</td>
</tr>
<tr>
<td>Souvenirs</td>
<td>2.000.000</td>
</tr>
<tr>
<td>Brochures, posters, photographs, slides, films</td>
<td>1.500.000</td>
</tr>
<tr>
<td>Official Guide, etc</td>
<td>3.000.000</td>
</tr>
<tr>
<td>Television rights</td>
<td>9.600.000</td>
</tr>
<tr>
<td>Ticket sales</td>
<td>100.000</td>
</tr>
<tr>
<td>Donations</td>
<td>100.000</td>
</tr>
<tr>
<td>Interest on investment</td>
<td>100.000</td>
</tr>
<tr>
<td>Olympic Village</td>
<td>1.000.000</td>
</tr>
<tr>
<td>Other</td>
<td>800.000</td>
</tr>
<tr>
<td>Total</td>
<td>$310,000.000</td>
</tr>
</tbody>
</table>

The Olympic Revenue Division was established outside COJO. The Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the Olympic (1976) Act), which was passed by the Canadian House of Commons in July, 1973. COJO’s own Design Quality Control Office supervised and approved both product design and promotion.

The Olympic Revenue Division was established outside COJO. The Olympic Lottery of Canada Corporation was established in August, 1973 as a subsidiary of the Olympic (1976) Act), which was passed by the Canadian House of Commons in July, 1973. COJO’s own Design Quality Control Office supervised and approved both product design and promotion.
 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.

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 6 indicates the maximum number of permanent staff during the period of operation.

**Promotion**

The revenue-generating programs were introduced at a press conference in Montreal on December 18, 1973, and explained again to the media and advertising agencies in Toronto and mid-January, 1974, these two cities being the largest in eastern Canada. The resultant coverage served to create a general awareness, and within the next three months, 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 local Comité Paralympique, in Montreal, Toronto, and Vancouver.

Merchandise licensing was also explained at press conferences, and advertisements were placed in several Canadian and American newspapers, inviting proposals. The combined effect of merchandise licensing and advertising resulted in over 1,700 requests for applications.

All 131 national Olympic committees (NOCs) were sent letters requesting their cooperation in the program and 48 consented, including those from the 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. Licenses 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 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 Supporters Program;
- **c)** The Licensing and Marketing Program; and
- **d)** The Marketing Programmes (commercial concessions, and commercial publications).

**The Official Suppliers Program**

This program had two objectives: first, to curtail expenditures 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.

As a result, the role of COJO's Licensing and Marketing Agencies was considerably enhanced. 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 5). The procedure of matching a company's participation to a specific project and designating it "Official Sponsor of" was found to be largely impractical and the general designation "Official Sponsor of the 1976 Olympic Games" was more generally used.

The Official Sponsors Program involved 528 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 officially 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 estimations, 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:

<table>
<thead>
<tr>
<th>Table D Revenue Division personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
</tr>
<tr>
<td>Suppliers</td>
</tr>
<tr>
<td>Sponsors</td>
</tr>
<tr>
<td>Licensing</td>
</tr>
<tr>
<td>Marketing</td>
</tr>
<tr>
<td>General</td>
</tr>
</tbody>
</table>

Table D does not include short-term staff hired for Games operations. Also acted as deputy director-general.

<table>
<thead>
<tr>
<th>Table E Official Sponsors Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum participation</td>
</tr>
<tr>
<td>Official sponsors</td>
</tr>
<tr>
<td>100,000</td>
</tr>
<tr>
<td>50,000</td>
</tr>
<tr>
<td>Official supporters</td>
</tr>
<tr>
<td>15,000</td>
</tr>
<tr>
<td>5,000</td>
</tr>
<tr>
<td>Official promoters</td>
</tr>
<tr>
<td>250</td>
</tr>
<tr>
<td>100</td>
</tr>
</tbody>
</table>

Table E does not include consultants and members of the evaluating committees.

Source: Bibliothèque du CIO / IOC Library
COJO remained responsible for engaging concessionaires for seventeen other locations, including the ORTO press centre 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 officials' souvenirs, but at the International Centre the Olympic Village there was a florist, a sports shop, a laundry, a beauty salon, a watch repair shop, a Canadian and Quebec handicraft shop, a newstand, a bookstore, and a travel agent, a camera shop, a "jewelry" shop, four shoe-repair shops, a television 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 Revenue Directorate engaged eighteen concessionaires altogether, for seventeen locations. COJO was responsible for the sale of official souvenirs at all of these sites, and fourteen others sold food. All eighteen concessionaires were at the Olympic Village. All together, 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 were a 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 licensees. The entire process of design, layout, advertising, and distribution were 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 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 $4.5 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 was considered as being both significant and useful a guide as possible while earning a reasonable royalty. COJO placed many restrictions on the licensees. The entire process of design, layout, advertising, and distribution were 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 significant contributions to Olympic information and capable of returning a reasonable royalty to the organizing committee. Approximately $100,000 was earned from this program.

The illegal lottery system was a__

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 1966 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 Montreal and COJO, proceeds from the sale of tickets in provinces other than Quebec could not be used to pay for a) direct costs of construction of sports or press facilities; b) costs of converting administrative offices; and c) costs of reusing 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 Quebec government — was the key figure in the organisation, 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.
The outstanding success of the lottery brought a change of attitude on the part of the three provinces that, for different reasons, had obtained 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 52 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).

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

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.

The Canadian Olympic Committee estimated that the 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.

## Table G

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of tickets sold</td>
<td>25,000</td>
<td>35,000</td>
<td>50,000</td>
<td>60,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canceled tickets</td>
<td>2,112</td>
<td>2,956</td>
<td>4,306</td>
<td>5,165</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Returns</td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-2,117</td>
<td>2,962</td>
<td>4,308</td>
<td>5,168</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from ticket sales</td>
<td>22,883</td>
<td>32,038</td>
<td>45,692</td>
<td>54,832</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prizes to holders of winning tickets</td>
<td>8,199</td>
<td>12,175</td>
<td>17,300</td>
<td>23,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price value of winning tickets unsold or cancelled</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross receipts from ticket sales</td>
<td>14,686</td>
<td>19,864</td>
<td>28,392</td>
<td>31,832</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>754</td>
<td>964</td>
<td>1,385</td>
<td>1,666</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unclaimed prizes</td>
<td>+146</td>
<td>485</td>
<td>469</td>
<td>427</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue</td>
<td>15,856</td>
<td>21,313</td>
<td>30,246</td>
<td>33,835</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of sale</td>
<td>2,297</td>
<td>2,397</td>
<td>2,145</td>
<td>2,954</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of administration</td>
<td>+368</td>
<td>320</td>
<td>286</td>
<td>347</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>+12</td>
<td>13</td>
<td>19</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-2,677</td>
<td>2,610</td>
<td>2,452</td>
<td>3,325</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net revenue</td>
<td>12,909</td>
<td>18,703</td>
<td>27,794</td>
<td>30,610</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribution of revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution to amateur sport in participating provinces</td>
<td>1,235</td>
<td>1,687</td>
<td>2,454</td>
<td>3,105</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizing Committee of the 1976 Olympic Games</td>
<td>+11,674</td>
<td>17,016</td>
<td>25,340</td>
<td>27,505</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-12,909</td>
<td>18,703</td>
<td>27,794</td>
<td>30,610</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adjusted estimated held in reserve

---

**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.
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. He 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 postmaster 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 specifically 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 ($5 and $10 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;
- 25 coin cases;
- Other products:
  - official Canadian Olympic coin album;
  - official Canadian Olympic coin numismatic cabinet;
  - Olympic coin jewellery;
  - Olympic coins in loose 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 envisioned the spirit of the Games themselves.

The first 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 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 (men), 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 teams 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 coin age 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 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 both standard and uncirculated coinage as well as specially-minted proof coins — the first ever to be struck as Canadian coinage.

68

Source: Bibliothèque du CIO / IOC Library
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 co-ordinated 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 was 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 design, 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 Montreal also curbed the impetus 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 $285 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 $9 million, not counting royalties paid to foreign national Olympic committees (see below).

Despite the unattained objective, no comparable program has ever produced 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 5 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¢ + 20c, 10¢ + 5¢, and 15¢ + 5¢. The fourth and final issue was released with marked values of 8¢ + 25¢, 10¢ + 5¢, and 20¢ + 5¢. All could be used for mail anywhere from Canada.

The first series bore the emblem of the Montreal 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 news 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 Post developed a program, under the umbrella of the Olympic Stamp Program, to market between 1973 and 1976. Eight series of Olympic Commemorative stamps were published in all major Canadian newspapers and magazines, and in specialized publications around the world over; commercials were aired on television and radio networks. Counter displays, 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.

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: 616 x 925 meters.

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.

Alas, contributing to the fund-raising efforts were sales of Olympic postage meter dies, designed for corporations and showing the Montreal 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 promotion program, under the umbrella theme — Help it Happen. Advertisements were published in all major Canadian newspapers and magazines, and in specialized publications around the world; 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.
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.

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 reviewed, the total costs never went higher than $45.6 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 refused 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 broadcasting organizations throughout the rest of the world, with assets in excess of $50 million, 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 $40 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 II).

The IOC formula was unacceptable because it would not have provided the organizing committees 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 committees 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 continued its planning as host broadcaster and, on February 16, 1973, submitted its first estimate totaling $50.6 million. CBC estimated $16 million of this would be recovered directly from world broadcasters for special facilities and services. Thus, $35 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, as a government agency, made representation to the Canadian government for a similar amount to make up the shortfall in 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 as 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 (NHIK) 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 Montreal position. The resolution stated: "that the continuing escalation, without justifiable basis, of the fees for televising the Olympic Games is unacceptable."

| Table II Distribution of television rights revenue, IOC formula |
|---------------------|-----------------|-----------------|---------------- |
| Revenue             | IOC             | NOCs*           | ISFs**          |
| First million dollars | $1 / 3          | $2 / 9           | $1 / 3          |
| Second million dollars | $2 / 9          | $2 / 9           | $3 / 9          |
| Balance of revenue   | $1 / 3          | $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 ½ cents per television receiver. The ABC commitment of $23 million for American rights represented 20.5 cents per set. The Organización de 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 audience, with the result that Hong Kong and Philippine rights were sold for $250,000 and $160,000 respectively. These agreements represented 38 cents per television receiver.

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 Montreal from each country. These figures were never challenged or refuted and showed the COJO-IOC targets to be justified.

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 ½ cents per television receiver. The ABC commitment of $23 million for American rights represented 20.5 cents per set. The Organización de 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 audience, with the result that Hong Kong and Philippine rights were sold for $250,000 and $160,000 respectively. These agreements represented 38 cents per television receiver.

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 Montreal from each country. These figures were never challenged or refuted and showed the COJO-IOC targets to be justified.

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 Montreal in August, 1975 during the international competitions.

The unions presented a combined offer of $18,045,000 which was rejected by the unions who responded with their final counter-proposal—$19,3 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 $19.5 million (see Table 1). 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 workshops, 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 IOC 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 2).

### Table 1

| Joint agreement of September 9, 1975 (excl. Canada, USA) |
|.$5,500,000 |
| European Broadcasting Union (EBU) |
| $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 |
| $8,582,200 |

### Table 2

<table>
<thead>
<tr>
<th>No. of countries represented</th>
<th>COJO revenue and expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue</td>
<td></td>
</tr>
<tr>
<td>ABC</td>
<td>$23,000,000</td>
</tr>
<tr>
<td>EBU</td>
<td>31 $43,000,000</td>
</tr>
<tr>
<td>OIRT</td>
<td>10 $2,000,000</td>
</tr>
<tr>
<td>ABU</td>
<td>16 $1,100,000</td>
</tr>
<tr>
<td>OTI</td>
<td>18 $600,000</td>
</tr>
<tr>
<td>ASBU</td>
<td>12 $150,000</td>
</tr>
<tr>
<td>URTNA</td>
<td>20 $50,000</td>
</tr>
<tr>
<td>SABC</td>
<td>1 $50,000</td>
</tr>
<tr>
<td>COPAN</td>
<td>1 $35,000</td>
</tr>
<tr>
<td>CBU</td>
<td>8 $17,200</td>
</tr>
<tr>
<td>TELECO</td>
<td>1 $10,000</td>
</tr>
<tr>
<td>CTV/TVA (Canada)</td>
<td>1 $60,000</td>
</tr>
<tr>
<td>Total</td>
<td>$32,622,200</td>
</tr>
</tbody>
</table>

| Expenditure                  |
| Payment to CBC              | $25,000,000 |
| Payment to IOC              |
| (includes $3,000,000 for Canadian rights) | $7,060,367 |
| Consultants fees            | $342,811 |
| Legal fees                  | $171,534 |
| Entry tickets               | $86,628 |
| 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.*
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 Montreal in addition to an equivalent commission for the sale outlets. This left an anticipated net profit of some $16.5 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.

Table K summarizes the balance of the financing programs for the Games.

### Table K: 1976 Olympic revenue programs

<table>
<thead>
<tr>
<th>Source</th>
<th>Total Revenue (in millions of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coins and stamps</td>
<td>115</td>
</tr>
<tr>
<td>Olympic lottery</td>
<td>235</td>
</tr>
<tr>
<td>Television rights</td>
<td>32</td>
</tr>
<tr>
<td>Admission tickets</td>
<td>27</td>
</tr>
<tr>
<td>Interest on investments</td>
<td>9</td>
</tr>
<tr>
<td>COJO fund-raising programs</td>
<td>9</td>
</tr>
<tr>
<td>Athletics' accommodation</td>
<td>4</td>
</tr>
<tr>
<td>Program sales</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>430</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 independence 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).

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 cost to the Crown corporation would be an estimated $25 million.

“Besides the expenses covered by the City of Montreal 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 indicated earlier, these expendi tures are not included in the budget presented by COJO.”

To conclude, Mayor Jean Drapeau has indicated that, apart from the federal government, the Olympic Games organization committee (COJO) received written assurances from the Canadian prime minister declared:

“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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).

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 Montreal, the Quebec 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 Montreal, the federal government has taken an interest in them for reasons, 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 Montreal and the Olympic games organization committee (COJO).
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 dispatch centre that screened 203,000 items.

These tasks required more than twenty-four months of planning and the investment of 12.5 million for equipment and materials, 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 Montreal 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, the coordinator formed his own administrative team responsible for defining and developing plans for the Montreal Olympics.

Whether as a strategist, 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 Gamenew in English, and Gymnalepé 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 Gymnalepé 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 226 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 520 were assigned to the control and supervision of the telecommunication systems and the posting of results.

The ministry averted 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 household and guides.

Under a special authorization by the federal government, the various ministries could provide up to 25 men-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 number of skilled personnel seconded for a formidable recruiting and transfer operation encompassing all commands and head-quarters 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’.
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 Montreal harbor;
   b) the St. Lawrence Seaway Authority fitted out two boats, one for Kingston and one which remained on standby near Montreal; and
   c) the National Harbours Board, Port of Montreal, augmented its police force and raised its security standards. Ro­

2. Transportation
   a) the Canadian Coast Guard added
      helicopter and a patrol boat in Montréal
   b) air-traffic orders were issued con­

3. Ground Traffic Control
   a) the National Harbours Board, Port
      of Montreal, augmented its police
      force and raised its security standards.
   b) the increase in air traffic necessi­

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 con­

Consequently, the Immigration Ministry provided assistance to COJO in making the design of this card impossi­

b) assist COJO in establishing the needs for permanent and short term employment;

c) the National Harbours Board, Port
 of Montreal, augmented its police
 force and raised its security standards.

ation of a breakwater and dredging in
 Kingston harbor, intensified its interna­

d) provide removal expenses or train­
ing where appropriate; and

e) help to reintegrate personnel to the labor market after the phasing-out of COJO.

Source: Bibliothèque du CIO / IOC Library
whom COJO drew up a long list of suitable programs to help the organizers and institutions was swiftly established programs available to COJO. 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.

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-Rosemont Hospital, located near the Village, into an Olympic medical centre.

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. Montreal’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 flowalshas in Québec, site of the host city of the Games.

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
The personnel needed to stage the dual culture of the Games in Mexico City and Munich.

Ministry of Labor and Manpower
The personnel needed to stage the International Competitions Montreal 1976 (CIM 76), 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 Quebec 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 — HÉOUO 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 at an intermediary, 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;
f) collect the necessary information.

The operational budget of this organization was in excess of $16 million.

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 Montreal 1976 (CIM 76), 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 Quebec 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 — HÉOUO 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 at an intermediary, 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;
f) collect the necessary information.

The operational budget of this organization was in excess of $16 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 Montreal 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. Goldboom (at the microphone) officially hands over the Olympic Stadium to the organizing committee on the eve of the 1976 Games.

Table M

<table>
<thead>
<tr>
<th>Estimated costs of installations in millions of dollars</th>
<th>As of November, 1972</th>
<th>As of July, 1975</th>
<th>As of August, 1976</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Stadium</td>
<td>132.5</td>
<td>360.9</td>
<td>785.4</td>
</tr>
<tr>
<td>Parking garages</td>
<td>19.7</td>
<td>49.5</td>
<td>105.4</td>
</tr>
<tr>
<td>Olympic Velodrome</td>
<td>19.7</td>
<td>63.1</td>
<td>86.5</td>
</tr>
<tr>
<td>Viaduct</td>
<td>11.2</td>
<td>12.7</td>
<td>16</td>
</tr>
<tr>
<td>Site access roads</td>
<td></td>
<td>15.4</td>
<td>15.2</td>
</tr>
<tr>
<td>Claude Robillard Centre</td>
<td>17</td>
<td>60.1</td>
<td>57.8</td>
</tr>
<tr>
<td>Olympic Basin</td>
<td>11.3</td>
<td>26.3</td>
<td>28</td>
</tr>
<tr>
<td>Étienne Desmarteau Centre</td>
<td></td>
<td>12</td>
<td>12.9</td>
</tr>
<tr>
<td>Maurice Richard Arena</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fries Charbonneau Centre</td>
<td>22.7</td>
<td>11</td>
<td>13.5</td>
</tr>
<tr>
<td>Kent Park and St. Michel Arena</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic Yachting Centre, Kingston</td>
<td>4.5</td>
<td>6.1</td>
<td>6.4</td>
</tr>
<tr>
<td>Olympic Shooting Range, L’Acadie</td>
<td>1.2</td>
<td>1.9</td>
<td></td>
</tr>
<tr>
<td>Olympic Equestrian Centre, Bromont</td>
<td>3.8</td>
<td>4.2</td>
<td></td>
</tr>
<tr>
<td>Olympic Archery Field, Joliette</td>
<td>1</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Paul Sauvé Centre</td>
<td></td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Forum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Winter Stadium, U. of Montréal</td>
<td>3.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Molson Stadium, McGill University</td>
<td></td>
<td>1.6</td>
<td></td>
</tr>
<tr>
<td>Sherbrooke Stadium</td>
<td></td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Sherbrooke Sports Palace</td>
<td></td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td>PEPS, Laval University, Québec</td>
<td>0.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Varsity Stadium, Toronto</td>
<td>0.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lansdowne Park, Ottawa</td>
<td>7.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training sites</td>
<td>7.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairview and Mount Royal Circuits</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pools</td>
<td>11.4</td>
<td>18.9</td>
<td>18.1</td>
</tr>
<tr>
<td>Total</td>
<td>250.0</td>
<td>643.0</td>
<td>1,179.0</td>
</tr>
</tbody>
</table>

Table N

<table>
<thead>
<tr>
<th>Cost of installations borne by COJO in millions of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction work at Joliette, L’Acadie, Sherbrooke, Ottawa, McGill Centre, Forum, Universities of Montréal, Toronto, McGill and Laval</td>
</tr>
<tr>
<td>Construction work at Kingston</td>
</tr>
<tr>
<td>Main press centre and special installations for opening and closing ceremonies</td>
</tr>
<tr>
<td>Scoreboards, artificial playing surfaces, etc</td>
</tr>
<tr>
<td>Administrative costs and cost control re construction of the Village</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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 |

Source: Bibliothèque du CIO / IOC Library
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 D
COJO operating costs by sector of activity (April 30, 1977)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>28.2</td>
</tr>
<tr>
<td>Personnel management</td>
<td>15.5</td>
</tr>
<tr>
<td>Communications</td>
<td>16.7</td>
</tr>
<tr>
<td>Olympic Villages</td>
<td>19.3</td>
</tr>
<tr>
<td>Sports</td>
<td>19.3</td>
</tr>
<tr>
<td>Revenues</td>
<td>48.0</td>
</tr>
</tbody>
</table>

Table D (continued)
COJO operating costs by sector of activity (April 30, 1977)

<table>
<thead>
<tr>
<th>Technology</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>15.9</td>
</tr>
<tr>
<td>Olympic Villages</td>
<td>16.9</td>
</tr>
</tbody>
</table>

Is Self-financing a Possibility?

In the case of Montréal, if 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.
<table>
<thead>
<tr>
<th>Official Sponsors, Supporters, Suppliers and Licensees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbey Inc.</td>
</tr>
<tr>
<td>Adidas (Canada) Ltd.</td>
</tr>
<tr>
<td>Adidas (France) Ltd.</td>
</tr>
<tr>
<td>AES Data Ltd.</td>
</tr>
<tr>
<td>Agence Québécoienne d'Arms</td>
</tr>
<tr>
<td>Air Canada</td>
</tr>
<tr>
<td>Aldadèn Ind.</td>
</tr>
<tr>
<td>Alico Canada Products Ltd.</td>
</tr>
<tr>
<td>Allan Beverages Ltd.</td>
</tr>
<tr>
<td>Alliance, Compagnie Mutuelle d'Assurance-Vie</td>
</tr>
<tr>
<td>American Athletic Equipment</td>
</tr>
<tr>
<td>American Express Co. of Canada Ltd.</td>
</tr>
<tr>
<td>AMP Sunbanking Trustees Ltd.</td>
</tr>
<tr>
<td>L'Amour Hosiery Mfg. Inc.</td>
</tr>
<tr>
<td>Aweil Industries Ltd.</td>
</tr>
<tr>
<td>Axaestas Corp. Ltd.</td>
</tr>
<tr>
<td>Associ. québécoise des Pharmaciers</td>
</tr>
<tr>
<td>Assoc. des Spécialistes de l'activité physique du Québec</td>
</tr>
<tr>
<td>Avarest McKinnan &amp; Harrison Ltd.</td>
</tr>
<tr>
<td>BP Canada Ltd.</td>
</tr>
<tr>
<td>Bank of Nova Scotia</td>
</tr>
<tr>
<td>Bell Canada</td>
</tr>
<tr>
<td>Bell &amp; Howell Canada Ltd.</td>
</tr>
<tr>
<td>Bigelow Canada Ltd.</td>
</tr>
<tr>
<td>Henry Birk &amp; Sons (Montreal)</td>
</tr>
<tr>
<td>Blondy Art Luggage Inc.</td>
</tr>
<tr>
<td>Boeing Aircraft Inc.</td>
</tr>
<tr>
<td>Bond-Rand Electronic Distributors</td>
</tr>
<tr>
<td>Boston Limited</td>
</tr>
<tr>
<td>Bowls Corporation Ltd.</td>
</tr>
<tr>
<td>Bronze Antique Prints and Reprs.</td>
</tr>
<tr>
<td>Brooke Bond Foods Ltd.</td>
</tr>
<tr>
<td>Brun-O-Matic Corp. of Canada</td>
</tr>
<tr>
<td>C.J.MS Radio</td>
</tr>
<tr>
<td>Cabot Industries Ltd.</td>
</tr>
<tr>
<td>Campano Rico</td>
</tr>
<tr>
<td>Canada News Wire</td>
</tr>
<tr>
<td>Canada Belt &amp; Bag Co. Ltd.</td>
</tr>
<tr>
<td>Canada Billfield Mfg. Inc.</td>
</tr>
<tr>
<td>Canada Sterco Co.</td>
</tr>
<tr>
<td>Canada Steamship Lines Limited</td>
</tr>
<tr>
<td>Canadian Amateur Boxing Assoc.</td>
</tr>
<tr>
<td>Canadian Arena Co. (1974) Ltd.</td>
</tr>
<tr>
<td>Canadian Boat, div. of Alcan Canada</td>
</tr>
<tr>
<td>Canadian Bumble Ltd.</td>
</tr>
<tr>
<td>Canadian Cannons Ltd.</td>
</tr>
<tr>
<td>Canadian Custom Paperweights Ltd.</td>
</tr>
<tr>
<td>Canadian Electric Co. Ltd.</td>
</tr>
<tr>
<td>Canadian Imperial Bank of Commerce</td>
</tr>
<tr>
<td>Canadian Johns-Manville Co. Limited</td>
</tr>
<tr>
<td>Canadian Liquid Air Ltd.</td>
</tr>
<tr>
<td>Canadian National Railways</td>
</tr>
<tr>
<td>Canadian Pacific Air Lines Ltd.</td>
</tr>
<tr>
<td>Canadiana Tank Co.</td>
</tr>
<tr>
<td>Canon U.S.A. Inc.</td>
</tr>
<tr>
<td>Canon Inc.</td>
</tr>
<tr>
<td>Carabinier</td>
</tr>
<tr>
<td>Carrieres de Canada</td>
</tr>
<tr>
<td>Carnation Co. Ltd.</td>
</tr>
<tr>
<td>Chair-Max Mills Ltd.</td>
</tr>
<tr>
<td>Charles la Borde, Ltée</td>
</tr>
<tr>
<td>CIBA-GERY Canada Ltd.</td>
</tr>
<tr>
<td>Coca Cola Ltd.</td>
</tr>
<tr>
<td>Conservation Travel Ltd.</td>
</tr>
<tr>
<td>Converse Rubber Co.</td>
</tr>
<tr>
<td>Cooper Group Inc.</td>
</tr>
<tr>
<td>Corby Distilleries Ltd.</td>
</tr>
<tr>
<td>Core Data Products</td>
</tr>
<tr>
<td>Cybek Ltd.</td>
</tr>
<tr>
<td>Dalmau Carles Pia, S.A.</td>
</tr>
<tr>
<td>De Milo Inc.</td>
</tr>
<tr>
<td>Diplomat Industries Ltd.</td>
</tr>
<tr>
<td>Roll H. Dittmeyer</td>
</tr>
<tr>
<td>Dominion Textile Ltd.</td>
</tr>
<tr>
<td>Domtar Fine Papers Ltd.</td>
</tr>
<tr>
<td>Eastern Electric Co. Ltd.</td>
</tr>
<tr>
<td>Editions Heritange, Inc.</td>
</tr>
<tr>
<td>Editions Marquet, Ltée</td>
</tr>
<tr>
<td>Electro-Marine Systems Inc.</td>
</tr>
<tr>
<td>D. English Co.</td>
</tr>
<tr>
<td>Entreprises Robert Saguin (Ltée)</td>
</tr>
<tr>
<td>Établissements Sagenve, S.A.</td>
</tr>
<tr>
<td>M. Evenchik Ltd.</td>
</tr>
<tr>
<td>Fancos Products Inc.</td>
</tr>
<tr>
<td>Fantasy Copperware of Canada</td>
</tr>
<tr>
<td>Federal Commerce and Navigation</td>
</tr>
<tr>
<td>Figurerex, Farninga.</td>
</tr>
<tr>
<td>GTE Sylvania Canada Ltd.</td>
</tr>
<tr>
<td>General Bakeries Ltd.</td>
</tr>
<tr>
<td>General Foods Ltd.</td>
</tr>
<tr>
<td>General Motors of Canada Ltd.</td>
</tr>
<tr>
<td>Générale d'équipement sportif</td>
</tr>
<tr>
<td>Gillette de Canada Ltd.</td>
</tr>
<tr>
<td>Global Textile Sales Inc.</td>
</tr>
<tr>
<td>Global Sources Ltd.</td>
</tr>
<tr>
<td>Stanley A. Grants Ltd.</td>
</tr>
<tr>
<td>Gulf Oil Canada Ltd.</td>
</tr>
<tr>
<td>Hans Raj Mahajan &amp; Sons</td>
</tr>
<tr>
<td>Hanson Mokhsen Ltd.</td>
</tr>
<tr>
<td>Hewitt Equipment Ltd.</td>
</tr>
<tr>
<td>Home-Goods Inc.</td>
</tr>
<tr>
<td>Hiram Walker-Goodremar &amp; Worts Ltd.</td>
</tr>
<tr>
<td>Holt, Rinehart &amp; Winston of Canada</td>
</tr>
<tr>
<td>Hong Trading Co. Ltd.</td>
</tr>
<tr>
<td>House of Seagram</td>
</tr>
<tr>
<td>Hudson Distributing Corp.</td>
</tr>
<tr>
<td>Humax Textil. S.A.</td>
</tr>
<tr>
<td>Hussey Seating Canada Ltd.</td>
</tr>
<tr>
<td>Hydro Québec</td>
</tr>
<tr>
<td>IAC Ltd</td>
</tr>
<tr>
<td>IBM Canada Ltd.</td>
</tr>
<tr>
<td>Igura Umbrella Canada Ltd.</td>
</tr>
<tr>
<td>Imperial Oil Ltd.</td>
</tr>
<tr>
<td>International Promotions Inc.</td>
</tr>
<tr>
<td>International Paints (Canada) Ltd.</td>
</tr>
<tr>
<td>Irwin Toy Ltd.</td>
</tr>
<tr>
<td>Jaccuzzi Canada Ltd.</td>
</tr>
<tr>
<td>Jans Inc.</td>
</tr>
<tr>
<td>JOCA Emp.</td>
</tr>
<tr>
<td>Jonkheer, Ltée</td>
</tr>
<tr>
<td>Johnson &amp; Johnson Ltd.</td>
</tr>
<tr>
<td>S. C. Johnson &amp; Son Ltd.</td>
</tr>
<tr>
<td>Kasper Berg Nurnberg</td>
</tr>
<tr>
<td>Kenwood's Moving &amp; Storage</td>
</tr>
<tr>
<td>Karter McNeil, div. of MacNeil Corp.</td>
</tr>
<tr>
<td>Kimberly Clark of Canada Ltd.</td>
</tr>
<tr>
<td>Klassean Bronze Ltd.</td>
</tr>
<tr>
<td>Kodak Canada Ltd.</td>
</tr>
<tr>
<td>Kraft Foods Ltd.</td>
</tr>
<tr>
<td>Laboratoire Scientifique J. T., Ltée</td>
</tr>
<tr>
<td>Labrador Spring Water Ltd.</td>
</tr>
<tr>
<td>Laperte, S.A.</td>
</tr>
<tr>
<td>Laurent Bourguignonin, Ltée</td>
</tr>
<tr>
<td>Leemeing Paquim de Canada Ltd.</td>
</tr>
<tr>
<td>Leisure Concepts</td>
</tr>
<tr>
<td>Lesege, Lamotte et Cassette</td>
</tr>
<tr>
<td>Librairie du Scorpion, Inc.</td>
</tr>
<tr>
<td>Life Savers Limited</td>
</tr>
<tr>
<td>Lily Corp.</td>
</tr>
<tr>
<td>Louis Marx Industries (Canada) Ltd.</td>
</tr>
<tr>
<td>3M Canada Ltd.</td>
</tr>
<tr>
<td>MacDonald Tobacco Inc.</td>
</tr>
<tr>
<td>Magnifico Roma</td>
</tr>
<tr>
<td>Mango Can &amp; Metal Ltd.</td>
</tr>
<tr>
<td>Masco Corporation</td>
</tr>
<tr>
<td>R. R. Mcclain Promotions Ltd.</td>
</tr>
<tr>
<td>R. H. McConnell &amp; Co. Ltd.</td>
</tr>
<tr>
<td>R. C. Mclean Ltd.</td>
</tr>
<tr>
<td>Miguel Massana, S. A.</td>
</tr>
<tr>
<td>Mewangled Dynamiques Inc. (Ltée)</td>
</tr>
<tr>
<td>Midway Industries Ltd.</td>
</tr>
<tr>
<td>Elgie Star Ltd.</td>
</tr>
<tr>
<td>Molson Breweries of Canada</td>
</tr>
<tr>
<td>Monarca Commercial Products Co.</td>
</tr>
<tr>
<td>Montréal Interages Corp.</td>
</tr>
<tr>
<td>Montréal Lithographing Ltd.</td>
</tr>
<tr>
<td>Cooperative Montmétignonne</td>
</tr>
<tr>
<td>Mukand Sai Imports</td>
</tr>
<tr>
<td>Nasa Canada</td>
</tr>
<tr>
<td>Noah's Ark Co.</td>
</tr>
<tr>
<td>Northern Electric Co. Ltd.</td>
</tr>
<tr>
<td>O'Keefe Brewing Co. Ltd.</td>
</tr>
<tr>
<td>Olim Chemicals</td>
</tr>
<tr>
<td>Olympic Figur Sales Int.l Inc.</td>
</tr>
<tr>
<td>Olympische Sport Bibliothek</td>
</tr>
<tr>
<td>Onduline Co. Ltd.</td>
</tr>
<tr>
<td>Outboard Marine Corp. of Canada</td>
</tr>
<tr>
<td>Ovania Food Products Ltd.</td>
</tr>
<tr>
<td>J. Pealor Hardware Co. Ltd.</td>
</tr>
<tr>
<td>Francisco Peron, S. L.</td>
</tr>
<tr>
<td>Philips Electronics Industries</td>
</tr>
<tr>
<td>Pinney Bowes Inc.</td>
</tr>
<tr>
<td>Psykone, Ltée</td>
</tr>
<tr>
<td>Port-A-Pit, div. of Amerco Corp.</td>
</tr>
<tr>
<td>Porter Equipment Co.</td>
</tr>
<tr>
<td>Power Corp. of Canada</td>
</tr>
<tr>
<td>Prévoyants du Canada (Les)</td>
</tr>
<tr>
<td>Pro-Games (UK) Ltd.</td>
</tr>
<tr>
<td>Productions Emotion, Inc.</td>
</tr>
<tr>
<td>Promotions L.V., Limitée</td>
</tr>
<tr>
<td>Promotions Pro-Pop, Inc.</td>
</tr>
<tr>
<td>Provoqo, Inc.</td>
</tr>
<tr>
<td>Prospects, Inc.</td>
</tr>
<tr>
<td>Publications Éditor, Ltée (Les)</td>
</tr>
<tr>
<td>Puma-Sport Schuhfabriken</td>
</tr>
<tr>
<td>Québec-Lait, Inc.</td>
</tr>
<tr>
<td>Ralph McNally Limited</td>
</tr>
<tr>
<td>Relaton Purina Canada Ltd.</td>
</tr>
<tr>
<td>RCA Ltd.</td>
</tr>
<tr>
<td>Reader's Digest Assoc.</td>
</tr>
<tr>
<td>Readpath Sugars Ltd.</td>
</tr>
<tr>
<td>Reynolds Aluminum Co. of Canada</td>
</tr>
<tr>
<td>Robin Hood Multifoods Ltd.</td>
</tr>
<tr>
<td>Royal Bank of Canada</td>
</tr>
<tr>
<td>Royal Copenhagen Porcelain Mfg.</td>
</tr>
<tr>
<td>The Royal Tract Co.</td>
</tr>
<tr>
<td>S. A. Sens</td>
</tr>
<tr>
<td>St. Arnaud et Bergevin, Ltée</td>
</tr>
<tr>
<td>Sarrengue (Sarrey, S. A.)</td>
</tr>
<tr>
<td>Schering Corp.</td>
</tr>
<tr>
<td>Senoh Corp.</td>
</tr>
<tr>
<td>Shunningen Engineering Co.</td>
</tr>
<tr>
<td>Shell Canada Ltd.</td>
</tr>
<tr>
<td>S.I.P. (Lt.)</td>
</tr>
<tr>
<td>Siemens Canada Ltd.</td>
</tr>
<tr>
<td>Société Harcourt</td>
</tr>
<tr>
<td>Sodastrine Yoplait Yogurt</td>
</tr>
<tr>
<td>Sony Corp.</td>
</tr>
<tr>
<td>Spalding-Quebec Corp.</td>
</tr>
<tr>
<td>Spoeds Holding Ltd.</td>
</tr>
<tr>
<td>Spyker-Holsteink GmbH</td>
</tr>
<tr>
<td>Staffordshire Potomac (Canada)</td>
</tr>
<tr>
<td>Standard Brands Canada</td>
</tr>
<tr>
<td>Standard Life Assurance Company</td>
</tr>
<tr>
<td>Steibler Industries Inc.</td>
</tr>
<tr>
<td>Swisscan Watch Limited</td>
</tr>
<tr>
<td>Sunbeam Corp. (Canada)</td>
</tr>
<tr>
<td>Sun Life Assurance Co.</td>
</tr>
<tr>
<td>Swiss Timing Ltd.</td>
</tr>
<tr>
<td>Tachikara Co. Ltd.</td>
</tr>
<tr>
<td>Tasso Sales Inc.</td>
</tr>
<tr>
<td>Tele-Direct</td>
</tr>
<tr>
<td>Texco Tea Co. Ltd.</td>
</tr>
<tr>
<td>Texas Canada Ltd.</td>
</tr>
<tr>
<td>Thibault et Brunelle, Ltée</td>
</tr>
<tr>
<td>Tilden Rent-a-Car System Ltd.</td>
</tr>
<tr>
<td>Tilley of Canada Ltd.</td>
</tr>
<tr>
<td>Tilly Mfg. Ltd.</td>
</tr>
<tr>
<td>Toledo Scale</td>
</tr>
<tr>
<td>Tom Taylor Co. Ltd.</td>
</tr>
<tr>
<td>Toronto Dominion Bank</td>
</tr>
<tr>
<td>Touring Club Montréal</td>
</tr>
<tr>
<td>Trans Converters Ltd.</td>
</tr>
<tr>
<td>Tri-Sport Ltd.</td>
</tr>
<tr>
<td>Union Carbide Canada Ltd.</td>
</tr>
<tr>
<td>Francisco Verdera, S. A.</td>
</tr>
<tr>
<td>Victor Recreation Product Ltd.</td>
</tr>
<tr>
<td>Villariere Freres, Ltée</td>
</tr>
<tr>
<td>Ville-Marie Sales Ltd.</td>
</tr>
<tr>
<td>Warwick Universal Ltd.</td>
</tr>
<tr>
<td>Whalapath Enterprises Inc.</td>
</tr>
<tr>
<td>Woodstream Corporation</td>
</tr>
<tr>
<td>Wm. Wisley Jr. Co. Ltd.</td>
</tr>
<tr>
<td>Xerox of Canada Ltd.</td>
</tr>
<tr>
<td>Yamaha Canada Music Ltd.</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
Dress Rehearsals

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 perform its operating procedure: the World Cycling Championships in 1974, the International Competitions Montreal 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 Montreal 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 reported to 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 Montreal, 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 Montreal 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 failures 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 Montreal, 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 Montreal, 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, the 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.
Amateur Sport and the Public

Amateur sports enthusiasts were not too numerous in Canada in 1974, and the cycling championships gave the public 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 Montreal. 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 Olympic 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 to cover events direct from the course.

International Competitions

Montreal 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 Montreal 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.

CIM 75 — Preparation

In September, 1974, a special committee of four directors was set up at COJO's instigation.

First of all, there was Sport Canada, a body composed 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 COJO's responsibilities was the transportation of these officials and Canadian athletes to Montreal.

Next was Game Plan, an organization made up of Sport Canada and the Canadian Olympic Association (COA). Its mandate was to promote and accelerate the development of the country's best athletes. In addition, it agreed to provide accommodation for all athletes participating in the competitions.

The Quebec 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 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 Montreal. 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 proved anathema to enthusiasm. The special committee, therefore, soon got to work, allocated responsibilities, and tried as much as possible to mollify the plans of action that had created the Olympic Games themselves.

The Construction Directorate then drafted a series of instructions covering 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

Now people made up this administrative control group: three members of the COJO, 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; and, finally, making certain that the various competitors measured up to the standards of the international sports federations; promoting the self-financing principle throughout the various groups, and regrouping 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 dates;

e) preparing and approving the competition sites furnished by COJO;

f) obtaining 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 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 disposal of the various sports federations; promoting the self-financing principle throughout the various groups, and 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 Coordinating Committee

Nine people made up this administrative control group: three members of the COJO, three from Sport Canada, and three from COJO. And it was responsible for the following: coordinating requests from the coordinating committees; making these needs known to the organizations concerned; and planning a budget, a schedule of activities, and a plan of action to be submitted to the coordinating committee.

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 dates;

e) preparing and approving the competition sites furnished by COJO;

f) obtaining 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 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 disposal of the various sports federations; promoting the self-financing principle throughout the various groups, and 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 Coordinating Committee

Nine people made up this administrative control group: three members of the COJO, three from Sport Canada, and three from COJO. And it was responsible for the following: coordinating requests from the coordinating committees; making these needs known to the organizations concerned; and planning a budget, a schedule of activities, and a plan of action to be submitted to the coordinating committee.
Programes

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)

An Unforgettable Summer

One year before the Olympics, the events surrounding CIM 75 burst upon the Canadian public, with amateur sport taking the limelight before anything 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 millions suddenly came down with the Olympic sports fever and became ardent fans of the Olympic sports. It was their passion that was channeled by ORTO to produce over 50 hours of television coverage that captivated listeners and viewers alike. And it was their passion that was channeled to produce one hundred medal ceremonies, etc.

International Competitions

Montreal 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!” a translation 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 souvenirs 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 prove indispensable to the proper functioning of the entire team.

In many ways it was fortunate that the various roles 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 clearly 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

#### Country: Montréal 1975 (CIM 75)

<table>
<thead>
<tr>
<th>Sport</th>
<th>Date</th>
<th>Site</th>
<th>Canadian athletes and officials</th>
<th>Foreign athletes and officials</th>
<th>Number of countries</th>
<th>Number of spectators</th>
</tr>
</thead>
<tbody>
<tr>
<td>AV</td>
<td>July 26, 27</td>
<td>Olympic Basin, Notre Dame Island</td>
<td>43</td>
<td>406</td>
<td>14</td>
<td>18,000</td>
</tr>
<tr>
<td>AT</td>
<td>July 16-19</td>
<td>Olympic Basin, Notre Dame Island</td>
<td>70</td>
<td>121</td>
<td>16</td>
<td>3,000</td>
</tr>
<tr>
<td>FB</td>
<td>July 6, August 10</td>
<td>Autostade</td>
<td>99</td>
<td>86</td>
<td>6</td>
<td>48,700</td>
</tr>
<tr>
<td>GH</td>
<td>July 30, 31</td>
<td>Forum</td>
<td>45</td>
<td>84</td>
<td>16</td>
<td>20,000</td>
</tr>
<tr>
<td>HB</td>
<td>September 28-29</td>
<td>Winter Stadium, U. of Montréal</td>
<td>28</td>
<td>82</td>
<td>5</td>
<td>13,000</td>
</tr>
<tr>
<td>MD</td>
<td>September 29-30</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>39</td>
<td>53</td>
<td>15</td>
<td>4,700</td>
</tr>
<tr>
<td>PM</td>
<td>August 24-28</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>204</td>
<td>52</td>
<td>16</td>
<td>4,750</td>
</tr>
<tr>
<td>SE</td>
<td>September 6-7</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>203</td>
<td>19</td>
<td>3</td>
<td>16,000</td>
</tr>
<tr>
<td>TI</td>
<td>September 29-30</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>140</td>
<td>87</td>
<td>5</td>
<td>24,000</td>
</tr>
<tr>
<td>TA</td>
<td>September 30-31</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>210</td>
<td>52</td>
<td>5</td>
<td>5,000</td>
</tr>
<tr>
<td>TV</td>
<td>September 30-31</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>210</td>
<td>52</td>
<td>5</td>
<td>5,000</td>
</tr>
<tr>
<td>WP</td>
<td>August 1</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>210</td>
<td>52</td>
<td>5</td>
<td>5,000</td>
</tr>
<tr>
<td>YA</td>
<td>August 1</td>
<td>Olympic Equestrian Centre, Bromont</td>
<td>210</td>
<td>52</td>
<td>5</td>
<td>5,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>1,853</td>
<td>2,193</td>
<td>264</td>
<td>223,950</td>
</tr>
</tbody>
</table>

---

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, it 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.

By 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 minimum. 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 and 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 Québecoise lifestyle since most of them would be returning the following year. The result, therefore, was a spirit of good fellowship, and the athlete 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 was 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 boathouses where he could find whatever he wanted to know about various other services, the City of Montréal, and the Olympic Games program; and the terrasse-café was a popular spot for socializing with fellow competitors and group leaders who spoke the athletes’ own language. There were also little shops where Québecois 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 accrued valuable experience, which not only allowed them to become better prepared for 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 Montreal 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 to think that such a formal dress rehearsal would be held without benefit to itself. 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 (UNOPs) were at their posts, and, from the security forces. For, during the Games, fifteen competition sites would be used every day, and that did not include training areas; the Olympic Village would be used every day, and 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 the Olympic Village was ready with its staff to handle the accommodation of the athletes and officials who would participate. On three occasions, COJO had put to the test, and each time it had been set up for the Games. And, as a prelude to the Olympic frenzy that marked the actual beginning of 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.

Table A

<table>
<thead>
<tr>
<th>Sports</th>
<th>Competition sites</th>
<th>Sports competitions</th>
<th>Number of athletes</th>
<th>Number of officials</th>
<th>June 1976</th>
</tr>
</thead>
<tbody>
<tr>
<td>JT</td>
<td>Olympic Stadium</td>
<td>National Athletic Meet, Montreal 1976</td>
<td>400</td>
<td>130</td>
<td>26, 27</td>
</tr>
<tr>
<td>AV</td>
<td>Olympic Basin</td>
<td>International Regatta, Montreal 1976</td>
<td>100</td>
<td>15</td>
<td>26, 27</td>
</tr>
<tr>
<td>HA</td>
<td>St. Michel Arena</td>
<td>Senior Provincial Championships, Montreal 1976</td>
<td>40</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>HB</td>
<td>Claude Robillard Centre</td>
<td>Canadian Invitation Tournament, Montreal 1976</td>
<td>80</td>
<td>30</td>
<td>26, 27</td>
</tr>
<tr>
<td>LU</td>
<td>Olympic Velodrome</td>
<td>Canadian Women’s Championships, Montreal 1976</td>
<td>119</td>
<td>40</td>
<td>26, 27</td>
</tr>
<tr>
<td>NA</td>
<td>Pierre Charbonneau Centre</td>
<td>Junior Invitation Tournament, Montreal 1976</td>
<td>115</td>
<td>37</td>
<td>26, 27</td>
</tr>
<tr>
<td>PL</td>
<td>Olympic Pool</td>
<td>Rendez-vous Montréal 1976</td>
<td>462</td>
<td>69</td>
<td>26 to 29</td>
</tr>
<tr>
<td>WP</td>
<td>Olympic Pool</td>
<td>Canadian Championships, 1976</td>
<td>59</td>
<td>26, 27</td>
<td>26, 27</td>
</tr>
<tr>
<td>TI</td>
<td>Olympic Shooting Range, Légaré</td>
<td>Canadian Invitation Tournament, Montreal 1976</td>
<td>73</td>
<td>228</td>
<td>26, 27</td>
</tr>
</tbody>
</table>

To 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, operation 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 practices 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 Montreal by COJO hostesses.

The 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 that would dare to think that such a formal dress rehearsal would be held without benefit to itself. 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 (UNOPs) were at their posts, and, as a result, on the evening of June 24, athletes, team members, and officials from across the country were welcomed to Montreal by COJO hostesses. 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 Montreal 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 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.

Source: Bibliothèque du CIO / IOC Library
Sports

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 wish 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: 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.

Source: Bibliothèque du CIO / IOC Library
The Sports Directorate

Recognising the importance of its Sports Division, COJO entrusted its management in September, 1973, to one of its vice-presidents, Pierre Charbonneau. An original member of the group promoting Montreal’s Olympic ambitions and consultant to Jean Drapeau, mayor of Montreal, 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 athletes.

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 offices which established a preliminary method of operating 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 projects: the technical development of the competition and training sites, and the acquisition of material and equipment.

Working with the sports coordinators and directors concerned, notably Construction, Supply, and Technology, as well as the Olympics Radio and Television Organisation (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 sport 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 1973.

From May to July, 1974, the Sports Division was spread over nearly two years, ending in the fall of 1973.

From May to July, 1974, the Sports Division was soon to have an administrative assistant to handle special projects, such as CIM 75.

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).

CIM 75 gave the Sports Division a practical opportunity to pass from the planning to the operational phase leading to the Games themselves.
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
3. The administrative services section, responsible for providing and operating the sports equipment at the competition and training sites; and

The new chief also abolished the sports directors' positions and the sports coordinators became 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, 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).
Operating Plans and Programs

The staging of a competition at any time, but more especially in an Olympic Games, should be impeccable, easy to follow, and enjoyable for everybody. These 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 the 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 information should be given temporarily to officials? 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 and 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 opening 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 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 Montreal was awarded the Games, and the federation presidents and secretaries-general were invited to Montreal early in 1973. During this first visit, the main considerations were the competition and training sites never used before the opening of the Games, the presidents, secretaries-general, and technical delegates arrived in Montreal 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 ISF, and 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 25 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 C1M 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 coordination 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 Montreal 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 amatuerism, the daily program, number of officials, arrangements for lodging them, and definitive 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.

---

Operating plans for events and sports were submitted to the Canadian Olympic National Office, COJO, Ottawa. The vice president, Pierre Charbonneau, was a special consultant and is seated left, middle.

Panama’s South American Games development officer, José Luis Stoffel, was among the Games’ many visitors. He had served as librarian for the first American Games and his experience was sought after. Stoffel held a position as librarian with the National Library of Panama, and as Panama’s librarian and delegate to the Pan American Games. He was also a former Olympic Games and Pan American Games delegate.

The Canadian Olympic Committee (COC) was established on June 4, 1971, to oversee the Games. The COC was a non-profit organization with a membership of 127, and included representatives from 11 national sports federations. Its purpose was to promote amateurism and to provide financial support for athletes who were competing in international competitions.

The COC was an important part of the Games’ success, providing a range of services to both athletes and officials. It was responsible for the selection of athletes and the coordination of their transportation, accommodation, and training. The COC also provided financial support for athletes who were competing in international competitions.

---

Source: Bibliothèque du CIO / IOC Library
The Olympic Games Program

In its application for the Games, Montreal 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 Montreal 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 1,000-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 18.

- **Swimming**:
  - that the 50-meter breaststroke be eliminated.
  - that the maximum number of competitors per country be reduced from 35 to 30 (from 38 to 33) for men, and to 33 (from 38) for women.

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

<table>
<thead>
<tr>
<th>Athletics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
</tr>
<tr>
<td>Individual events</td>
</tr>
<tr>
<td>Track events:</td>
</tr>
<tr>
<td>100 m</td>
</tr>
<tr>
<td>200 m</td>
</tr>
<tr>
<td>400 m</td>
</tr>
<tr>
<td>800 m</td>
</tr>
<tr>
<td>1,500 m</td>
</tr>
<tr>
<td>5,000 m</td>
</tr>
<tr>
<td>10,000 m</td>
</tr>
<tr>
<td>110-m hurdles</td>
</tr>
<tr>
<td>400-m hurdles</td>
</tr>
<tr>
<td>1,500 m</td>
</tr>
<tr>
<td>3,000 m steeplechase</td>
</tr>
<tr>
<td>Road events:</td>
</tr>
<tr>
<td>20-km walk</td>
</tr>
<tr>
<td>Marathon — 42.195 km</td>
</tr>
<tr>
<td><strong>Men</strong></td>
</tr>
<tr>
<td>Individual events</td>
</tr>
<tr>
<td>Track events:</td>
</tr>
<tr>
<td>100 m</td>
</tr>
<tr>
<td>200 m</td>
</tr>
<tr>
<td>400 m</td>
</tr>
<tr>
<td>800 m</td>
</tr>
<tr>
<td>1,500 m</td>
</tr>
<tr>
<td>5,000 m</td>
</tr>
<tr>
<td>10,000 m</td>
</tr>
<tr>
<td>110-m hurdles</td>
</tr>
<tr>
<td>400-m hurdles</td>
</tr>
<tr>
<td>3,000 m steeplechase</td>
</tr>
<tr>
<td>Road events:</td>
</tr>
<tr>
<td>20-km walk</td>
</tr>
<tr>
<td>Marathon — 42.195 km</td>
</tr>
<tr>
<td><strong>Rowing</strong></td>
</tr>
<tr>
<td>Four-oars</td>
</tr>
<tr>
<td>Four-oars with coxswain</td>
</tr>
<tr>
<td>Four-oars without coxswain</td>
</tr>
<tr>
<td><strong>Women</strong></td>
</tr>
<tr>
<td>Double sculls</td>
</tr>
<tr>
<td>Single sculls</td>
</tr>
<tr>
<td><strong>Men</strong></td>
</tr>
<tr>
<td>Double sculls</td>
</tr>
<tr>
<td>Single sculls</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 63.5 kg  
- Welterweight, to 67 kg  
- Middleweight, to 71 kg  
- Light-middleweight, to 75 kg  
- Heavyweight, over 81 kg

#### 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

#### Cycling

**Track**  
- Individual events:  
  - 1,000-m time trial  
  - 4,000-m pursuit  
  - Sprint

**Road**  
- Individual event:  
  - Road race (circuit)

**Team event:**  
- 4,000-m pursuit  
- Team event:  
  - 100-km time trial

#### Fencing

**Women**  
- Individual event: Foil

**Men**  
- Individual events:  
  - Foil  
  - Sabre  
  - Épée

#### Football

Sixteen teams took part in the tournament.

#### Gymnastics

**Women**  
- Team competition  
- Individual all-around final

**Men**  
- Team competition  
- Individual all-around final

#### 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

#### 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, over 110 kg  
- Open category, no weight limit

#### Wrestling

**Freestyle**  
- Weight classes:  
  - Up to 48 kg  
  - Up to 51 kg  
  - Up to 57 kg  
  - Up to 62 kg  
  - Up to 68 kg

**Greco-Roman style**  
- Weight classes:  
  - Up to 48 kg  
  - Up to 51 kg  
  - Up to 57 kg  
  - Up to 62 kg  
  - Up to 68 kg

---

Source: Bibliothèque du CIO / IOC Library
### Table C (continued)
#### Detailed competition program — 196 events

**Swimming**

**Women**
- Individual events:
  - 100-m freestyle
  - 200-m freestyle
  - 400-m freestyle
  - 800-m freestyle
  - 100-m backstroke
  - 200-m backstroke
  - 100-m breaststroke
  - 200-m breaststroke
  - 100-m butterfly
  - 200-m butterfly
  - 100-m medley

**Men**
- Individual events:
  - 100-m freestyle
  - 200-m freestyle
  - 400-m freestyle
  - 1,500-m freestyle
  - 100-m backstroke
  - 200-m backstroke
  - 100-m breaststroke
  - 200-m breaststroke
  - 100-m butterfly
  - 200-m butterfly
  - 400-m medley

**Team events**
- 4 X 100-m freestyle relay
- 4 X 100-m medley relay

**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:
- Fencing: épée
- Shooting: 28-m pistol
- Swimming: 300-m freestyle
- Cross-country: 4,000 m

**Combined results** constitute basis for team classification.

**Equestrian sports**

- Grand Prix Jumping, individual event
- Grand Prix Jumping, team event
- Grand Prix de dressage, individual event
- Grand Prix de dressage, team event

---

**Shooting**

**Women**
- Free pistol, 60 shots, 50 m
- Small-bore rifle, prone position, 60 shots, 50 m
- Small-bore rifle, 3 positions: prone, 40 shots:
  - Rapid-fire pistol, 60 shots
  - Olympic trap, 200 targets

**Men**
- A total of 288 arrows were shot in two rounds of 36 from the following distances: 70, 60, 50 and 30 m.

**Archery**

**Women**
- 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
  - Tornado, 2-man crew
  - Finn, single-man crew

---

Source: Bibliothèque du CIO / IOC Library
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, 9 days for rowing, 10 days for basketball, 13 for boxing, 4 for fencing, 7 for cycling, 10 for swimming, 7 for football, 6 for gymnastics, 9 for weightlifting, 7 for handball, 10 for yachting, 5 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 centers.

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 finals.

Cycling was scheduled to begin July 18, the same as shooting, while archery would not begin until July 21.

Modern pentathlon, which includes both indoor and outdoor events over a five-day period, was set to start July 19, 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 26, permitting the competitions 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).

### 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening ceremony</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Athletics</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rowing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Basketball</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Boxing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Canoeing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Cycling</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Fencing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Football</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Weightlifting</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Handball</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Hockey</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Judo</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Wrestling</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Swimming</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Modern pentathlon</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Equestrian sports</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Shooting</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Archery</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Volleyball</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Yachting</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Closing ceremony</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
Competition and Training Sites

When submitting its application for the Games, Montreal listed numerous facilities available in and around the city: 3 stadiums seating more than 25,000, 4 indoor stadiums seating from 2,000 to 18,000, 12 athletics centres, 30 swimming pools, 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 shooting 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 ISFs 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.
- Montreal, a 42.195 km course, along streets in Montreal, St. Leonard, Montreal 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.
- Cycling
- Olympic Velodrome, near the Olympic Village, under construction and to be ready in July, 1975.
- Rowing
- Olympic Basin, Notre Dame Island, 9.6 km from the Olympic Village, under construction and to be completed in April, 1976.
- 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.
- 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; Laval PEPS; and the Centre de Santé et de Sports (FEPS) of Laval University.
- Boxing
- Olympic Stadium.
- Maurice Richard Arena, close to the Olympic Village, constructed in 1966 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 12.4 km long course, for a total of 175 km.
- Team 100 km time trial, Fairview circuit, 50.4 km stretch of the Trans-Canada Highway, 2.9 km from the Olympic Village, to be executed twice for a total of 100 km.
- Fencing
- Winter Stadium, University of Montreal, 9.45 km from the Olympic Village, constructed in 1965 and used for the World Fencing Championships in 1967.
- Wrestling
- Olympic Velodrome.
- Montreal, a 42.195 km course, along streets in Montreal, St. Leonard, Montreal 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.
- 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; Laval PEPS; and the Centre de Santé et de Sports (FEPS) of Laval University.
- Boxing
- Olympic Stadium.
- Maurice Richard Arena, close to the Olympic Village, constructed in 1966 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 12.4 km long course, for a total of 175 km.
- Team 100 km time trial, Fairview circuit, 50.4 km stretch of the Trans-Canada Highway, 2.9 km from the Olympic Village, to be executed twice for a total of 100 km.
- Fencing
- Winter Stadium, University of Montreal, 9.45 km from the Olympic Village, constructed in 1965 and used for the World Fencing Championships in 1967.
- Wrestling
- Olympic Velodrome.
- Montreal, a 42.195 km course, along streets in Montreal, St. Leonard, Montreal 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.
- 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; Laval PEPS; and the Centre de Santé et de Sports (FEPS) of Laval University.
Choice of Training Sites

In May, 1979, the ISFs approved an official list of 76 training areas distributed among 41 sites, which included three general categories:

a) areas to be used for training before and during the Games;

b) areas to be used for training before the Games and to warm-up during the Games;

c) 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 cities of Montreal and the Province. Most of the sites would be subject to development work and were to be ready for the arrival of the athletes in Montreal (see Table E).

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 observers 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: a) athletes section; changing rooms, showers, massage room, warm-up areas, and reserved seating in the stands.

b) 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
c) 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 central group formed of engineering students assisted in this task.

Table E

<table>
<thead>
<tr>
<th>Sport</th>
<th>Hours available</th>
<th>Hours used</th>
<th>Proportion of usage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT</td>
<td>486</td>
<td>288.5</td>
<td>58</td>
</tr>
<tr>
<td>B</td>
<td>416</td>
<td>110.5</td>
<td>27</td>
</tr>
<tr>
<td>C</td>
<td>388</td>
<td>264.5</td>
<td>68</td>
</tr>
<tr>
<td>D</td>
<td>299</td>
<td>99</td>
<td>33</td>
</tr>
<tr>
<td>E</td>
<td>208</td>
<td>153</td>
<td>73</td>
</tr>
<tr>
<td>F</td>
<td>435</td>
<td>213</td>
<td>49</td>
</tr>
<tr>
<td>F</td>
<td>300</td>
<td>60.5</td>
<td>20</td>
</tr>
<tr>
<td>G</td>
<td>294</td>
<td>26.5</td>
<td>9</td>
</tr>
<tr>
<td>H</td>
<td>558</td>
<td>135</td>
<td>24</td>
</tr>
<tr>
<td>I</td>
<td>468</td>
<td>44</td>
<td>9</td>
</tr>
<tr>
<td>J</td>
<td>1,620</td>
<td>296.5</td>
<td>16</td>
</tr>
<tr>
<td>K</td>
<td>250</td>
<td>103.5</td>
<td>41</td>
</tr>
<tr>
<td>L</td>
<td>364</td>
<td>181</td>
<td>50</td>
</tr>
<tr>
<td>M</td>
<td>286</td>
<td>75.5</td>
<td>28</td>
</tr>
<tr>
<td>N</td>
<td>900</td>
<td>350</td>
<td>40</td>
</tr>
<tr>
<td>O</td>
<td>348</td>
<td>189.5</td>
<td>54</td>
</tr>
<tr>
<td>P</td>
<td>348</td>
<td>189.5</td>
<td>54</td>
</tr>
</tbody>
</table>

Ottawa not available

Source: Bibliothèque du CIO / IOC Library
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 director.

Several innovations were introduced at the Montreal Games. In fencing, the traditional plate 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 plate was made in sections and easily dismantled.

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 vinyl 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 Montreal, 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-slip 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.

Table E (continued)

<table>
<thead>
<tr>
<th>Sport Site</th>
<th>Hours available</th>
<th>Hours used</th>
<th>Proportion of usage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>TB Olympic Shooting Range, L’Acadie</td>
<td>126</td>
<td>102.5</td>
<td>81</td>
</tr>
<tr>
<td>Total</td>
<td>126</td>
<td>102.5</td>
<td>81</td>
</tr>
<tr>
<td>VB Paul Sauvé Centre</td>
<td>295</td>
<td>185.5</td>
<td>63</td>
</tr>
<tr>
<td>École secondaire</td>
<td>450</td>
<td>128.5</td>
<td>36</td>
</tr>
<tr>
<td>École polyvalente d’Anjou</td>
<td>392</td>
<td>140</td>
<td>36</td>
</tr>
<tr>
<td>Lucien-Pagé</td>
<td>392</td>
<td>85</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>1,529</td>
<td>539</td>
<td>35</td>
</tr>
<tr>
<td>Average rate of usage (%)</td>
<td>16,107</td>
<td>5,065</td>
<td>31.4</td>
</tr>
</tbody>
</table>

*Information not available due to irregular training periods, the number of different sites, and the extent of the facility.
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 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.

Table F

<table>
<thead>
<tr>
<th>Sports</th>
<th>Management</th>
<th>Permanent staff</th>
<th>Temporary and short term staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M</td>
<td>W</td>
<td>M</td>
<td>W</td>
</tr>
<tr>
<td>AT</td>
<td>10</td>
<td>240</td>
<td>143</td>
<td>400</td>
</tr>
<tr>
<td>BB</td>
<td>4</td>
<td>2</td>
<td>104</td>
<td>46</td>
</tr>
<tr>
<td>BO</td>
<td>2</td>
<td>50</td>
<td>25</td>
<td>90</td>
</tr>
<tr>
<td>CA</td>
<td>4</td>
<td>2</td>
<td>88</td>
<td>46</td>
</tr>
<tr>
<td>CY</td>
<td>1</td>
<td>57</td>
<td>8</td>
<td>68</td>
</tr>
<tr>
<td>ES</td>
<td>4</td>
<td>68</td>
<td>37</td>
<td>110</td>
</tr>
<tr>
<td>FB</td>
<td>9</td>
<td>260</td>
<td>17</td>
<td>291</td>
</tr>
<tr>
<td>GY</td>
<td>8</td>
<td>5</td>
<td>156</td>
<td>147</td>
</tr>
<tr>
<td>HA</td>
<td>2</td>
<td>32</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>HB</td>
<td>5</td>
<td>4</td>
<td>74</td>
<td>90</td>
</tr>
<tr>
<td>HO</td>
<td>8</td>
<td>2</td>
<td>49</td>
<td>54</td>
</tr>
<tr>
<td>JU</td>
<td>2</td>
<td>38</td>
<td>14</td>
<td>56</td>
</tr>
<tr>
<td>LU</td>
<td>2</td>
<td>34</td>
<td>31</td>
<td>69</td>
</tr>
<tr>
<td>NA</td>
<td>9</td>
<td>4</td>
<td>141</td>
<td>68</td>
</tr>
<tr>
<td>PM</td>
<td>1</td>
<td>75</td>
<td>45</td>
<td>124</td>
</tr>
<tr>
<td>SE</td>
<td>6</td>
<td>151</td>
<td>47</td>
<td>209</td>
</tr>
<tr>
<td>XJ</td>
<td>2</td>
<td>151</td>
<td>27</td>
<td>181</td>
</tr>
<tr>
<td>TA</td>
<td>3</td>
<td>52</td>
<td>47</td>
<td>104</td>
</tr>
<tr>
<td>VB</td>
<td>2</td>
<td>71</td>
<td>45</td>
<td>121</td>
</tr>
<tr>
<td>YA</td>
<td>11</td>
<td>7</td>
<td>140</td>
<td>40</td>
</tr>
<tr>
<td>Administration</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td>15</td>
<td>2</td>
<td>73</td>
</tr>
</tbody>
</table>

The COJO staff were called upon to perform a multitude of tasks during the Games.

Source: Bibliothèque du CIO / IOC Library
Table G
Technical officials

<table>
<thead>
<tr>
<th>Sports</th>
<th>Members of juries of appeal</th>
<th>Non-Canadian international officials</th>
<th>Canadian international officials</th>
<th>Canadian support officials</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M W</td>
<td>M W</td>
<td>M W</td>
<td>M W</td>
<td>M W</td>
</tr>
<tr>
<td>AT</td>
<td>15 37</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>AV</td>
<td>10 37</td>
<td>14</td>
<td>14 47</td>
<td>111</td>
<td></td>
</tr>
<tr>
<td>BB</td>
<td>37 3</td>
<td>14</td>
<td>15 2</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>BO</td>
<td>22 33</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>CA</td>
<td>10 47</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>CY</td>
<td>8 6</td>
<td>17 3</td>
<td>34</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ES</td>
<td>14 37</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>FB</td>
<td>23 37</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>JU</td>
<td>19 21</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>HA</td>
<td>13 33</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>HB</td>
<td>16 31</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>HO</td>
<td>16 31</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>LU</td>
<td>16 62</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>NA</td>
<td>19 104</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>PM</td>
<td>15 2</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>SE</td>
<td>20 21</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>TI</td>
<td>19 21</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>TB</td>
<td>11 2</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>YA</td>
<td>14 1</td>
<td>146 49</td>
<td>97 8</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>307 9</td>
<td>685 32</td>
<td>270 62</td>
<td>689 312</td>
<td>2,346</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Lodging location</th>
<th>Lodging expenses paid by</th>
<th>Travelling expenses paid by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ISF presidents and secretaries-general</td>
<td>Boraventure Hotel</td>
<td>ISFs and COJO</td>
</tr>
<tr>
<td>2 ISF technical delegates</td>
<td>Boraventure Hotel</td>
<td>COJO</td>
</tr>
<tr>
<td>3 Members of juries of appeal and of different ISF commissions: non-Canadian international officials</td>
<td>Windsor Hotel, Sheraton Mount-Royal Hotel, Grand Motor Inn</td>
<td>COJO</td>
</tr>
<tr>
<td>4 Canadian international officials</td>
<td>Windsor Hotel, Sheraton Mount-Royal Hotel, Holiday Inn, Grand Motor Inn</td>
<td>COJO</td>
</tr>
</tbody>
</table>

Technical Officials

When a rush falls over the stadium in 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 GAIP meeting in May that year. That agreement was ratified by the IOC executive board in October, 1975.

The Montreal 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 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 granted at the accreditation centre in the main hotel (see Table J). As 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.

Table J
Uniforms supplied to officials

<table>
<thead>
<tr>
<th>Class</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members of juries of appeal</td>
<td>ISFs</td>
<td>COJO</td>
<td>COJO</td>
</tr>
<tr>
<td>International official</td>
<td>307 81*</td>
<td>9</td>
<td>316 933</td>
</tr>
<tr>
<td>Support officials</td>
<td>687 306</td>
<td>993</td>
<td></td>
</tr>
</tbody>
</table>

| Total | 1,845 | 397 | 2,242 |

*COJO also allowed a per diem of $20.

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, scorers, or line judges; others performed such tasks as signalling the clearing of obstacles by riders or skaters, making the recording of scores in fencing.

Most support officials still in Montréal on August 1, attending the closing ceremony and, in recognition of their participation, they too received a commemorative medal and Olympic diploma.

Source: Bibliothèque du CIO / IOC Library
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 ISPs 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 prepared 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 the IOC included a timetable of events, a list of the equestrian sports obstacles, a swimming schedule, and directives on filing entries.

**Sports Information Rooms**

The 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 transportation to the competition and training timetables, information on the equipment in the training areas, and on the NOC, or because of sickness or injury. Also, several athletes were unable to take part in the competition director (copy A), Technology (B), Olympic Village (C), and the NOC (D).

The videotape replays caused the entry by name to be treated as technical rooms where competitors and coaches were able to analyze the performance of individuals and teams. The videotape replays caused the entry by name to be treated as technical rooms where competitors and coaches were able to analyze the performance of individuals and teams.

**Registration of Athletes and Team Officials**

A key element in the final phase of the Games organization was the registration of competitors and team officials. 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 other to go respectively to the competition director (copy A), Technology (B), Olympic Village (C), and the NOC (D).

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 Montreal 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 other to go respectively to the competition director (copy A), Technology (B), Olympic Village (C), and the NOC (D).

On April 12, 1976, CDJO sent twenty-one forms, one for each sport. In 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 (three of Gabon and Lebanon) sent in their forms after May 17 and were accepted by the IOC. The 120 NOCs entered 9,471 competitors and 3,284 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, CDJO 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 archery;
- July 8: Yachting;
- July 9: fencing and wrestling;
- July 10: Canoeing, judo, and archery.

**Other Details**

A number of competitors and team officials were unable to take part in the Montreal 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 totaled 2,875 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 competition, namely: Algeria, Central African Republic, People’s Republic of the Congo, Chad, Ethiopia, Gabon, Ghana, Guyana, Kenya, Libya, Malawi, Mali, Niger, Nigeria, Sudan, Swaziland, Republic of China, Togo, Uganda, Upper Volta, and Zambia. Thus 93 NOCs participated in competition at the Games of the XXI Olympiad, of which 59 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 responsibilities and they face the same 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 Montreal, 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 Montreal 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 IOC 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, its support, statistically by 8,189 competitions, 2,661 team members, 2,146 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 worldwide 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 widespread support of the international community the Olympic Games worthy of mankind, with a fair balance between mind and matter, profitable to the present generation and beneficial to generations to come."

<table>
<thead>
<tr>
<th>AOH</th>
<th>ALG</th>
<th>AMD</th>
<th>AUS</th>
<th>AUT</th>
<th>BRA</th>
<th>BAH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>J</td>
<td>K</td>
<td>L</td>
<td>M</td>
<td>N</td>
<td>O</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Q</td>
<td>R</td>
<td>S</td>
<td>T</td>
<td>U</td>
<td>V</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W</td>
<td>X</td>
<td>Y</td>
<td>Z</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Participation in the Games were based on two maps, both included in the report and listing all sports and another on sports. (21 volumes)
<table>
<thead>
<tr>
<th>BEL</th>
<th>BER</th>
<th>SIE</th>
<th>SOL</th>
<th>MRA</th>
<th>SOL</th>
<th>CAF</th>
<th>CAN</th>
<th>CAY</th>
<th>CSD</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>C</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>E</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>F</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>G</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>H</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>I</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>K</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>L</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>M</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>N</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>O</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>P</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Q</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>R</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>S</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>T</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>U</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>V</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>W</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Y</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Z</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
<td>27</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
Table K (continued)

<table>
<thead>
<tr>
<th>Country</th>
<th>M</th>
<th>W</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>32</td>
<td>18</td>
<td>50</td>
</tr>
<tr>
<td>Germany</td>
<td>28</td>
<td>16</td>
<td>44</td>
</tr>
<tr>
<td>Italy</td>
<td>28</td>
<td>16</td>
<td>44</td>
</tr>
<tr>
<td>Spain</td>
<td>25</td>
<td>12</td>
<td>37</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>34</td>
<td>17</td>
<td>51</td>
</tr>
<tr>
<td>United States</td>
<td>32</td>
<td>18</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
<table>
<thead>
<tr>
<th>Table K (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HM</strong></td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td><strong>HM</strong></td>
</tr>
</tbody>
</table>

**Source:** Bibliothèque du CIO / IOC Library
Table K (continued)

<table>
<thead>
<tr>
<th>Nation</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>J</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
Table K (continued)

<table>
<thead>
<tr>
<th>Date</th>
<th>SAX</th>
<th>SWE</th>
<th>SUI</th>
<th>SVE</th>
<th>SWR</th>
<th>SRI</th>
<th>SUD</th>
<th>SAL</th>
<th>SEN</th>
<th>SIN</th>
<th>SWK</th>
<th>SAI</th>
<th>SUN</th>
</tr>
</thead>
<tbody>
<tr>
<td>14/8</td>
<td>55</td>
<td>27</td>
<td>56</td>
<td>90</td>
<td>39</td>
<td>13</td>
<td>42</td>
<td>83</td>
<td>90</td>
<td>40</td>
<td>81</td>
<td>40</td>
<td>13</td>
</tr>
<tr>
<td>15/8</td>
<td>34</td>
<td>46</td>
<td>12</td>
<td>12</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>13</td>
</tr>
<tr>
<td>16/8</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>17/8</td>
<td>14</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>18/8</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>19/8</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>20/8</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>21/8</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>22/8</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>23/8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>24/8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>13</td>
</tr>
</tbody>
</table>

**Source:** Bibliothèque du CIO / IOC Library
Table K (continued)

<table>
<thead>
<tr>
<th>Athletes</th>
<th>NOC officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>H 1461 6053 6053 6053</td>
<td>H 1461 6053 6053 6053</td>
</tr>
<tr>
<td>I 620 426 426 426</td>
<td>I 620 426 426 426</td>
</tr>
<tr>
<td>J 500 450 450 450</td>
<td>J 500 450 450 450</td>
</tr>
<tr>
<td>K 264 244 244 244</td>
<td>K 264 244 244 244</td>
</tr>
<tr>
<td>L 144 72 72 72</td>
<td>L 144 72 72 72</td>
</tr>
<tr>
<td>M 101 90 90 90</td>
<td>M 101 90 90 90</td>
</tr>
<tr>
<td>N 268 249 249 249</td>
<td>N 268 249 249 249</td>
</tr>
<tr>
<td>O 67 54 54 54</td>
<td>O 67 54 54 54</td>
</tr>
<tr>
<td>P 324 261 261 261</td>
<td>P 324 261 261 261</td>
</tr>
<tr>
<td>Q 61 79 79 79</td>
<td>Q 61 79 79 79</td>
</tr>
<tr>
<td>R 372 272 272 272</td>
<td>R 372 272 272 272</td>
</tr>
<tr>
<td>S 106 106 106 106</td>
<td>S 106 106 106 106</td>
</tr>
<tr>
<td>T 269 206 206 206</td>
<td>T 269 206 206 206</td>
</tr>
<tr>
<td>U 189 106 106 106</td>
<td>U 189 106 106 106</td>
</tr>
<tr>
<td>V 172 84 84 84</td>
<td>V 172 84 84 84</td>
</tr>
<tr>
<td>W 206 192 192 192</td>
<td>W 206 192 192 192</td>
</tr>
<tr>
<td>X 212 163 163 163</td>
<td>X 212 163 163 163</td>
</tr>
<tr>
<td>Y 480 354 354 354</td>
<td>Y 480 354 354 354</td>
</tr>
<tr>
<td>Z 408 408 408 408</td>
<td>Z 408 408 408 408</td>
</tr>
<tr>
<td>H 16 16 16 16</td>
<td>H 16 16 16 16</td>
</tr>
<tr>
<td>A 101 143 143 143</td>
<td>A 101 143 143 143</td>
</tr>
<tr>
<td>B 62 50 50 50</td>
<td>B 62 50 50 50</td>
</tr>
<tr>
<td>D 57 14 14 14</td>
<td>D 57 14 14 14</td>
</tr>
<tr>
<td>E 55 40 40 40</td>
<td>E 55 40 40 40</td>
</tr>
<tr>
<td>F 39 20 20 20</td>
<td>F 39 20 20 20</td>
</tr>
<tr>
<td>G 120 108 108 108</td>
<td>G 120 108 108 108</td>
</tr>
<tr>
<td>H 96 48 48 48</td>
<td>H 96 48 48 48</td>
</tr>
<tr>
<td>I 379 244 244 244</td>
<td>I 379 244 244 244</td>
</tr>
<tr>
<td>J 1 1 1 1</td>
<td>J 1 1 1 1</td>
</tr>
<tr>
<td>K 743 5069 428 4915</td>
<td>K 743 5069 428 4915</td>
</tr>
<tr>
<td>L 205 205 205 205</td>
<td>L 205 205 205 205</td>
</tr>
<tr>
<td>M 6931 7234 602 6189</td>
<td>M 6931 7234 602 6189</td>
</tr>
<tr>
<td>N 2354 2665 2665 2665</td>
<td>N 2354 2665 2665 2665</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
</tr>
<tr>
<td>6931 7234 602 6189</td>
<td>6931 7234 602 6189</td>
</tr>
<tr>
<td>2354 2665 2665 2665</td>
<td>2354 2665 2665 2665</td>
</tr>
<tr>
<td>3575 3575 3575 3575</td>
<td>3575 3575 3575 3575</td>
</tr>
<tr>
<td>4000 4000 4000 4000</td>
<td>4000 4000 4000 4000</td>
</tr>
<tr>
<td>A 3575 3575 3575 3575</td>
<td>A 3575 3575 3575 3575</td>
</tr>
<tr>
<td>B 4000 4000 4000 4000</td>
<td>B 4000 4000 4000 4000</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 from" 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-à-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 4 x 400-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 unto 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 medallists 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 could really only be determined a few days before the opening ceremony, 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.

The games were played on a wooden surface identical to that in the Forum, 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.

Comparison 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 portable, collapsible goals installed over the main rink, while the second scoreboard at 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, 1978.

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.

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 were 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 personnel 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.

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, 1978.

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.
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 Benjamin 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 officials, however, 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 block.

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 judgement 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 judgement alone, only 1 improper start might have slipped by in 184 races. But with the machine alone, 6 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, Montreal 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 of 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 Montreal, 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 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 possess 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 Montreal until June 29 when the ramp was completed.

There are several ways of measuring a course through the streets of a city, and the Montreal 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 signal, refreshment points (green) and sponging stations (yellow)).
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 Montreal 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 Montreal.

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 Fiasconaro 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 Gallerus who bettered his own world record with 9:08.02 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.

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 Gallerus who bettered his own world record with 9:08.02 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.

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 outdistanced the field in the 400 metres with a new world record of 49.29, an 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.

Montreal'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.
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 outrigged 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 Montreal 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 Montreal 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 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.
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 (6), 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 43 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 rigours 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."
Basketball

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 Montreal'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 included the competition schedule, plus descriptions of the training and competition sites.

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); nine teams 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.
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.

Conclusion

Cycling competition at the Montréal Games demonstrated worldwide 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.

Source: Bibliothèque du CIO / IOC Library
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 Montreal 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 Montreal 1975 (ICM 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
David and Goliath

Give and take

Table A
Entries and participation

<table>
<thead>
<tr>
<th>Entries by number</th>
<th>Entries by name</th>
<th>At official weigh-in</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries</td>
<td>81</td>
<td>71</td>
<td>69</td>
</tr>
<tr>
<td>Competitors</td>
<td>492</td>
<td>372</td>
<td>348</td>
</tr>
</tbody>
</table>

Competitors by weight class

<table>
<thead>
<tr>
<th>Class</th>
<th>At official weigh-in</th>
<th>In bouts</th>
</tr>
</thead>
<tbody>
<tr>
<td>48 kg</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>51 kg</td>
<td>36</td>
<td>27</td>
</tr>
<tr>
<td>54 kg</td>
<td>36</td>
<td>27</td>
</tr>
<tr>
<td>57 kg</td>
<td>36</td>
<td>26</td>
</tr>
<tr>
<td>60 kg</td>
<td>34</td>
<td>23</td>
</tr>
<tr>
<td>63.5 kg</td>
<td>42</td>
<td>31</td>
</tr>
<tr>
<td>67 kg</td>
<td>38</td>
<td>31</td>
</tr>
<tr>
<td>71 kg</td>
<td>26</td>
<td>23</td>
</tr>
<tr>
<td>75 kg</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>81 kg</td>
<td>24</td>
<td>18</td>
</tr>
<tr>
<td>81 kg x</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>348</td>
<td>267</td>
</tr>
</tbody>
</table>

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, 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.

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.

Source: Bibliothèque du CIO / IOC Library
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 crisscrossed 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 Montreal 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, 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, there were 141.
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 Montreal 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...
determined and possibly led 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 decided on several occasions to disqualify for using underweight boats by allowing a slight tolerance. It was clear that 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 videolapse 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, 8 were starters, 8 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 serve 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.
Cycling

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 aesthetic 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 special 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 managers.

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.

Source: Bibliothèque du CIO / IOC Library
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 Montreal’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 ensure the race’s success.

The only problem encountered concerned the convoy system inaugurated in Montreal 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.
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, Montreal’s mountain in the center 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 Montreal, close to the start-finish line. Only the most essential facilities were located at the edge of the track including time 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 62 m in elevation (see Diagram 1).

Except for a small 2.267-saat 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 was on a weekday.

For training, the Quebec Cycling Federation organized two pre-Olympic races. One was in five stages, from Quebec City to St. Zénon, run between July 6 and 11, and the other was 120 km long, from Terrebonne to St. Côme, on July 21.

Equipment and Material

In addition to the indispensable technical equipment, Olympic cycling required a surprising number of vehicles. For training purposes, 20 training rollers, 10 of which were installed in the velodrome and 10 on loan, were made available to the teams, as well as 20 motorcycles for the road races 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 material, and 6 backup cars used during the road races alone.

Competition Sites

The Olympic Stadium, focal point of the Montreal facilities, contained 2,406 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 29-27.

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 Montreal, protection of the competition zones from the rain was another story altogether. There were two events during the Olympics where performance is particularly affected by rain: the high jump and the pole vault. Unfortunately, in Montreal both were struck by rain, just as the final medal standings 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 Montreal 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 Montreal Games seemed to indicate the need for practice facilities far in excess of original estimates.

As a result, Montreal 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-Desmarteau Centre, 2.9 km from the stadium, and was the first synthetic track in Montreal 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 Montreal’s mountain, Mount Royal. On the eve of the Games, however, it was realized that these training tracks would not be sufficient, and Kent Park, which had been used for the International competitions Montreal 1975 (CIM 75), was reequipped for dress rehearsals of the opening and closing ceremonies, although it did not 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, post 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, Montreal 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 to the control centre for a final check of his equipment, 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 report at the athletics 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 as short as 1 15 minutes to 10 s for 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.

Source: Bibliothèque du CIO / IOC Library
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, shewed such mastery of the piste in Montreal 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 Montreal, the fencing section of the Sports Directorate employed 110 persons, supported by 270 technical officials.

In perspective, the Montreal 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 Montreal, 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 Montreal 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 Montreal, 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 armourers 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 aluminum 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 reeds 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 Montreal, this was affected 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 weapons submitted for testing were rejected after verification (see Table B).

Some of these challenges had been:
- the uncertainties inherent in the competition schedule and their effect on the succession of events;
- 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 remarkable and valuable experience.

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.

For the first time in a major international competition, the traditional wire netting covering the fencing surface was replaced by perforated aluminum 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.

Paradox and precision of movement.

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 aluminum 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 reeds 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 Montreal, this was affected 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 weapons submitted for testing were rejected after verification (see Table B).

Some of these challenges had been:
- the uncertainties inherent in the competition schedule and their effect on the succession of events;
- 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 remarkable and valuable experience.

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.

For the first time in a major international competition, the traditional wire netting covering the fencing surface was replaced by perforated aluminum 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.

Table A Registration and participation

<table>
<thead>
<tr>
<th>Entries by name</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
</tr>
<tr>
<td>Individual foil</td>
<td>51</td>
</tr>
<tr>
<td>Team foil</td>
<td>14 teams</td>
</tr>
<tr>
<td>Individual sabre</td>
<td>20 teams</td>
</tr>
<tr>
<td>Team sabre</td>
<td>16 teams</td>
</tr>
<tr>
<td>Men</td>
<td></td>
</tr>
<tr>
<td>Individual foil</td>
<td>64</td>
</tr>
<tr>
<td>Team foil</td>
<td>16 teams</td>
</tr>
<tr>
<td>Individual épée</td>
<td>69</td>
</tr>
<tr>
<td>Team épée</td>
<td>16 teams</td>
</tr>
<tr>
<td>Individual épée</td>
<td>20 teams</td>
</tr>
<tr>
<td>Team épée</td>
<td>20 teams</td>
</tr>
<tr>
<td>Total participation</td>
<td>70 women</td>
</tr>
<tr>
<td>212 men</td>
<td></td>
</tr>
<tr>
<td>34 countries</td>
<td></td>
</tr>
</tbody>
</table>

Table B Equipment check

<table>
<thead>
<tr>
<th>Weapons</th>
<th>Number registered</th>
<th>Number rejected</th>
<th>Percentage of refusals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,141</td>
<td>388</td>
<td>34.01</td>
<td></td>
</tr>
<tr>
<td>257</td>
<td>59</td>
<td>22.98</td>
<td></td>
</tr>
<tr>
<td>283</td>
<td>32</td>
<td>10.92</td>
<td></td>
</tr>
<tr>
<td>308</td>
<td>50</td>
<td>16.23</td>
<td></td>
</tr>
<tr>
<td>506</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2,505</td>
<td>529</td>
<td>21.03</td>
</tr>
</tbody>
</table>

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 Montreal 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 Montreal was underscored by the fact that a barrier 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 use of the training site was provided. 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.
Football

Football, the world's most popular sport, was little known and still less understood in Canada prior to the Montreal 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 offspring of English rugby.

The 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 Quebec federations as a prelude to the first visit to Montreal 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 Quebec 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 Montreal 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 Montreal, and 46 at each of the three satellite cities.

One noteworthy aspect of the Montreal 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.

Source: Bibliothèque du CIO / IOC Library
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 Montreal 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 Montreal at COJO’s request on May 24, 1976, this event was widely televised. The draw produced these results:

<table>
<thead>
<tr>
<th>Group A</th>
<th>Group B</th>
<th>Group C</th>
<th>Group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>Mexico</td>
<td>Uruguay</td>
<td>Canada</td>
</tr>
<tr>
<td>Spain</td>
<td>France</td>
<td>Poland</td>
<td>USSR</td>
</tr>
<tr>
<td>Zambia</td>
<td>Guatemala</td>
<td>Iran</td>
<td>Ghana</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

At the same meeting, in cooperation with COJO, the FIFA amateur committee also decided on the allocation of events to the four Canadian cities 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 withdrawals 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 Montreal 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 Montreal, provided a seating capacity of 30,065, as well as sufficient space indoors for dressing rooms, shows, first-aid facilities, doping control, physiotherapy, and relaxation.

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>
<thead>
<tr>
<th>Table A</th>
<th>Team finalists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regions</td>
<td>Number of national teams registered</td>
</tr>
<tr>
<td>Africa</td>
<td>24</td>
</tr>
<tr>
<td>North America, Central America and the Caribbean</td>
<td>15</td>
</tr>
<tr>
<td>South America</td>
<td>10</td>
</tr>
<tr>
<td>Asia and Oceania</td>
<td>21</td>
</tr>
<tr>
<td>Europe</td>
<td>21</td>
</tr>
</tbody>
</table>

* * *

What a game!

A game can be won or lost with the toss of a coin!

Source: Bibliothèque du CIO / IOC Library
The playing field in Sherbrooke was located inside a horse-racing track made for 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 overhanging 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 continued to amaze 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 Flansch's Jürgen Dorner 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 escors and; 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.
There were great performances at the Montreal Olympic Games, and several athletes accomplished feats which will remain forever ingrained 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 Montreal Games.

The Program

The gymnastics program of the Montreal 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.

There were great performances at the Montreal Olympic Games, and several athletes accomplished feats which will remain forever ingrained 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 Montreal Games.

The Program

The gymnastics program of the Montreal 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.

Source: Bibliothèque du CIO / IOC Library
The test of immobility.
Qualifying System

In April, 1975, the International Gymnastics 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 men’s competition and 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 competitors 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.

Three 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, 26 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 17. 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.
Weightlifting

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.

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 Montreal 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 board 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.
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 medals went to Valeriy Shary, USSR, gold; Trendafil Stoichev, Bulgaria, silver; and Peter Baczko, Hungary, bronze.

In the 110-kg class, the medals went to Yun Zaitsev, USSR, Krasno Semenjew, 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 Montreal 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 Montreal 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 34,837 for the Olympic events.
Handball

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 Montreal 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 Quebec, 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: Montreal, Sherbrooke, and Quebec.

Hired by the organizing committee in February, 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 Montreal, 29 in Sherbrooke, and 29 in Quebec. Training for most started in March, but many had gained experience in the tournament staged as part of the International Competitions Montreal 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.
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 Montreal. 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, Quebec. And four of the women’s and seven of the men’s matches were played in the Sherbrooke Sports Palace, and two in the Montreal Forum.

Although some matches were played outside Montreal, 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 2 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 final), gave every indication that handball reached maturity in the Games of the XXI Olympiad and is firmly established as an Olympic sport.
Hockey

Hockey competition at the Montreal 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 foremost 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 Montreal 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 torn thirteen months before the Games, depriving local athletes of those fields for a long time.
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.

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.

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.

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.

Conclusion

For a city where hockey is more closely associated with ice than grass — and much less with artificial turf — a total attendance of 102,896 for 22 games constitutes real success. It is to be hoped that the quality of play will awaken 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.
Judo

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 Montreal 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 Montreal 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 Quebec judo clubs, and were given the occasion to prove themselves during the International Competitions Montreal 1975 (ICM 1975). There were then also 80 technical officials available on call.

In addition to the president, the secretary-general, and two technical delegates from the IJF, the officials comprised a 7-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 start date and July 28, 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 (IOC) 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
Table A

Registration and participation

<table>
<thead>
<tr>
<th>Classes</th>
<th>Registration</th>
<th>Participation</th>
<th>Bouts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lightweight (to 63 kg)</td>
<td>32</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Light-middleweight (to 70 kg)</td>
<td>29</td>
<td>26</td>
<td>31</td>
</tr>
<tr>
<td>Middleweight (to 80 kg)</td>
<td>32</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>Light-heavyweight (to 93 kg)</td>
<td>35</td>
<td>32</td>
<td>36</td>
</tr>
<tr>
<td>Heavyweight (over 93 kg)</td>
<td>20</td>
<td>19</td>
<td>23</td>
</tr>
<tr>
<td>Open category (no limit)</td>
<td>30</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>178</td>
<td>154</td>
<td>178</td>
</tr>
</tbody>
</table>

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.

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.

Despite 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 July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.

Despite the July 10, 1976, deadline for "entry by name" arrived, however, this number had dropped to 154 competitors from 50 countries (see Table A).

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.
Wrestling

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 Montreal 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 Quebec. 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 Montreal 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 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 on a surface usually reserved for ice hockey 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 who were tested under the direction of the FILA technical delegate.

The athletes' draw for each style 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 Montreal 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.

Source: Bibliothèque du CIO / IOC Library
Swimming

"Short of a miracle, the Olympic swimming, diving, and water polo competitions cannot be held in Montreal 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 Hennings 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, President Killian, repeated his expressions of confidence in the Montreal 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 Quebec, 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.
Lithe and concentrated, the diver is flying.

Table A

<table>
<thead>
<tr>
<th>Registration and participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entries by number</td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Swimming</td>
</tr>
<tr>
<td>Diving</td>
</tr>
<tr>
<td>Water polo</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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 17, 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 809 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 host city, and four teams representing as many continents: Mexico (America), Australia (Oceania), Iran (Asia), and Yugoslavia (Europe). Since Africa had no representative, the Netherlands, seventh in the 1975 world championships, was asked to take part.

The swimming program included 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.

Table B

<table>
<thead>
<tr>
<th>Athlete participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Swimming</td>
</tr>
<tr>
<td>Diving</td>
</tr>
<tr>
<td>Water polo</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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 latter. 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 Montreal 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.
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.

Source: Bibliothèque du CIO / IOC Library
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 grooms, 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
The five sports in which modern pentathletes must compete.

Pistol shooting, one of the sports in which modern pentathletes must compete.

behind his mask, the fencer watches his opponent.

The sun is scorching, the shade inviting, but the man never stops. After the completion of the race, the wait for the results.

The results scoreboard.

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.

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

Swimming was included in the modern pentathlon for the first time in Olympic Games history. The event at the 25-metre range took place with remarkable precision and sportsmanship. 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 Montreal 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.

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 obstacle course was judged to offer a degree of difficulty appropriate to an Olympic competition.

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.

Swimming

Swimming was included in the modern pentathlon for the first time in Olympic Games history. The event at the 25-metre range took place with remarkable precision and sportsmanship. 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.

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 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 Montreal 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.
Equestrian Sports

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.

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 marshals and 75 Canadian Forces personnel.

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

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.
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 (7,685 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 Tauskay, 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 Bold riding Woycek, Reiner Klimke on Mehmed, and Gabriela Grillo on Ultima. The silver went to the Swiss

<table>
<thead>
<tr>
<th>Table A Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event</td>
</tr>
<tr>
<td>Grand Prix dressage</td>
</tr>
<tr>
<td>Individual competition</td>
</tr>
<tr>
<td>Team competition</td>
</tr>
<tr>
<td>Three-Day Event</td>
</tr>
<tr>
<td>Individual competition</td>
</tr>
<tr>
<td>Team competition</td>
</tr>
<tr>
<td>Grand Prix jumping</td>
</tr>
<tr>
<td>Individual competition</td>
</tr>
<tr>
<td>Team competition</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 preliminaries in the Olympic Stadium for a total of 194,580. And this is not counting the 15,991 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 XX 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 event 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."

**Table B**

<table>
<thead>
<tr>
<th>Grand Prix jumping: course characteristics</th>
<th>Round</th>
<th>Obstacles</th>
<th>Length</th>
<th>Time allowed</th>
<th>Time limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual competition:</td>
<td>1st</td>
<td>18</td>
<td>950 m</td>
<td>142 sec</td>
<td>284 sec</td>
</tr>
<tr>
<td></td>
<td>2nd</td>
<td>13</td>
<td>660 m</td>
<td>99 sec</td>
<td>198 sec</td>
</tr>
<tr>
<td></td>
<td>Centre, Bromont</td>
<td>Jump off</td>
<td>8</td>
<td>470 m</td>
<td>70 sec</td>
</tr>
<tr>
<td>Team competition:</td>
<td></td>
<td></td>
<td>840 m</td>
<td>126 sec</td>
<td>252 sec</td>
</tr>
<tr>
<td></td>
<td>Olympic Stadium</td>
<td>—</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Shooting

Anyone trying to recall the most exciting moment of the shooting competition at the Montreal 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 Montreal Games was held from July 18 to 24 at the Olympic Shooting Range in L'Acadie, a pastoral area southeast of Montreal, 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.
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 Montreal 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 equaled both the Olympic and world records.

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 Penaroz, 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 records. The latter remain the official marks, however, because a new type of target — the running boar — was used at the Montreal 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 Nattrass, 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 Montreal 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.
Archery

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. Montreal maintained this prestige and archery competition took place from July 27 to 30, 1976.

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 Béland Park in Montreal, 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.

Competition Site

Joliette, a small town nestled in the green countryside 63 km northeast of Montreal, 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 Montreal Games. It was then some-
To get there, one must know which strings to pull.

**Organization**

Technical organization began in May, 1976, 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 Quebec 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 Montreal Olympic Village where the athletes were staying, food services worked perfectly. Every day a refrigerated 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 Montreal.

**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.
The volleyball tournament in Montreal 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 Montreal 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.

Participation
This 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, 30 women and 120 men participated in the Montreal Games. And, of the 84 officials, 38 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.

Source: Bibliothèque du CIO / IOC Library
A spike in the making.

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 Montreal 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 port city of Kingston, halfway between Montreal 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). The 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 Montreal, 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 Montreal, 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

<table>
<thead>
<tr>
<th>Allocation of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time employees</td>
</tr>
<tr>
<td>Part-time employees</td>
</tr>
<tr>
<td>Volunteer workers</td>
</tr>
<tr>
<td>Race committees</td>
</tr>
<tr>
<td>Measurement</td>
</tr>
<tr>
<td>Photo</td>
</tr>
<tr>
<td>Spectator control operators</td>
</tr>
<tr>
<td>VIP spectator</td>
</tr>
<tr>
<td>and press boat operators</td>
</tr>
<tr>
<td>Class officers</td>
</tr>
<tr>
<td>Sailing services</td>
</tr>
<tr>
<td>Olympic Village</td>
</tr>
<tr>
<td>Hearings — accreditation</td>
</tr>
<tr>
<td>Ceremonies</td>
</tr>
<tr>
<td>Press services</td>
</tr>
<tr>
<td>Protocol</td>
</tr>
<tr>
<td>Canadian Forces personnel</td>
</tr>
<tr>
<td>(excluding Security)</td>
</tr>
</tbody>
</table>

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 142 journalists who were assigned full-time to yachting, others came from time to time from Montreal; 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, safety, weather, and results; and twenty-two vehicles were used 16 hours a day and required 33 drivers.

Source: Bibliothèque du CIO / IOC Library
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
- Soling: 18
- Tornado: 24
- Charlie: 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.

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:
- complete measurement of the 42 Finn boats, including spare boats prior to the competitions;
- measurement of sails and spars of 23 competitors who brought their own for the Finn races;
- complete measurement of the 103 boats (including one spare) brought to the Games by the competitors;
- surveillance of boats on the water during the racing period with respect to the use of measured gear;
- enforcement of IYRU Rule 22(3) with respect to the weight of wet and dry clothing; and
- 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.

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.

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.

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.

Source: Bibliothèque du CIO / IOC Library
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 patients, and 28 cases were referred to hospital outpatient clinics.

Doping control was conducted by a medical team from Montreal, at all 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 not 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 backup system also served by terminals at the yachting centre. The results were transmitted to Montreal 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.

**Competition protests**

For all six classes, there were four levels of results reporting, each level identified by color of paper:

a) preliminary results using finish-line data radioed ashore;

b) provisional results usually 30 to 45 minutes after the preliminary, based on the official documents received from officials on arrival ashore;

c) protest pending results, calculated after the period for receiving protests closed and showing all competing yachts involved in a protest; and

d) 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 date, or less than 25 minutes after the finish of a race.

<table>
<thead>
<tr>
<th>Class</th>
<th>July</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>25</th>
<th>26</th>
<th>28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tornado</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Soling</td>
<td></td>
<td>1</td>
<td>9</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Tempest</td>
<td>1</td>
<td></td>
<td>6</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Flying Dutchman</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Finn</td>
<td>1</td>
<td></td>
<td>1</td>
<td>3</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>470</td>
<td>4</td>
<td></td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>24</td>
<td>7</td>
<td>0</td>
<td>48</td>
</tr>
</tbody>
</table>

**Table B**

For all six classes, there were four levels of results reporting, each level identified by color of paper:

a) preliminary results using finish-line data radioed ashore;

b) provisional results usually 30 to 45 minutes after the preliminary, based on the official documents received from officials on arrival ashore;

c) protest pending results, calculated after the period for receiving protests closed and showing all competing yachts involved in a protest; and

d) 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 date, or less than 25 minutes after the finish of a race.

**Competition protests**

For all six classes, there were four levels of results reporting, each level identified by color of paper:

a) preliminary results using finish-line data radioed ashore;

b) provisional results usually 30 to 45 minutes after the preliminary, based on the official documents received from officials on arrival ashore;

c) protest pending results, calculated after the period for receiving protests closed and showing all competing yachts involved in a protest; and

d) 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 date, or less than 25 minutes after the finish of a race.

<table>
<thead>
<tr>
<th>Class</th>
<th>July</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>25</th>
<th>26</th>
<th>28</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tornado</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Soling</td>
<td></td>
<td>1</td>
<td>9</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Tempest</td>
<td>1</td>
<td></td>
<td>6</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Flying Dutchman</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Finn</td>
<td>1</td>
<td></td>
<td>1</td>
<td>3</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>470</td>
<td>4</td>
<td></td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>24</td>
<td>7</td>
<td>0</td>
<td>48</td>
</tr>
</tbody>
</table>
The Olympic Village

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 15 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 souvenier package with a card of welcome in five languages. (See Plan A for description of Village zones.)
Table A

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>Number of rooms</th>
<th>Area in square metres</th>
<th>Number of occupants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>136</td>
<td>3</td>
<td>38.7</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>152</td>
<td>4</td>
<td>58.4</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>72</td>
<td>4</td>
<td>53.6</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>544</td>
<td>5</td>
<td>75.6</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>72</td>
<td>7</td>
<td>124.6</td>
<td>14</td>
</tr>
<tr>
<td>6</td>
<td>4</td>
<td>6</td>
<td>97.2</td>
<td></td>
</tr>
</tbody>
</table>

*These apartments were occupied by Olympic Village management.

The Residential Zone

Of the two zones into which the Olympic Village was divided, that which was generally restricted to the athletes 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 Québecois 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 Québecois manufacture. In addition, it was of a style neutral enough to satisfy virtually everyone's tastes.
The Olympic Village was the scene of many special presentations, especially at the terrace café, Place des Nations, and the open-air theatre.

**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 Ségouin (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 sometime. But, instead of turning matters over to a concessionaire, the Olympic Village authorities in Montreal 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 the 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>
<thead>
<tr>
<th>Time</th>
<th>Number using cafeteria entrance</th>
</tr>
</thead>
<tbody>
<tr>
<td>00:00</td>
<td>700</td>
</tr>
<tr>
<td>01:00</td>
<td>600</td>
</tr>
<tr>
<td>02:00</td>
<td>700</td>
</tr>
<tr>
<td>03:00</td>
<td>10</td>
</tr>
<tr>
<td>04:00</td>
<td>6</td>
</tr>
<tr>
<td>05:00</td>
<td>5</td>
</tr>
<tr>
<td>06:00</td>
<td>5</td>
</tr>
<tr>
<td>07:00</td>
<td>125</td>
</tr>
<tr>
<td>08:00</td>
<td>900</td>
</tr>
<tr>
<td>09:00</td>
<td>675</td>
</tr>
<tr>
<td>10:00</td>
<td>860</td>
</tr>
<tr>
<td>11:00</td>
<td>600</td>
</tr>
<tr>
<td>12:00</td>
<td>275</td>
</tr>
<tr>
<td>13:00</td>
<td>400</td>
</tr>
<tr>
<td>14:00</td>
<td>750</td>
</tr>
<tr>
<td>15:00</td>
<td>1,275</td>
</tr>
<tr>
<td>16:00</td>
<td>1,275</td>
</tr>
<tr>
<td>17:00</td>
<td>750</td>
</tr>
<tr>
<td>18:00</td>
<td>650</td>
</tr>
<tr>
<td>19:00</td>
<td>325</td>
</tr>
<tr>
<td>20:00</td>
<td>450</td>
</tr>
<tr>
<td>21:00</td>
<td>200</td>
</tr>
<tr>
<td>22:00</td>
<td>800</td>
</tr>
<tr>
<td>23:00</td>
<td>500</td>
</tr>
<tr>
<td>24:00</td>
<td>700</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
<table>
<thead>
<tr>
<th>Table D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Typical breakfast menu</strong></td>
</tr>
<tr>
<td><strong>Soups:</strong></td>
</tr>
<tr>
<td>Consommé printanier</td>
</tr>
<tr>
<td>Canadian pea soup</td>
</tr>
<tr>
<td><strong>Salads:</strong></td>
</tr>
<tr>
<td>Cesarons</td>
</tr>
<tr>
<td>Smoked salmon</td>
</tr>
<tr>
<td>Sliced tomatoes, cucumber wedges, caper and radishes</td>
</tr>
<tr>
<td><strong>Assorted toasts</strong></td>
</tr>
<tr>
<td>Wheat roll</td>
</tr>
<tr>
<td><strong>Assorted rice</strong></td>
</tr>
<tr>
<td><strong>Steamed rice</strong></td>
</tr>
<tr>
<td><strong>Bread:</strong></td>
</tr>
<tr>
<td>Assorted rolls</td>
</tr>
<tr>
<td>Danish pastry</td>
</tr>
<tr>
<td><strong>Beverages:</strong></td>
</tr>
<tr>
<td>Black or green tea, coffee</td>
</tr>
<tr>
<td>Milk, buttermilk</td>
</tr>
<tr>
<td><strong>Waffles, Québec maple syrup</strong></td>
</tr>
<tr>
<td><strong>Peanut butter</strong></td>
</tr>
<tr>
<td><strong>Eggs:</strong></td>
</tr>
<tr>
<td>Bacon (side or Canadian back)</td>
</tr>
<tr>
<td><strong>Doughnuts</strong></td>
</tr>
<tr>
<td><strong>French toast, Québec maple syrup</strong></td>
</tr>
<tr>
<td><strong>Potatoes and rice:</strong></td>
</tr>
<tr>
<td>Fresh tomatoes</td>
</tr>
<tr>
<td><strong>Salads:</strong></td>
</tr>
<tr>
<td>Mixed salad</td>
</tr>
<tr>
<td>Noodles</td>
</tr>
<tr>
<td>Curried rice</td>
</tr>
<tr>
<td><strong>Entrées:</strong></td>
</tr>
<tr>
<td>Grilled steak</td>
</tr>
<tr>
<td>Roast turkey, gravy, cranberry sauce</td>
</tr>
<tr>
<td><strong>Vegetables:</strong></td>
</tr>
<tr>
<td>Mashéed potatoes</td>
</tr>
<tr>
<td>Swiss potatoes</td>
</tr>
<tr>
<td>Carrots Julienne</td>
</tr>
<tr>
<td>Baked onions</td>
</tr>
<tr>
<td>Chick peas</td>
</tr>
<tr>
<td>Noodles</td>
</tr>
<tr>
<td>Rice</td>
</tr>
<tr>
<td><strong>Soups:</strong></td>
</tr>
<tr>
<td>Consommé printanier</td>
</tr>
<tr>
<td>Canadian pea soup</td>
</tr>
<tr>
<td><strong>Entrées:</strong></td>
</tr>
<tr>
<td>Grilled steak</td>
</tr>
<tr>
<td>Roasted duck</td>
</tr>
<tr>
<td><strong>Vegetables:</strong></td>
</tr>
<tr>
<td>Mashéed potatoes</td>
</tr>
<tr>
<td>Swiss potatoes</td>
</tr>
<tr>
<td>Carrots Julienne</td>
</tr>
<tr>
<td>Baked onions</td>
</tr>
<tr>
<td>Chick peas</td>
</tr>
<tr>
<td>Noodles</td>
</tr>
<tr>
<td>Rice</td>
</tr>
</tbody>
</table>

### The International Zone

The international zone comprised two distinct sections — the International and the Central Park. The former was located in the Grande Allée, adjacent to the residential area, and contained rooms for press conferences, the press office, the athletes' movie theatre, and a restaurant and bar. The latter was located in Central Park, adjacent to the residential area, and contained rooms for press conferences, the press office, the athletes' movie theatre, and a restaurant and bar. In the International Park, there was found the customary access roads and parking lots, the validation centre for credentials, the special zone for vehicles 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 of the residences 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.

### The Human Side

The Olympic Village Directorate was at their most intense and the bulk of Village life. When the Games were over, the athletes went to their homes and the Village had to offer for the remainder of the summer."
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 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. 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.

Village life offered something for every taste. Whether it was relaxing, window shopping, limbering up exercises, or just plain fooling around, 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.
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 Montreal 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 attaches 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 the number of people traveling in each apartment would be used, 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 immediately and permitted those responsible to tailor their subsequent decisions exactly to the wishes of the delegations.

Information

Finally, after two years of research, consultation, and planning, in May, 1975 CIÖO was able to inform the NOCs on the organization of the Village. 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 numbers, 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 capacity of parking spaces needed.

Starting in January, 1976, a new bulletin went out to each NOC and chief de mission. There were twenty-eight in all, entirely devoted to developments in the Village.

There were twenty-eight in all, entirely devoted to developments in the Village.

Meetings

To encourage personal contact, Village authorities arranged meetings with as many NOCs as possible. On these occasions, members 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 Montreal 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.

Table F

<table>
<thead>
<tr>
<th>Date</th>
<th>Arrivals</th>
<th>Departures</th>
<th>Cumulative totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1</td>
<td>197</td>
<td>0</td>
<td>197</td>
</tr>
<tr>
<td>July 2</td>
<td>127</td>
<td>0</td>
<td>324</td>
</tr>
<tr>
<td>July 3</td>
<td>295</td>
<td>0</td>
<td>620</td>
</tr>
<tr>
<td>July 4</td>
<td>265</td>
<td>0</td>
<td>884</td>
</tr>
<tr>
<td>July 5</td>
<td>593</td>
<td>1</td>
<td>1,476</td>
</tr>
<tr>
<td>July 6</td>
<td>376</td>
<td>0</td>
<td>1,852</td>
</tr>
<tr>
<td>July 7</td>
<td>320</td>
<td>0</td>
<td>2,172</td>
</tr>
<tr>
<td>July 8</td>
<td>712</td>
<td>0</td>
<td>2,884</td>
</tr>
<tr>
<td>July 9</td>
<td>864</td>
<td>1</td>
<td>3,747</td>
</tr>
<tr>
<td>July 10</td>
<td>787</td>
<td>0</td>
<td>4,534</td>
</tr>
<tr>
<td>July 11</td>
<td>613</td>
<td>0</td>
<td>5,027</td>
</tr>
<tr>
<td>July 12</td>
<td>1,385</td>
<td>0</td>
<td>6,412</td>
</tr>
<tr>
<td>July 13</td>
<td>704</td>
<td>1</td>
<td>7,115</td>
</tr>
<tr>
<td>July 14</td>
<td>783</td>
<td>0</td>
<td>7,898</td>
</tr>
<tr>
<td>July 15</td>
<td>931</td>
<td>1</td>
<td>8,799</td>
</tr>
<tr>
<td>July 16</td>
<td>202</td>
<td>1</td>
<td>8,920</td>
</tr>
<tr>
<td>July 17</td>
<td>75</td>
<td>0</td>
<td>8,988</td>
</tr>
<tr>
<td>July 18</td>
<td>79</td>
<td>0</td>
<td>9,067</td>
</tr>
<tr>
<td>July 19</td>
<td>32</td>
<td>0</td>
<td>9,098</td>
</tr>
<tr>
<td>July 20</td>
<td>43</td>
<td>0</td>
<td>9,140</td>
</tr>
<tr>
<td>July 21</td>
<td>80</td>
<td>0</td>
<td>9,220</td>
</tr>
<tr>
<td>July 22</td>
<td>60</td>
<td>0</td>
<td>9,280</td>
</tr>
<tr>
<td>July 23</td>
<td>36</td>
<td>0</td>
<td>9,316</td>
</tr>
<tr>
<td>July 24</td>
<td>36</td>
<td>0</td>
<td>9,352</td>
</tr>
<tr>
<td>July 25</td>
<td>36</td>
<td>0</td>
<td>9,388</td>
</tr>
<tr>
<td>July 26</td>
<td>36</td>
<td>0</td>
<td>9,424</td>
</tr>
<tr>
<td>July 27</td>
<td>18</td>
<td>0</td>
<td>9,442</td>
</tr>
<tr>
<td>July 28</td>
<td>16</td>
<td>0</td>
<td>9,458</td>
</tr>
<tr>
<td>July 29</td>
<td>16</td>
<td>0</td>
<td>9,474</td>
</tr>
<tr>
<td>August 1</td>
<td>4</td>
<td>0</td>
<td>9,478</td>
</tr>
<tr>
<td>August 2</td>
<td>0</td>
<td>1</td>
<td>9,479</td>
</tr>
</tbody>
</table>

Table G

<table>
<thead>
<tr>
<th>Age</th>
<th>Athletes</th>
<th>Escorts</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>14</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>53</td>
<td>0</td>
<td>53</td>
</tr>
<tr>
<td>16</td>
<td>110</td>
<td>0</td>
<td>110</td>
</tr>
<tr>
<td>17</td>
<td>157</td>
<td>1</td>
<td>158</td>
</tr>
<tr>
<td>18</td>
<td>209</td>
<td>6</td>
<td>215</td>
</tr>
<tr>
<td>19</td>
<td>290</td>
<td>13</td>
<td>303</td>
</tr>
<tr>
<td>20</td>
<td>407</td>
<td>20</td>
<td>427</td>
</tr>
<tr>
<td>21</td>
<td>513</td>
<td>8</td>
<td>521</td>
</tr>
<tr>
<td>22</td>
<td>518</td>
<td>32</td>
<td>550</td>
</tr>
<tr>
<td>23</td>
<td>646</td>
<td>29</td>
<td>675</td>
</tr>
<tr>
<td>24</td>
<td>600</td>
<td>35</td>
<td>635</td>
</tr>
<tr>
<td>25</td>
<td>437</td>
<td>30</td>
<td>467</td>
</tr>
<tr>
<td>26</td>
<td>429</td>
<td>46</td>
<td>475</td>
</tr>
<tr>
<td>27</td>
<td>363</td>
<td>46</td>
<td>409</td>
</tr>
<tr>
<td>28</td>
<td>323</td>
<td>36</td>
<td>359</td>
</tr>
<tr>
<td>29</td>
<td>255</td>
<td>55</td>
<td>310</td>
</tr>
<tr>
<td>30</td>
<td>207</td>
<td>56</td>
<td>263</td>
</tr>
<tr>
<td>31</td>
<td>143</td>
<td>56</td>
<td>199</td>
</tr>
<tr>
<td>32</td>
<td>111</td>
<td>52</td>
<td>163</td>
</tr>
<tr>
<td>33</td>
<td>88</td>
<td>71</td>
<td>159</td>
</tr>
<tr>
<td>34</td>
<td>72</td>
<td>81</td>
<td>153</td>
</tr>
<tr>
<td>35</td>
<td>55</td>
<td>97</td>
<td>152</td>
</tr>
<tr>
<td>36</td>
<td>51</td>
<td>89</td>
<td>130</td>
</tr>
<tr>
<td>37</td>
<td>42</td>
<td>81</td>
<td>123</td>
</tr>
<tr>
<td>38</td>
<td>47</td>
<td>87</td>
<td>134</td>
</tr>
<tr>
<td>39</td>
<td>43</td>
<td>101</td>
<td>144</td>
</tr>
<tr>
<td>40</td>
<td>45</td>
<td>121</td>
<td>166</td>
</tr>
<tr>
<td>41</td>
<td>46</td>
<td>385</td>
<td>431</td>
</tr>
<tr>
<td>42</td>
<td>253</td>
<td>242</td>
<td>295</td>
</tr>
<tr>
<td>43</td>
<td>74</td>
<td>149</td>
<td>123</td>
</tr>
<tr>
<td>44</td>
<td>129</td>
<td>130</td>
<td>259</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
<table>
<thead>
<tr>
<th>Country</th>
<th>Male athletes</th>
<th>Female athletes</th>
<th>Male escorts</th>
<th>Female escorts</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHO Antigua</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>ALG Algeria</td>
<td>16</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>ANT Antigua</td>
<td>10</td>
<td>0</td>
<td>18</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>ARG Argentina</td>
<td>19</td>
<td>6</td>
<td>60</td>
<td>0</td>
<td>96</td>
</tr>
<tr>
<td>AUS Australia</td>
<td>138</td>
<td>35</td>
<td>52</td>
<td>12</td>
<td>237</td>
</tr>
<tr>
<td>AUT Austria</td>
<td>46</td>
<td>8</td>
<td>34</td>
<td>4</td>
<td>92</td>
</tr>
<tr>
<td>BAH Bahamas</td>
<td>9</td>
<td>1</td>
<td>9</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>BAR Barbados</td>
<td>9</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>BEL Belgium</td>
<td>74</td>
<td>28</td>
<td>56</td>
<td>6</td>
<td>162</td>
</tr>
<tr>
<td>BOL Bolivia</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>BOL Bolivia</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>BOL Bolivia</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>BIZ Belize</td>
<td>65</td>
<td>7</td>
<td>29</td>
<td>1</td>
<td>102</td>
</tr>
<tr>
<td>BOL Bolivia</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>BRA Brazil</td>
<td>138</td>
<td>56</td>
<td>54</td>
<td>2</td>
<td>251</td>
</tr>
<tr>
<td>BUL Bulgaria</td>
<td>21</td>
<td>0</td>
<td>12</td>
<td>0</td>
<td>33</td>
</tr>
<tr>
<td>CAN Canada</td>
<td>267</td>
<td>131</td>
<td>91</td>
<td>24</td>
<td>513</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CAN Canada</td>
<td>267</td>
<td>131</td>
<td>91</td>
<td>24</td>
<td>513</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

### Table H (continued)

<table>
<thead>
<tr>
<th>Country</th>
<th>Male athletes</th>
<th>Female athletes</th>
<th>Male escorts</th>
<th>Female escorts</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CCM Central Africa</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Source:** Bibliothèque du CIO / IOC Library
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 strictly controlled in accordance with stringent rules so as not to compromise the peace and tranquility so necessary to the well-being of the athletes. After all, the Village had been designed for them, and, 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 stipulated that fewer than 1,000 may be permitted at any one time in an Olympic Village.

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

<table>
<thead>
<tr>
<th>Service</th>
<th>Management</th>
<th>Middle Management</th>
<th>Specialists</th>
<th>Clerical</th>
<th>General</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food service</td>
<td>789</td>
<td>1,268</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>115</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production</td>
<td>372</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,268</td>
</tr>
<tr>
<td>Health</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>34</td>
</tr>
<tr>
<td>Furniture &amp; Fixtures</td>
<td>92</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>92</td>
</tr>
<tr>
<td>Special installations</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>Director-general</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>27</td>
</tr>
<tr>
<td>Lodging</td>
<td>324</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>324</td>
</tr>
<tr>
<td>Maintenance</td>
<td>651</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>651</td>
</tr>
<tr>
<td>Admission</td>
<td>1,729</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,729</td>
</tr>
<tr>
<td>Information</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Shops</td>
<td>130</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>130</td>
</tr>
<tr>
<td>Recreation</td>
<td>70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>Tourism</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>38</td>
</tr>
<tr>
<td>Pastoral</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Administration</td>
<td>98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>98</td>
</tr>
<tr>
<td>Personnel</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>24</td>
</tr>
<tr>
<td>Secretariat</td>
<td>89</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>89</td>
</tr>
<tr>
<td>Management</td>
<td>332</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>332</td>
</tr>
<tr>
<td>Bromont</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>121</td>
</tr>
<tr>
<td>Total</td>
<td>2,540</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,540</td>
</tr>
</tbody>
</table>

Table J
Personnel hiring schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Total</th>
<th>Management</th>
<th>Middle management</th>
<th>Specialists</th>
<th>Clerical</th>
<th>General</th>
<th>Totals</th>
<th>Cumulative totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>2,305</td>
<td>219</td>
<td>1,268</td>
<td>1,249</td>
<td>737</td>
<td>31,170</td>
<td>3,170</td>
<td></td>
</tr>
<tr>
<td>1976 June</td>
<td>2,815</td>
<td>230</td>
<td>1,268</td>
<td>1,249</td>
<td>737</td>
<td>31,170</td>
<td>3,640</td>
<td></td>
</tr>
<tr>
<td>1976 May</td>
<td>3,500</td>
<td>230</td>
<td>1,268</td>
<td>1,249</td>
<td>737</td>
<td>31,170</td>
<td>4,140</td>
<td></td>
</tr>
<tr>
<td>1976 July</td>
<td>3,640</td>
<td>230</td>
<td>1,268</td>
<td>1,249</td>
<td>737</td>
<td>31,170</td>
<td>4,370</td>
<td></td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 in general. 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.

Source: Bibliothèque du CIO / IOC Library
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 secretaries, 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 venue 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 residence 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 has 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 desired 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

To create opening and closing ceremonies that would be original in their modernism and imposing in their traditionalism, Montreal 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 Olympic.

The official entourage for the Olympic Flame relay has entered the ancient stadium. Surrounding by his honor guard of 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 Montreuil Games at the foot of a monument that points towards the sun. Suddenly the Flame is kindled. The high priestess then rises and lifts the Olympic Flame towards the sky.

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 figures 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 vestals run their gauntlet 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 Montreal’s Olympic Stadium, will illuminate the noble games of the Earth’s peoples.”

The other runners take their places in the convoy, together with all the official delegates, managers, athletes, attendants, technicians, assistants, and journalists who escort the torch-bearers on the route through Peloponnesus and Ilies. 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 next one, and he, in turn, carries it on to the next leg of the relay.

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 springtime. 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 now the tradition of carrying the torch in relays was established only in 1936 at the Berlin Olympics.

In the Piraeus 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 marltilt 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 of wisdom. It salutes the vision of those who 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 Eaphias of Elia, 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 recites the north, south, east, and west. His action recalls to mind that of the herald of antiquity who, in the stoa, “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 Coubertin’s call: “Athletes who will carry the symbolic torch in your eager hands... let your race be a happy one. It begins in this spirit of eternal Hellenism which goes on lighting a path downward 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 perishing routine-mindedness and pedantry have prevented me from accomplishing in full.”

Source: Bibliothèque du CIO / IOC Library
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 defense 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 Greece to illuminate the Montreal Olympic 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 illumine “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 ideology could be obtained hencforth 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, far it is, and not the child, who grasps and governs fate.

At 21:00, His Excellency, Constantino Tatsos, 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: “I recount 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 21:28, the torch-bearer, Kostas Koitis, 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. Montreal 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 chorus 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 Costa Paparatzis, 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. Nicolas, president of the Hellenic Olympic Committee, hands over the Olympic torch of the Montreal Games to Father de la Sablonnière, the official representative of CIOU 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.”
symbolizes the ancient Greeks, who believed the gods resided in the flames they used in their religious ceremonies. Throughout history, the Olympic Flame has been used as a symbol of peace and unity, and it is passed from one generation to the next. The Flame is carried through different countries, symbolizing hope and unity among the nations.

The Flame of the XXI Olympiad was carried through Canada as part of the Olympic torch relay. The relay started in the hands of Lise Litz, an Ottawa athlete, in the presence of the Prime Minister, the Right Honorable Pierre Elliott Trudeau. The Flame was passed to the next torch-bearer, a symbol of the接力 and the participation of people from all walks of life. The Flame was passed through the provinces of Canada, with each province receiving the Flame for two weeks. The Flame passed through the cities of Ottawa, Vanier, Gloucester, Orleans, Cumberland, Massin, Buckingham, Lachine, Thiais, Plaisance, and Papineauville, before it stopped for the night in Montebello. Between Ottawa and Montebello, two thousand athletes and sports enthusiasts accompanied the bearers of the Flame.

At 15:00, the prime minister gives the starting signal to the first runners in the Ottawa-Montreal relay. These athletes represent the ten provinces of Canada: Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia. They are accompanied by members of the diplomatic corps, the Senate, the House of Commons, and the Canadian Olympic Association. Mr. Trudeau added: "In this Flame we can see a reflection of the courage and ardor with which Canada's prime minister referred to "Olympia and Montréal". 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 majestic torchbearers perform a routine full of rhythm and dance to greet the Flame. They are followed by firefighters who shoot jets of water. All these celebrations in honor of the Olympic Flame express the excitement and purification of Canadians at this long-awaited moment. The Flame moves on, reaching Montréal, where it is received with enthusiasm and joy. Male and female athletes are given the honor of carrying the Flame, and many amateur photographers immortalize these unforgettable moments. The Flame enters Montréal at half past midnight, the lights of the town are switched on and church bells ring. At half past midnight, the lights of the town are switched on and church bells ring. All the people of the region are keeping a vigil and expressing their pride at seeing the Olympic Flame in their own town or village. They are deeply moved, some even weeping tears of joy and pride at seeing the Flame in their own town or village.

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 Montreal, the athletes undergo a similar experience. The Flame creates a ribbon of light that links Olympia and Montreal. A runner awaits the torch-bearer after each kilometre. They greet each other and invoke their torches at a certain angle until they reach the Olympic Flame. At 15:00, the prime minister gives the starting signal to the first runners in the Ottawa-Montreal relay. These athletes represent the ten provinces of Canada: Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia.

At 15:00, the prime minister gives the starting signal to the first runners in the Ottawa-Montreal relay. These athletes represent the ten provinces of Canada: Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia. They are accompanied by members of the diplomatic corps, the Senate, the House of Commons, and the Canadian Olympic Association. Mr. Trudeau added: "In this Flame we can see a reflection of the courage and ardor with which Canada's prime minister referred to "Olympia and Montréal". 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 majestic torchbearers perform a routine full of rhythm and dance to greet the Flame. They are followed by firefighters who shoot jets of water. All these celebrations in honor of the Olympic Flame express the excitement and purification of Canadians at this long-awaited moment. The Flame moves on, reaching Montréal, where it is received with enthusiasm and joy. Male and female athletes are given the honor of carrying the Flame, and many amateur photographers immortalize these unforgettable moments. The Flame enters Montréal at half past midnight, the lights of the town are switched on and church bells ring. At half past midnight, the lights of the town are switched on and church bells ring. All the people of the region are keeping a vigil and expressing their pride at seeing the Olympic Flame in their own town or village. They are deeply moved, some even weeping tears of joy and pride at seeing the Flame in their own town or village.

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 Montreal, the athletes undergo a similar experience. The Flame creates a ribbon of light that links Olympia and Montreal. A runner awaits the torch-bearer after each kilometre. They greet each other and invoke their torches at a certain angle until they reach the Olympic Flame. At 15:00, the prime minister gives the starting signal to the first runners in the Ottawa-Montreal relay. These athletes represent the ten provinces of Canada: Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia. They are accompanied by members of the diplomatic corps, the Senate, the House of Commons, and the Canadian Olympic Association. Mr. Trudeau added: "In this Flame we can see a reflection of the courage and ardor with which Canada's prime minister referred to "Olympia and Montréal". 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 majestic torchbearers perform a routine full of rhythm and dance to greet the Flame. They are followed by firefighters who shoot jets of water. All these celebrations in honor of the Olympic Flame express the excitement and purification of Canadians at this long-awaited moment. The Flame moves on, reaching Montréal, where it is received with enthusiasm and joy. Male and female athletes are given the honor of carrying the Flame, and many amateur photographers immortalize these unforgettable moments. The Flame enters Montréal at half past midnight, the lights of the town are switched on and church bells ring. At half past midnight, the lights of the town are switched on and church bells ring. All the people of the region are keeping a vigil and expressing their pride at seeing the Olympic Flame in their own town or village. They are deeply moved, some even weeping tears of joy and pride at seeing the Flame in their own town or village.
The Flame burns before the illuminated cross that dominates the City of Montreal. Surely it could not have found a more fitting resting place. Mgr. Jean-Marie Lefebvre, speaker 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 Montreal. 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.’

Montreal gives the Olympic Flame a great ovation. At the foot of Mount Royal, thousands of whitecoats 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 Gerard Cote, a Canadian representative 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 Montreal. Surely it could not have found a more fitting resting place. Mgr. Jean-Marie Lefebvre, speaker 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 Montreal. 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.’

Montreal gives the Olympic Flame a great ovation. At the foot of Mount Royal, thousands of whitecoats 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 Gerard Cote, a Canadian representative 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 Montreal. Surely it could not have found a more fitting resting place. Mgr. Jean-Marie Lefebvre, speaker 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 Montreal. 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.’

Montreal gives the Olympic Flame a great ovation. At the foot of Mount Royal, thousands of whitecoats 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 Gerard Cote, a Canadian representative 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 Montreal. Surely it could not have found a more fitting resting place. Mgr. Jean-Marie Lefebvre, speaker 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 Montreal. 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.’
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 Olympics 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: "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 56 which deals with the closing ceremony, the last paragraph 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.

General Concept
COJO wished to respect tradition by maintaining the ceremonies for lighting the Flame at Olympia, as well as the relay of the torch from Olympia to Athens and the reception ceremony for the Flame at the Panathenaic Stadium of Athens. COJO also wanted to maintain this respect during the Canadian stages of the relay between Ottawa and the Olympic Stadium in Montreal, and between Montreal 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 Tehran, an 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 Montreal, 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 Montreal Games.
The Torch

It is a primary symbol of the Olympic Games. The Flame demands an appropriate setting. With this uppermind, Georges Huet and Michel Jallaire 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 aluminum, and its weight did not exceed 836 grams, a significant factor since each bearer had to run the kilometer 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 Urns

To display the Olympic Flame, COJO had to use urns made which were in different Canadian cities along the relay route. Two of the urns were 90 cm in diameter, one of which was lit on top of Mount Royal and the other in the Olympic Stadium; four urns were 50 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 filled by propane gas.

The Convoy

The composition of each relay convoy (Ottawa-Montreal, Montreal-Kingston, and the convex in Greece) offered slightly according to specific requirements. The composition of the Ottawa-Montreal 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 flares)
- telecommunications bus
- vehicle for collecting torches
- vehicle for collecting bearers
- repair minibus
- spare minibus
- vehicle carrying first portable urn
- vehicle carrying second portable urn
- spare telecommunications truck
- food supply truck
- special presentation bus (Canadian Broadcasting Corporation)
- press bus.

Program Development

Principal stages in the development of the Flame relay program evolved chronologically as follows:

March 1974
- Approval at the IOC meeting in January, 1976.

April, 1974
- Definition of the torch prototype.

May, 1974
- Meetings of the security services.
- 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 IOC on the sharing of responsibilities, each party’s special tasks, and delivery of the material required in Greece.

June, 1976
- General rehearsal: Montreal-Montreal relay.
- Delivery of the torches, fuel, smoke cartridges, and urns.
- Reception 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.

October, 1975
- Final selection of the torch, fuel, smoke producer, urns, and itinerary.
- Selection of sites for ceremonies in cities along the route.

December, 1975
- Final selection of the torch prototype.
- Determination of the telecommunication process for transmission between continents, main­

Programmes

Among the main programmes being developed were the following:

- Date: 1975
- Fuel and torch trials.
- First rehearsal of the relay from Mount Royal to the Olympic Stadium.
- Approval at the IOC meeting in January, 1976.

May, 1976
- Final selection of the torch, fuel, smoke producer, urns, and itinerary.
- Selection of sites for ceremonies in cities along the route.

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, convos, transmission between continents, maintenance, protection, communications, and bearers, and escort. 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 uppermind, Georges Huet and Michel Jallaire 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 aluminum, and its weight did not exceed 836 grams, a significant factor since each bearer had to run the kilometer 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 Urns

To display the Olympic Flame, COJO had to use urns made which were in different Canadian cities along the relay route. Two of the urns were 90 cm in diameter, one of which was lit on top of Mount Royal and the other in the Olympic Stadium; four urns were 50 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 filled by propane gas.

The Convoy

The composition of each relay convoy (Ottawa-Montreal, Montreal-Kingston, and the convoy in Greece) offered slightly according to specific requirements. The composition of the Ottawa-Montreal 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 flares)
- telecommunications bus
- vehicle for collecting torches
- vehicle for collecting bearers
- repair minibus
- spare minibus
- vehicle carrying first portable urn
- vehicle carrying second portable urn
- spare telecommunications truck
- food supply truck
- special presentation bus (Canadian Broadcasting Corporation)
- press bus.

Programme Development

Principal stages in the development of the Flam relay program evolved chronologically as follows:

March 1974
- Approval at the IOC meeting in Ottawa of the proposal to transmit the Flame by satellite and reconstitute it by laser beam.

May, 1974
- Approval at the IOC meeting in January, 1976.

June, 1975
- First rehearsal of the relay from Mount Royal to the Olympic Stadium.
- Approval at the IOC meeting in January, 1976.

September, 1975
- Final selection of the torch, fuel, smoke producer, urns, and itinerary.
- Selection of sites for ceremonies in cities along the route.

December, 1975
- Final selection of the torch prototype.
- Provision of all the necessary information for the relay.

April, 1976
- Mayors' meeting in Montreal.
- Receipt of the first torches.
- Deadline for receiving bearers' registration forms.

May, 1976
- 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 IOC on the sharing of responsibilities, each party's special tasks, and delivery of the material required in Greece.

June, 1976
- General rehearsal: Montreal-Montreal relay.
- Delivery of the torches, fuel, smoke cartridges, and urns.
- Reception 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.

The Urns

To display the Olympic Flame, COJO had to use urns made which were in different Canadian cities along the relay route. Two of the urns were 90 cm in diameter, one of which was lit on top of Mount Royal and the other in the Olympic Stadium; four urns were 50 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 filled by propane gas.

The Convoy

The composition of each relay convoy (Ottawa-Montreal, Montreal-Kingston, and the convoy in Greece) offered slightly according to specific requirements. The composition of the Ottawa-Montreal 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 flares)
- telecommunications bus
- vehicle for collecting torches
- vehicle for collecting bearers
- repair minibus
- spare minibus
- vehicle carrying first portable urn
- vehicle carrying second portable urn
- spare telecommunications truck
- food supply truck
- special presentation bus (Canadian Broadcasting Corporation)
- press bus.

Programme Development

Principal stages in the development of the Flame relay program evolved chronologically as follows:

March 1974
- Approval at the IOC meeting in Ottawa of the proposal to transmit the Flame by satellite and reconstitute it by laser beam.

May, 1974
- Approval at the IOC meeting in January, 1976.

June, 1975
- First rehearsal of the relay from Mount Royal to the Olympic Stadium.
- Approval at the IOC meeting in January, 1976.

September, 1975
- Final selection of the torch, fuel, smoke producer, urns, and itinerary.
- Selection of sites for ceremonies in cities along the route.

December, 1975
- Final selection of the torch prototype.
- Provision of all the necessary information for the relay.

April, 1976
- Mayors' meeting in Montreal.
- Receipt of the first torches.
- Deadline for receiving bearers' registration forms.

May, 1976
- 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 IOC on the sharing of responsibilities, each party's special tasks, and delivery of the material required in Greece.

June, 1976
- General rehearsal: Montreal-Montreal relay.
- Delivery of the torches, fuel, smoke cartridges, and urns.
- Reception 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.
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 activated a laser beam that recreated of trans-Atlantic transmission began was deposited in the ancient urn of the Panathenean Stadium. The sequence by the high priestess at Olympia, and use it. The laser beam was reflected in a fraction of a second. The laser beam were the responsibility of the control centre, which comprised the following members of associations, or sporting or recreation clubs. COJO published a pamphlet entitled 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 hon-
Opening Ceremony
Montréal, Saturday, July 17, 1976. There is a fanfare of royal trumpets and, in the Olympiad 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, “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 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 Montreal 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-bearer follows four meters behind. Those meters further back are the officials of the delegation; next, the first row of athletes follows at a distance of two meters. Behind them, a distance of one meter separates each row of athletes. The next delegation’s sign-bearer walks ten meters 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 Montreal.

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 northeast 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, Grenada, Guadeloupe, 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, Suriname, Switzerland, Czecho-Slovakia, 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 it brings to the field the athletes who come from every continent. These athletes are the sports elite of the world, the flower of 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.

"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 men's eternal need to gather for warmth and comfort around a common hearth. We should also pay tribute to the 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, Quebec, 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."

"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 '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 lanterns 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 Spiro Sama and Costas Patamis.

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 Olympics. 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 a suite of Québec music: the Danse de la plongeuse, Après 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 the athletes and spectators. 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 Montréaler, 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."

"Joy, love and glory shall be your rewards in this contest supreme, this fraternal gathering."

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 main 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 Montreal 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 Quebec Concerto. To the sounds of this joyful, 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:

"I, in the name of all judges and officials, 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 Montreal 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
Montreal, 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 schoolgirls 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 ties of the Olympic Games. This parade produces remarkable, infectious 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 symposium 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 of 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 Quebec, the president and members of the organizing committee, the mayor of the City of Montreal (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 even greater eagerness, courage and honour for the good of humanity throughout the ages."
To the acclaim of the crowd, the four Amerindian chiefs, Andrew Delisle, Mike McKenzie, Aurélien Gill, and Max Gros-Louis, wearing full tribal dress, accompany Lord Killanin to the royal box.

The Orpheus choir sings Spinnia 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 Montreal Games, the Olympic Flame is extinguished slowly to the sound of a trumpet solo played by the Montreal 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 Kremlin, 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 Montreal 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 Montreal Games.

The whites, 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 Montreal, an ad hoc committee presented a brief to the president and commissioner-general and to the mayor of Montreal on January 30, 1974.

This document described the Olympic Flame, its lighting at Olympia, its transportation, and its arrival in Montreal on the evening of July 16, 1974. 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 how it would be transported to Kingston, where the yposchting 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 Montreal and would pay tribute to the Olympic spirit.

Furthermore, the document stipulated that the ceremonies must present a common image which would express the union of the Montreal 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 Montreal, Quebec, and to some extent an opportunity to express their own spirit, their own feelings, and their own traditions.

Finally, the document recommen-
dated that the ceremonies be a continuing responsible for developing these conceptions 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 included four appendices including an organization chart, a critical path report regarding official ceremonies, a hiring and work distribution schedule, a Through a summary of the opening and closing ceremonies of the Montreal Games, Rules 56 and 58 of the IOC (Varna, 1983), and some reflections on Baron de Coubertin on Olympic Games ceremonies.

The person in charge of the first official ceremonies directed work with the ad hoc committee in March 1974, and assumed full control on July 1, 1974. That October, the director-general's assistant, the director of the Flame Relay, and the director of the Arts and Culture Project became the management team. In June 1975, the Arts and Culture Project 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 Montreal and Kingston.

Inspired by that magnificent idea of ancient Olympia where the Olympic flame 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 electrical impulses which would be transmitted instantaneously by satellite to Ottawa. 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 want to detract the lighting of the Flame by young people from Olympia to Athens from Ottawa to Montreal, 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 Quebec culture.

The Montreal delegation also announced at the meeting of the cultural commission that the opening and closing ceremonies would also be organized as television spectaculars, in anticipation of a worldwide audience of 1,500,000,000. To this end, the Official Ceremonies Directorate entrusted the production of the opening and closing ceremonies to two television directors. And finally, to enhance the uniformity 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 popularity, and 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 Montreal delegation reciting that even 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 straining every effort to fit the character of the event.

At the end of these meetings, COJO accepted the unanimous recommendations of its advisers. Briefly, the main idea was to receive the Flame, then to create a special musical atmosphere appropriate to give it pace and to avoid any reference to the London Olympic ceremony, the advisers suggested instantaneously inviting the Olympic flame receiver from one hundred worlds. In this presentation not just by their presence, as the athletes, but as a music and for soloist instruments.

To illustrate the flexibility of the "integrated theme" concept, the opening and closing ceremonies of the Montreal Olympic Stadium could be supported by either a choral or instrumental work, with both respecting the traditions of the moment. Anxious to show Canadian singers to advantage, the directorate decided upon a choral piece in order to pay tribute to the Sacred Flame.

The opportunity was to be the first element in the total score, and would be based upon three themes taken from three elements of the Olympic Tristram and Polac, which also formed the thematic base for the Olympic квартирure and the song of farewell. The latter also incorporated one of the themes from the symphonic poem Matisse.
Entrance and Exit of the Olympic Flag
COJO worked with the Canadian Olympic Association (COA) and the Olympic Flame Relay Department to select candidates for these sequences which required twenty hours of rehearsal.

Handling over of the Official Flag
Some twenty hours of rehearsal were needed for the Munich and Montreal folk groups to perfect this choreography, prepared by Franz Beuer-Pantoulakis 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 Montreal, Toronto, and twelve countries in Europe, America, and Asia. Altogether, 230 hours of rehearsal were required for the 53 groups of participants, who used fifty gymnasiums between January and July 1979, in Montreal 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 two international soloists invited to participate in the opening ceremony.

Only at the beginning of June, 1979, forty-five days before the opening ceremony, COJO was able to gather together 35 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 Montreal invited the world to the Games of the XXI Olympiad.

Closing Ceremony
The choreography of the closing ceremony was aimed at uniting the athletes and the stadium crowd in a gay and orderly ceremony. These 900 students formed the Olympic rings, which a group of 550 American Indians enrobed, 300 of whom were from various tribes living in Quebec. Some 250 amateur and professional dancers from the Montreal 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 Quebec Association, was an important factor in the success of this ceremony, which brought together members of the eight tribes of American Indians in Quebec for the first time in 200 years.

The finale of this closing ceremony was based on a formula, in this case a simple Indian dance in which athletes, dancers, Indians, and COJO hostesses formed a friendship chain and left the stadium in orderly lines, with the Indians at the center. This permitted the athletes to participate wholeheartedly without interfering with either 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 festooned 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 new Olympiad, Moscow. Beforehand, COJO sought the aid of the two countries for the selection of two children aged 12 to 13 years. The selection was made from among those 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 were folk costumes of the cities of Athens, Moscow and Montreal.

Extinguishing the Flame
One of the most moving moments of the closing ceremony came 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 Montreal, to sign this page in the history of the Montreal Games.

Moscow-Montreal Sequence
The Montreal 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 Montreal 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 Montreal 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 Montreal musician, Art Philipe, for the arrangements and the orchestra.

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 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 Montreal 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 broadcasting 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 (136), 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 Montreal Olympic Games
The musical themes of the Montreal Olympic Games are based on the works of Canadian paintor-composer André Mathieu.

Mathieu's compositions, still relatively little-known in his country of birth, were chosen for the Montreal 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 sort, lends itself magnificently to the preamble 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, Giga T.3. 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 concertos, 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.

Mythology of the Games of the Olympic 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 Montreal Games by a symbolic offering of bread and salt and the lighting of a huge candle.

One of the most moving moments of the closing ceremony came 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 Montreal, to sign this page in the history of the Montreal Games.

The Montreal 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 Montreal 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 Montreal 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 Montreal musician, Art Philipe, for the arrangements and the orchestra.

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 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 Montreal 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 broadcasting 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 (136), 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 Montreal Olympic Games
The musical themes of the Montreal Olympic Games are based on the works of Canadian paintor-composer André Mathieu.

Mathieu's compositions, still relatively little-known in his country of birth, were chosen for the Montreal 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 sort, lends itself magnificently to the preamble 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, Giga T.3. 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 concertos, 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.
Montréal's Olympic Image

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 aesthetic 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 facing 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
- Stationary
- Identity cards
- Forms
- Personal 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
- Postcards
- Mascot

**Communications**
- Presto newsletter
- Olympress newsletter
- Randez-vous 76 Montreal magazine
- Montreal Olympic City brochures
- All About the Games brochure
- I know pamphlets
- Olympic calendar
- Official guide
- Press guide
- Participation certificates for members of the Press
- General information
- Thematic posters
- Program and admission prices
- Kingston brochure
- COJO reports
- Daily programmes
- 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

**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
- Journeymen'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
- Fornes

**Youth Camp**
- Guide
- Delegate's handbook
- Bonjour newspaper
- Passes
- Poster
- Lapel button
- Publicity stickers

**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
- Watchman
- Maintenance personnel

**Decorations and flags**
- Montreal, Kingston, Toronto, Ottawa, Sherbrooke, Bromont, L'Acadie, Joliette, and Quebec
- All competition sites
- Montreal, Kingston, and Bromont Olympic Villages
- Mirabel and Dorval airports
- Montreal and Central railway stations
- The participating countries

**Signs**
- Autoroutes and main highways
- Montreal and other Olympic cities
- Olympic Villages
- Inside and outside competition sites
- Airports
- Metro (subway)
- Buildings
- Parking lots

**Miscellaneous**
- Winners' medals
- Commemorative medal
- Olympic coins (1st series)
- Mascot
- Winners' podiums
- Olympic Village furniture
- Outdoor furniture
- Olympic torch
- Olympic urns
- Commemorative plaque

Source: Bibliothèque du CIO / IOC Library
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 Montreal 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.
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 "A m i k ." 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.

Olympic Calendar
In January, 1976, COJO published an impressive Olympic calendar, highlighting the fact that Montréal would soon be the scene of the 1976 Games. Each of the sports on the program was illustrated, with its rules briefly explained. Also included was a competition schedule, a short history of the Olympic Games, an explanation of the official emblem, and maps of the Olympic Park and Stadium.
Jeux de la XXIe Olympiade
Montréal 1976

Lieux de compétition

Games of the XXI Olympiad
Montréal 1976

Competition Sites

Source : Bibliothèque du CIO / IOC Library
Technical Brochures

In the planning stage, Graphics and Design expected to publish more than 500 items. It was necessary, therefore, to standardize the formats of this printed material. Two approaches were selected. The first format, 21 x 29.7 cm, was particularly suited for programs and stationery. The second, 10.8 x 21 cm (closer to a paperback format), was more suited to flyers, guides, and rule books. The twenty-one booklets, dealing with various technical aspects of the sports entered on the program, were designed in conformity with the specific rules contained in the Graphics Manual.
Other Publications

During its mandate, COJO published documents of all sorts on various aspects of the Games and their organization. The magazine Rendez-vous 76 Montréal and the brochure Montréal, Olympic City were printed in limited editions intended for readers immediately interested in the Games. For other publications, like I Know and All About The Games, COJO had a larger audience in mind. More specialized brochures and flyers, such as those dealing with the Design Quality Control Office or the official lists of licence holders, were intended only for those directly involved.
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.

Source: Bibliothèque du CIO / IOC Library
The Arts and Culture Program

Like other COJO directorates, Arts and Culture called on the Graphics and Design Directorate to assist in the development of a symbol for the cultural program which would reflect the nature of the project within existing graphic standards.

As designed, the Arts and Culture Program symbol used official COJO colors. Gathered in a luminous bundle, these colors represented the many different aspects of Canadian cultural life.

The designers of the symbol stylized a sheaf of wheat exploding in a riot of colors representing Canadian creative vitality in the areas of arts and culture. Purple represented folk dancing; red, theatre; orange, opera and operetta; yellow, music; green, representational arts; blue, entertainment; and lavender, ballet and modern dancing.

The multicolored sheaf appeared on the Arts and Culture Program poster as well as on all of its publications, including the programs for the different performances, the complete theatrical activity program, and press kits.
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, Montreal’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.
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 Montreal 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 Montreal
16 Olympic Shooting Range, L’Acadie
17 Olympic Equestrian Centre, Bromont
18 Olympic Archery Field, Joliette
19 Sherbrooke Stadium
20 Sherbrooke Sports Palace
21 PEPUS, Laval University
Quebec City
22 Vanier Stadium, Toronto
23 Lansdowne Park, Ottawa
24 Olympic Yachting Centre, Kingston

In Montreal
1 Olympic Stadium
2 Olympic Pool
3 Olympic Velodrome
4 Maurice Richard Arena
5 Pierre Charbonneau Centre
(formerly Maisonneuve Sports Centre)

6 Olympic Basin
7 Claude Robillard Centre
8 Elaine Desmarteau Centre
9 St. Michel Arena
10 Paul Sauvé Centre
11 Forum
12 Winter Stadium University of Montreal
13 Molson Stadium McGill University
14 Fairview Circuit
15 Mount Royal Circuit
16 Olympic Village
26 Maisonneuve-Rosemount Hospital
27 Olympic Village International Centre

Source: Bibliothèque du CIO / IOC Library
Design

The Olympic Village Furniture

Of all the projects in which the Graphics and Design Directorates 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.

Source: Bibliothèque du CIO / IOC Library
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 aluminum, 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.

Source: Bibliothèque du CIO / IOC Library
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.

Uniformes

The Graphics and Design Directorate was breaking new ground when, with COJO approval, it retained the services of four Montreal 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.
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.
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 arenas 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 major 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 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 Montreal, 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 Amerindians), 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. And Olympic body contact sports were dealt with in the sixth series: hockey, fencing, football, and boxing.

Finally, there appeared a series that highlighted the principal features of the Montreal Games: the Olympic Stadium, the athletes’ Village, the Velodrome, and the traditional Olympic Flame.

Conclusion

How can anyone, be he athlete or journalist, spectator or fan, 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 books he favoured 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 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 Montreal Olympics their special charisma?

And this charme 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 the diversity of the projects underway inspired COJO with the solution: even with several major preoccupations, it became the role 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 trade-mark of the Games of the XXI Olympiad.
Communications

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 worldwide 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 necessity 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage the Games of the XX Olympiad. But it was not to be, for in 1966, the IOC awarded the

1976 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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 respite and boosted Montréal up the international ladder as a leading metropolis of the world. This was the 1976 World Exhibition (Expo 67), which put the city's archives, showed that Olympism was not over. Nor had the Olympic Games been overlooked in the gala festivities of that year. Thus in the Limelight to carry Montréal's energetic message abroad. For one of its 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 the turnstiles. The city's bid, accurately but significantly called, was clear: Montréal was ready, willing, and able to stage 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.
The Preparation Period

Once Montreal'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 fixed its first big gun by staging a press conference in Montreal 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 future Olympic Games is not usually permitted while one is pending. (The Munich Games, begun 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 Montreal 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 paragovernmental organizations, sports associations, social groups, professional bodies, and private enterprises.

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 Quebec 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 Quebec 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 Olympism-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.
High on the list of these informative publications were Rendez-vous 76 Montréal and Olympic City, two magazine-style productions. Olympress, a periodic report, All About the Games, a brochure; Pressto, an internal bulletin, I Know, a leaflet, and the Official Guide.


First produced in October, 1974, and reprinted in February, 1976, 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 photography, 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 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, Pressto, 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 Pressto 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.
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 Montreal 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 HÉDUO / 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 displayed as follows: four in Quebec, with three in the Montreal area; one covering three cities in Ontario; and one on tour in the western provinces.

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 Quebec, 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 Quebec Lodging Bureau (HEQUE 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 Old Montreal 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 Montreal 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 Dusseldorf in 1975 during a large sports exhibition.

<table>
<thead>
<tr>
<th>Table: COJO's principal publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>Rendez-vous 76 Montreal — No. 1</td>
</tr>
<tr>
<td>Rendez-vous 76 Montreal — No. 2</td>
</tr>
<tr>
<td>Rendez-vous 76 Montreal — No. 3</td>
</tr>
<tr>
<td>Rendez-vous 76 Montreal — No. 4</td>
</tr>
<tr>
<td>Montréal, Olympic City — No. 1</td>
</tr>
<tr>
<td>Montréal, Olympic City — No. 2</td>
</tr>
<tr>
<td>Presto (151 editions)</td>
</tr>
<tr>
<td>All About the Games (French edition)</td>
</tr>
<tr>
<td>All About the Games (English edition)</td>
</tr>
<tr>
<td>Official Guide (British edition)</td>
</tr>
<tr>
<td>Official Guide (French edition)</td>
</tr>
<tr>
<td>Official Guide (English edition)</td>
</tr>
<tr>
<td>Press Guide (French edition)</td>
</tr>
<tr>
<td>Press Guide (English edition)</td>
</tr>
<tr>
<td>Kingston</td>
</tr>
<tr>
<td>Olympic Village Guide</td>
</tr>
<tr>
<td>IOC Medical Controls</td>
</tr>
<tr>
<td>Arts and Culture folder — No. 1</td>
</tr>
<tr>
<td>Arts and Culture folder — No. 2</td>
</tr>
</tbody>
</table>

*Last issue of I Know, on companion sites, contained 20 pages.*
Films

In the year immediately preceding the Games, COJO relied heavily on films as an Olympic promotion medium. The outings 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 mm and 35 mm, were made available to theatres, communities, schools, 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 Montreal, Olympic City, a tourist-oriented film for use in theatres and on television at home or abroad. This 11-minute documentary was also fully sponsored with 16 mm copies available in 16 mm and 25 mm in 35 mm. The majority carried an English commentary with French subtitles.

In concept, Montreal, Olympic City was an open invitation to the world to turn out, large international agencies approached. They gave an incredible 1,400

‘Olymfilm’ for use by smaller television outlets unable to send teams of reporters and cameramen to Montreal, 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 program 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” for use by small television outlets. They gave an incredible 1,400

requests, 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 Montreal, certain members of the IOC and the CDA, and to public relations houses under contract to the organizing committees.

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 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 Montreal, certain members of the IOC and the CDA, and to public relations houses under contract to the organizing committees.

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 aboard ship 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 wherever possible COJO personnel were visiting foreign cities.

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 23 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.

Chairing the press chief press, 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 related 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 a total of 30,000 minutes of air time in 27 cities 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 collaborated closely with broadcasters in the production of a number of special events: the drawings for Olympic lottery winners, the selection of antennas 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 were well aware of the Olympic movement before the start of the 1976 Games.

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 Montreal, certain members of the IOC and the CDA, and to public relations houses under contract to the organizing committees.

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 aboard ship 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 wherever possible COJO personnel were visiting foreign cities.

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 23 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.

Chairing the press chief press, 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 related 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 a total of 30,000 minutes of air time in 27 cities 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 collaborated closely with broadcasters in the production of a number of special events: the drawings for Olympic lottery winners, the selection of antennas 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 were 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 Montreal 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 awaited the arrival of the mint's plans which included the minting of more than 300 different items bearing the Olympic Games emblem. 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 Rev­
enue Division to get its message across. Annexes 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 Montreal Olympic emblem. It was the Olympic lottery, however, whose success surpassed everyone's expectations, that contributed tremendously to the publicizing of the Games from the Atlantic to the Pacific Oceans. The statistics speak for themselves: 50.7 million tickets sold for nine draws 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 Olympic Radio and Television Organization (ORTO). The flow of information during this period was so accelerated and so intense that the organizing committee no longer was 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 audiences and to the international press.

But this did not mean the abolition 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 to bolster the main press centre staff.

Changes of this type affected the whole organization as employees after employee were reassigned to new and exciting duties during the competition period.

Main Press Centre

The main press centre, an exclusive enclave where journalists could rest 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 'basiliares,' linking the various buildings. In it are numerous boutiques, four theatres, and a whole range of restaurants.

Located midway between the McGill and Montreal 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 basiliaire: a 360-seat restaurant open 24 hours a day reserved for the use of accredited journalists; the second floor of the basiliaire: a 410-seat conference room that became a discothèque 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 telecommunication centre with 120 microtypes 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 COA cafeteria; and
Each competition area was 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. The latter service provided such data as age, sport, past performances, etc., 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.

The demands for information about a particular participant, however, can run requests for results because of a COJO innovation, the publication of a separate daily 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 published on the morning of August 7, 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 registered the afternoon of July 31. Delivery was made through 120 different outlets.

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 Montreal’s computer-produced results too long and involved for their purposes. This led to a series of meetings where it was brought about the creation of a separate Press Agencies Results System (PARS) that produced condensed results exactly ready for transmission.

The revised system supplied data furnished by COJO, but in condensed form, such as list of times, weather conditions, points, goals, penalties by player, etc.

This arrangement was made by feeding the regular results data into a 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 Montreal 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-Agency, Hungarian News Agency MTI, and Agencia 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 Montreal 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 limited profit-earning capacity or use after the Games and thus raise disturbing 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 Montreal 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 monster elephant” once the Games were over. This decision was reached at first with some astonishment, but, as COJO unveiled its press housing plans, opposition melted and approval was soon forthcoming.

The Montreal plan was this: with the cooperation of HEQUO 76 and two Montreal newspapers, 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 presse internationale (COPRE). It consisted of student residences at McGill University and the University of Montreal as well as the motel-like YMCA. The latter, like its counterparts in many countries of the world, had long catered to economy-minded visitors to Montreal. 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 HEQUO 76 assistance.

COPIE provided all normal hotel services and press sub-centres 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 HEQUO 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 Montreal proper, while eight others linked the Olympic Village, the main press centre to Dorval airport for a flight to Toronto. Departure was according to the following schedule:

<table>
<thead>
<tr>
<th>Route</th>
<th>Distance</th>
<th>Leave Dorval</th>
<th>Leave Montreal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route P 87</td>
<td>240 km</td>
<td>10:00</td>
<td>07:00</td>
</tr>
<tr>
<td>Route P 88</td>
<td>217 km</td>
<td>10:30</td>
<td>09:00</td>
</tr>
</tbody>
</table>

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 HEQUO 76 assistance.

COPIE provided all normal hotel services and press sub-centres 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 HEQUO 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 Montreal proper, while eight others linked the Olympic Village, the main press centre to Dorval airport for a flight to Toronto. Departure was according to the following schedule:

<table>
<thead>
<tr>
<th>Route</th>
<th>Distance</th>
<th>Leave Dorval</th>
<th>Leave Montreal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route P 87</td>
<td>240 km</td>
<td>10:00</td>
<td>07:00</td>
</tr>
<tr>
<td>Route P 88</td>
<td>217 km</td>
<td>10:30</td>
<td>09:00</td>
</tr>
</tbody>
</table>

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 HEQUO 76 assistance.

COPIE provided all normal hotel services and press sub-centres 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 HEQUO 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 Montreal proper, while eight others linked the Olympic Village, the main press centre to Dorval airport for a flight to Toronto. Departure was according to the following schedule:

<table>
<thead>
<tr>
<th>Route</th>
<th>Distance</th>
<th>Leave Dorval</th>
<th>Leave Montreal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route P 87</td>
<td>240 km</td>
<td>10:00</td>
<td>07:00</td>
</tr>
<tr>
<td>Route P 88</td>
<td>217 km</td>
<td>10:30</td>
<td>09:00</td>
</tr>
</tbody>
</table>
c) PHOTO 76, a pool of 55 Canadian photographers specially hired by the organizing committee whose work were 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 "O" 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 determine exactly where members of the three pools would be positioned in the competition zone. 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 rename earlier provisions in respect of photographer location.

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 athletes. 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 Montreal 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, ticketing, security, and competition directors.

Were the foregoing to be properly implemented, the IOC press commission, news agencies, etc., could check and approve beforehand, 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 Montreal 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 Montreal 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, 8,734 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>
<thead>
<tr>
<th>Country</th>
<th>VIPs</th>
<th>Director</th>
<th>Producer</th>
<th>Tech-nicians</th>
<th>Employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algeria</td>
<td>2</td>
<td>6</td>
<td>98</td>
<td>67</td>
<td>5</td>
<td>178</td>
</tr>
<tr>
<td>Federal Republic of Germany</td>
<td>2</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>3</td>
<td>25</td>
<td>15</td>
<td></td>
<td></td>
<td>45</td>
</tr>
<tr>
<td>Argentina</td>
<td>1</td>
<td>14</td>
<td>8</td>
<td>1</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Austria</td>
<td>4</td>
<td>22</td>
<td>10</td>
<td>1</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Barbados</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Bulgaria</td>
<td>11</td>
<td>2</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cameroon</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>11</td>
<td>66</td>
<td>949</td>
<td>1,800</td>
<td>720</td>
<td>3,636</td>
</tr>
<tr>
<td>People's Republic of the Congo</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chile</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia</td>
<td>6</td>
<td>24</td>
<td>3</td>
<td></td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Democratic People's Republic of Korea</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Cuba</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Denmark</td>
<td>1</td>
<td>13</td>
<td>10</td>
<td>2</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>1</td>
<td>7</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecuador</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arab Republic of Egypt</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spain</td>
<td>3</td>
<td>42</td>
<td>10</td>
<td>1</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>39</td>
<td>14</td>
<td>293</td>
<td>587</td>
<td>51</td>
<td>964</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finland</td>
<td>2</td>
<td>24</td>
<td>11</td>
<td>1</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>4</td>
<td>40</td>
<td>17</td>
<td>1</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Ghana</td>
<td>2</td>
<td>2</td>
<td>13</td>
<td></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Great Britain</td>
<td>7</td>
<td>11</td>
<td>91</td>
<td>47</td>
<td>1</td>
<td>157</td>
</tr>
<tr>
<td>Greece</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guatemala</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haiti</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upper Volta</td>
<td>2</td>
<td>24</td>
<td>1</td>
<td>31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hong Kong</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td></td>
<td>111</td>
<td></td>
</tr>
<tr>
<td>Hungary</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td></td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iraq</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>

Table C (continued)

<table>
<thead>
<tr>
<th>Country</th>
<th>VIPs</th>
<th>Director</th>
<th>Producer</th>
<th>Tech-nicians</th>
<th>Employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ireland</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Iceland</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Israel</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Jamaica</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>16</td>
<td>24</td>
<td>18</td>
<td>18</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Kenya</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Kuwait</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Luxembourg</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Malaysia</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malta</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Monaco</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Niger</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Nigeria</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Norway</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>New Zealand</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Uganda</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Pakistan</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Paraguay</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Netherlands</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Philippines</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Portugal</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>German Democratic Republic</td>
<td>7</td>
<td>28</td>
<td>11</td>
<td></td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Romania</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Senegal</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sweden</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Czechoslovakia</td>
<td>2</td>
<td>1</td>
<td>20</td>
<td>13</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Congo</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tunisia</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turkey</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USSR</td>
<td>1</td>
<td>7</td>
<td>27</td>
<td>13</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Uruguay</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Venezuela</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yugoslavia</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Zambia</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>179</td>
<td>2,349</td>
<td>2,861</td>
<td>816</td>
<td>6,289</td>
</tr>
<tr>
<td>Unclaimed cards</td>
<td>789</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,510</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 con-
fferences 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 cri-
terias. In Montréal these included: the relative importance of the organisation
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 relative to the importance of the organisa-
tion represented by the applicant; the distance of his country from the host city;

In applying these criteria, COJO relied heavily on the national Olympic
committees because of their familiarity with the press of their respective coun-
tries. The NOCs prepared preliminary lists of organizations and individuals
and forwarded accreditation forms to

COJO. In the days immediately prior to

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 substi-
tution requests were received.

In the days immediately prior to the start of 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.

Table D

<table>
<thead>
<tr>
<th>Accreditation cards delivered by COJO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country</strong></td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Federal Republic of Germany</td>
</tr>
<tr>
<td>Argentina</td>
</tr>
<tr>
<td>Saudi Arabia</td>
</tr>
<tr>
<td>Australia</td>
</tr>
<tr>
<td>Austria</td>
</tr>
<tr>
<td>Barbados</td>
</tr>
<tr>
<td>Belgium</td>
</tr>
<tr>
<td>Bermuda</td>
</tr>
<tr>
<td>Bolivia</td>
</tr>
<tr>
<td>Brazil</td>
</tr>
<tr>
<td>Bulgaria</td>
</tr>
<tr>
<td>Canada</td>
</tr>
<tr>
<td>Chile</td>
</tr>
<tr>
<td>Cyprus</td>
</tr>
<tr>
<td>Colombia</td>
</tr>
<tr>
<td>Democratic People's Republic of Korea</td>
</tr>
<tr>
<td>Cuba</td>
</tr>
<tr>
<td>Denmark</td>
</tr>
<tr>
<td>Arab Republic of Egypt</td>
</tr>
<tr>
<td>Spain</td>
</tr>
<tr>
<td>USA</td>
</tr>
<tr>
<td>Ethiopia</td>
</tr>
<tr>
<td>Finland</td>
</tr>
<tr>
<td>France</td>
</tr>
<tr>
<td>Gabon</td>
</tr>
<tr>
<td>Great Britain</td>
</tr>
<tr>
<td>Greece</td>
</tr>
<tr>
<td>Guadeloupe</td>
</tr>
<tr>
<td>Guinea</td>
</tr>
<tr>
<td>Hong Kong</td>
</tr>
<tr>
<td>Netherlands</td>
</tr>
<tr>
<td>Honduras</td>
</tr>
<tr>
<td>Hungary</td>
</tr>
<tr>
<td>Indonesia</td>
</tr>
<tr>
<td>Iran</td>
</tr>
<tr>
<td>Ireland</td>
</tr>
<tr>
<td>Iraq</td>
</tr>
<tr>
<td>Iceland</td>
</tr>
</tbody>
</table>

Table D (continued)

<table>
<thead>
<tr>
<th>Accreditation cards delivered by COJO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country</strong></td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Israel</td>
</tr>
<tr>
<td>Japan</td>
</tr>
<tr>
<td>Kenya</td>
</tr>
<tr>
<td>Libya</td>
</tr>
<tr>
<td>Luxembourg</td>
</tr>
<tr>
<td>Malaysia</td>
</tr>
<tr>
<td>Morocco</td>
</tr>
<tr>
<td>Mexico</td>
</tr>
<tr>
<td>Mongolia</td>
</tr>
<tr>
<td>Morocco</td>
</tr>
<tr>
<td>Netherlands</td>
</tr>
<tr>
<td>New Zealand</td>
</tr>
<tr>
<td>Pakistan</td>
</tr>
<tr>
<td>Panama</td>
</tr>
<tr>
<td>Peru</td>
</tr>
<tr>
<td>Philippines</td>
</tr>
<tr>
<td>Poland</td>
</tr>
<tr>
<td>Portugal</td>
</tr>
<tr>
<td>Puerto Rico</td>
</tr>
<tr>
<td>Republic of China</td>
</tr>
<tr>
<td>German Democratic Republic</td>
</tr>
<tr>
<td>Korea</td>
</tr>
<tr>
<td>Lebanon</td>
</tr>
<tr>
<td>Libya</td>
</tr>
<tr>
<td>Sri Lanka</td>
</tr>
<tr>
<td>Sudan</td>
</tr>
<tr>
<td>Sweden</td>
</tr>
<tr>
<td>Switzerland</td>
</tr>
<tr>
<td>Tanzania</td>
</tr>
<tr>
<td>Czechoslovakia</td>
</tr>
<tr>
<td>Thailand</td>
</tr>
<tr>
<td>Tonga</td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
</tr>
<tr>
<td>Tunisia</td>
</tr>
<tr>
<td>Turkey</td>
</tr>
<tr>
<td>USA</td>
</tr>
<tr>
<td>Venezuela</td>
</tr>
<tr>
<td>Yugoslavia</td>
</tr>
</tbody>
</table>

All applications received without the required deposit were automati-
ically rejected.

Once an applicant was accepted, he was supplied with a temporary iden-
tification card providing access to resi-
dential areas and the accreditation centre. On visiting the letter and being
properly identified, he was given offi-
cial documentation and his card. In this
way, a journalist arriving in Montréal
could go directly to his assigned resi-
dence without first stepping at the
accreditation centre. This method pro-
vided a quicker service and helped to
build up 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 coun-
tries. The NOCs prepared preliminary lists of organizations and individuals
and forwarded accreditation forms to

COJO. Once completed and authorized by employers, these forms were re-
turned to NOC offices for verification

and return to COJO.

Once the organizing committee
opened fire on an individual appli-
cant, a copy was sent to the Royal
Canadian Mounted Police (RCMP) for
security checks. Only four were rejected.

In order to avoid nuisance applic-
ations, a $150 deposit was required with each accreditation application.

Paying 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 ser-
vice was requested, however, the full
amount was returned at the time of offi-
cicial accreditation.
Olympics Radio and Television Organization (ORTO)

The official candidacy of Montreal in 1968 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. Montreal'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, 1973, 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 as the 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, 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.

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 broadcasts, 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.

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 organized manually, and was carried 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

<table>
<thead>
<tr>
<th>EBU-European Broadcasting Union</th>
<th>OTI-Organización de la Televisión Iberoamericana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algeria</td>
<td>Argentina</td>
</tr>
<tr>
<td>Belgium</td>
<td>Bolivia</td>
</tr>
<tr>
<td>Cyprus</td>
<td>Brazil</td>
</tr>
<tr>
<td>Denmark</td>
<td>China</td>
</tr>
<tr>
<td>Spain</td>
<td>Colombia</td>
</tr>
<tr>
<td>Finland</td>
<td>Costa Rica</td>
</tr>
<tr>
<td>France</td>
<td>El Salvador</td>
</tr>
<tr>
<td>Great Britain</td>
<td>Ecuador</td>
</tr>
<tr>
<td>Greece</td>
<td>Guatemala</td>
</tr>
<tr>
<td>Ireland</td>
<td>Honduras</td>
</tr>
<tr>
<td>Ireland</td>
<td>Hungary</td>
</tr>
<tr>
<td>Israel</td>
<td>Iceland</td>
</tr>
<tr>
<td>Italy</td>
<td>India</td>
</tr>
<tr>
<td>Jordan</td>
<td>Iran</td>
</tr>
<tr>
<td>Lebanon</td>
<td>Iraq</td>
</tr>
<tr>
<td>Libya</td>
<td>Qatar</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>Arab Republic of Egypt</td>
</tr>
<tr>
<td>Malta</td>
<td>Sudan</td>
</tr>
<tr>
<td>Monaco</td>
<td>Syria</td>
</tr>
<tr>
<td>Monaco</td>
<td>Union of Arab Emirates</td>
</tr>
<tr>
<td>Morocco</td>
<td>Yemen</td>
</tr>
<tr>
<td>Morocco</td>
<td>South Yemen</td>
</tr>
<tr>
<td>Netherlands</td>
<td>ABU-Asian Broadcasting Union</td>
</tr>
<tr>
<td>Norway</td>
<td>Bangladesh</td>
</tr>
<tr>
<td>Norway</td>
<td>Bangladesh</td>
</tr>
<tr>
<td>Portugal</td>
<td>Brunei</td>
</tr>
<tr>
<td>Portugal</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>German Republic</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Germany</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Greece</td>
<td>Iran</td>
</tr>
<tr>
<td>Greece</td>
<td>Japan</td>
</tr>
<tr>
<td>Greenland</td>
<td>Malaysia</td>
</tr>
<tr>
<td>Hungary</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Hungary</td>
<td>Pakistan</td>
</tr>
<tr>
<td>Iceland</td>
<td>Philippines</td>
</tr>
<tr>
<td>India</td>
<td>Democratic People's Republic of Korea</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Singapore</td>
</tr>
<tr>
<td>Israel</td>
<td>Thailand</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 Montreal, 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

<table>
<thead>
<tr>
<th>Organizations</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC</td>
<td>USA</td>
</tr>
<tr>
<td>ORF</td>
<td>Austria</td>
</tr>
<tr>
<td>Antenne 2</td>
<td>France</td>
</tr>
<tr>
<td>OTI</td>
<td></td>
</tr>
<tr>
<td>AuBC</td>
<td>Australia</td>
</tr>
<tr>
<td>Pan-American Games</td>
<td></td>
</tr>
<tr>
<td>BRT</td>
<td>Belgium</td>
</tr>
<tr>
<td>Committee Puerto Rico</td>
<td></td>
</tr>
<tr>
<td>Sport Canada-Hall of fame</td>
<td></td>
</tr>
<tr>
<td>CTV</td>
<td>Canada</td>
</tr>
<tr>
<td>TRT</td>
<td>Turkey</td>
</tr>
<tr>
<td>DDR</td>
<td>Germany</td>
</tr>
<tr>
<td>TVP</td>
<td>Poland</td>
</tr>
<tr>
<td>German Democratic Republic</td>
<td></td>
</tr>
<tr>
<td>TVRI</td>
<td>Indonesia</td>
</tr>
<tr>
<td>EBU</td>
<td>United States Olympic Committee</td>
</tr>
<tr>
<td>France</td>
<td></td>
</tr>
<tr>
<td>EBU</td>
<td>CBC</td>
</tr>
<tr>
<td>International Newsreel Association</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>French and English networks-Canada</td>
</tr>
<tr>
<td>JRT</td>
<td>Germany</td>
</tr>
<tr>
<td>COJO</td>
<td>ORTO</td>
</tr>
<tr>
<td>INA</td>
<td>Hungary</td>
</tr>
<tr>
<td>OTTO</td>
<td>ORTO</td>
</tr>
<tr>
<td>International Newsreel Association</td>
<td></td>
</tr>
<tr>
<td>Serbia</td>
<td>OCR</td>
</tr>
<tr>
<td>KBS</td>
<td>Poland</td>
</tr>
<tr>
<td>Organization of the Canadian Broadcasting Corporation</td>
<td></td>
</tr>
</tbody>
</table>
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 chief 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 marathon, 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 commentary;
- 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;
- 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 a most every type of solid-state camera produced for the North American continent.

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 Montreal skyline and selected local landmarks such as the Olympic Stadium. This camera was in operation daily from 08:00 until 23:30.

ORTO also had a fleet of mobile vehicles to accompany those events over long distances, namely: moving 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.

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 marathon, 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.

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 a most every type of solid-state camera produced for the North American continent.

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 Montreal skyline and selected local landmarks such as the Olympic Stadium. This camera was in operation daily from 08:00 until 23:30.

ORTO also had a fleet of mobile vehicles to accompany those events over long distances, namely: moving 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.
Unilateral Services

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.

Studies

Twelve studios were made available to television organizations or transmissions 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 teleprompter.

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 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 commentary stations.

The main distribution bays were connected to video and the pictures and sound were received, as well as the intercom and other signals for distribution to the studio, the off-buf booth, the VTR room, the communication satellites, the satellites, etc. The 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 facilities were also located here.

Maintenance Shop

This area contained the customary maintenance equipment and material.

Unilateral Services — Television

Eleven unilateral facilities were provided and installed by broadcasters themselves in space supplied by ORTO; the following details the extent of the equipment used in Montreal by ORTO and most broadcasters:

a) two television studios
b) 17 character generators
c) 52 video monitors (ORTO only)
d) 126 videorecorders (Quid)
e) 47 encoder-decoders (cassettes)
f) 30 slow-motion units

Cinemography

ORTO based its film operation on the use of Kodak 16 mm film cameras and used two 18.12 metres per minute processes of the same type. A special camera mounted on a Steadicam Bell was also used in Kingston to stabilize shooting on the water. It provided gyroscopic stabilization of the film camera mounted inside the sphere.
At the Olympic Basin, an ancillary means 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.

International pictures and sound were received at video and audio bays mounted on racks, from where they were ultimately broadcast.

Commentators' positions on the various sites were equipped with a commentator unit, desk, chairs, and a TV monitor.

Source: Bibliothèque du CIO / IOC Library
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 Montreal's image in 1976. It was in response to this need 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 Directors, and the contribution made by the international sports federations;

b) the quality of the technical staff vis-à-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 500 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 deviating 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 Montreal 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.
Technology

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 Montreal 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, the 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 Montreal 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.
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 personnel, and the incredibly compressed installation and testing schedule are presented and analyzed relative to their effects on cost and Montreal'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 Montreal 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.

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 semiautomatic 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, the 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, has 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.
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 telecommunications facilities for COJO during the Games and to provide communications services for the media.

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 professionalists would determine the needs of a particular department, analyze the costs 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.

Closed-Circuit TV
While ORTO was providing TV signals around the world, these signals were also to be distributed to journalists, press centers, 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, compromise would be necessary because of the cost of TV sets and cable.

利son 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 facilities were to be provided by ORTO under contract to the organizing committee. 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.

Project Development
Planning and operations at the Munich and other Games had been guided, 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 at least ten years in advance with appropriate clearances, purchase agreements, and specifications.

The directorate had to ensure that these systems 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, compromise might be necessary because of the cost of TV sets and cable.

Results and Printing
Large computer systems have been used in the last few Olympic Games to collect results data and distribute the printed information to the competitors, officials, spectators, and the 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 for 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 demands that this information be available immediately.

To meet these demands, the Munich Games were the first to use a large central computer system, which was used with input and output terminals on all sites connected to the central system by data telephone lines. Such systems require extensive software development for the output functions and control of each terminal. 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 of the finish order, and even the drawing for faulting rounds.

This resulted in high costs and a certain demoralization of the system by which the committee for the 1976 Games decided that the software for Montreal should be made profit-sharing. Fortunately, other, computer software had improved, so that terminal central 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 not concern 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 (5720), 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 2760s in the main press centre, the Olympic Village, and broadcast centres.

Source: Bibliothèque du CIO / IOC Library
For production of copies of results and start lists, COJ 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:
- the detailed systems specifications and design for the computer system;
- the number and type of operators required;
- specifications for the printing system, number of pages and characters to be typed and printed, type of publication, paper quality, cover design, and type of operators required;
- specifications for the printing press agencies having appropriate receiving facilities for results in metric units.

It had also been decided in 1973 to publish a results newspaper each day in two or more editions, drawing 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 (28.3 x 38 cm) was intended to replace a large proportion of the demand for the individual 21.5 x 28.5 cm results and start lists by event by having all the day's events in one easily handled publication.

Specifications for press agency needs 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, while one wanted the descriptive material, with modified headings in English only. In addition, 21.5x28.5 cm sheets for the main computer system ran into difficulties as the estimated costs for the system to another, change the head­

ings, removing extraneous statistical data, and then reformattin. The results were to be transmitted by data line to New York, site of the North American offices of many press agents, or made available in Montreal to agencies having appropriate receiving equipment.

At the same time, the copying system and operational staffing was well defined and tenders were received until operational trials took place.

For production of copies of results, the fast response required was virtually impossible if all the staff were involved. Consequently, final approval of the total system by these groups was a difficult task.

For production of copies of results, the fast response required was virtually impossible if all the

reasoning was that if the short format was not available, a considerable number of technical questions would have to be in Montreal to do the necessary editing.

Finally, early in 1975, it was agreed to provide the service and a joint specification was produced with this agency. The least 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 retyping the results. 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 Montreal to agencies having appropriate receiving equipment.

Then the development work on the main computer system ran into difficulties as the estimated costs for the programme phase increased. This increase was not acceptable and the system was modified. But by now, the sports director had been appointed and they suggested output formats and processing of information in French.

Fortunately, as a result of the use of computer programs for several sports during the International Com­

monwealth Games 1973 (CIM 73), and the earlier than expected completion of the programming for the 1976 system, it was possible to accede to one of these demands. For sports where the processing of results data could have been delayed there was no problem as the results would be produced in tabloid format.

The end product had to satisfy the

requirements of the computer system and editorial requirements for the sports. The sports involved were athletics, field hockey, canoeing, fencing, and modern pentathlon. The necessary calculations to speed up results processing were included. These modifications were incorporated by late 1975 and early 1976.

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 type 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 informa­
tion 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 partic­
lar sport, whereas a considerable num­
ber of media and the press agencies want only final results quickly and in simple form.

The printing deadlines to produce participant brochures, results bro­

chures, and daily programs are difficult to meet without sophisticated tech­
niques and considerable effort. The idea of a newspaper which can be pro­
duced more easily could be continued.

It was agreed that the service be restricted to producing participant lists and 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.

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 type 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 informa­
tion 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 partic­
lar sport, whereas a considerable num­
ber of media and the press agencies want only final results quickly and in simple form.

The printing deadlines to produce participant brochures, results bro­

chures, and daily programs are difficult to meet without sophisticated tech­
niques and considerable effort. The idea of a newspaper which can be pro­
duced more easily could be continued.

It was agreed that the service be restricted to producing participant lists and 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.

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 type 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.
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 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 replay and commercial messages.

Similarly, 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.

Swiss Timing was also 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 weightlifting 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 the Olympic Basin), in the Stade Olympique, 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 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 still allowed the posting of times by lane and finish order for its eventual use in post-Olympic swimming competitions.

The Eidophor projection systems, with computer control for easy message preparation and editing, were chosen on the basis of their general capabilities in post-Olympic use.

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.
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.

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.

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.

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 timekeeping and measuring techniques at international meets or world championships. Discussions covered such matters as false-start detection in swimming and athletics, boot 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.
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 Internationall Anthony 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 signals by horn (except in football and volleyball), and timed the countdown of preparation time for weightlifting and archery competitions. 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 recorded by a variety of methods. For swimming the time was done automatically through the touch pads; for athletics, by the use of photoelectric cells spaced every 400 meters for intermediate races and every 1,000 meters 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 Zara 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, 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 cameras, non-waterproof electrical outlets, inadequate electrical feeds, and inadequate, non-air conditioned working space.

The official finishing time for each craft would be controlled by push buttons 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 pips in the competition areas, 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.
Summary

Apart from a few additional demands, technical specifications for time keeping and measuring underwent little change. Some improvements involving more expansive 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;
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, video equipment, and lines connecting this equipment to local telephone exchanges. Also needed were additional equipment rooms on each competition site with racks for circuit hook-ups, underground conduits, and cables from the new sites to new local exchanges. Additional telephone networks were needed for ticket sales and concessions. 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 systems), 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, teleaxes, 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-three 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 during the period of the Olympics and the capacity of each network (leg, exchange, and switching centres) was determined 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 repositioning 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 reasonable 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 the final installation of site equipment rooms and operating areas, to have all systems operational by the spring of 1976.
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, 5,800 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-talkies), for communications from a site to headquarters (via a site base station to a central radio location).

3. Paging system: for communications with a person anywhere within reach of the Olympic operation areas, namely, Montreal 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 general 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 Montreal.

Bell Canada was chosen as the supplier based on cost and equipment.

A radio control center.

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.
The fourth channel for either executive or general operations included the use of two secretariats, which could switch to this channel.

The original mobile radio system remained as planned on VHF channels except as regards quantities, reduced to twenty from forty for mobiles in ambulances and for the COJO executive 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 checkpoints.

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 Quebec, 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 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 teleaxes 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 teleaxes and qualified operators.

The expected loading for the written message system was a peak of ninety percent 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:

- Main press centre peak hour, 2:00, 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 Montreal 1976 (CIM 75) experience helped considerably in determining the telephone network required for 1976, and 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;

c) last-minute decisions on operating teleaxes equipment by site.

These problems can be avoided by having sufficient experienced personnel available to specify these needs earlier — technological personnel aware of the needs for each Olympics by experience from virtually zero, is certainly prohibitive in cost.

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 redelin­
going the needs for each Olympics by each going through a learning experience with previous Olympics) is certainly prohibitive in cost.

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;

c) last-minute decisions on operating teleaxes equipment by site.

These problems can be avoided by having sufficient experienced personnel available to specify these needs earlier — technological personnel aware of the needs for each Olympics by experience from virtually zero, is certainly prohibitive in cost.

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 redelin­
going the needs for each Olympics by each going through a learning experience with previous Olympics) 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 (launched in May 1974) to the registering of some 28,000 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 they changed to weekly in August, 1975. The system maintained all the normal records for accounts payable and receivable and the general ledger.

Although the Data Processing Department was responsible to the Finance Department, the department maintained its autonomy and implemented new systems without waiting for a departmental approval process. It was sometimes necessary to work with a department for a few months before a commitment was made. The department avoided adopting methodologies that were rigid and cumbersome. In the absence of standards, the department developed its own standards. The objectives and the nature of the projects determined the methodology that was used. The department sought to be flexible and responsive to the needs of the departments.

The Data Processing Department was responsible for all data processing applications, including the development of new systems and the modification of existing systems. The department was also responsible for the operation and maintenance of all data processing systems.

The department was responsible for the implementation of new systems and the modification of existing systems. The department was also responsible for the operation and maintenance of all data processing systems. The department was also responsible for the development of new systems and the modification of existing systems. The department was also responsible for the operation and maintenance of all data processing systems.
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 Directorates, it was necessary to define the source of results information, in what format it would be provided, how it would be processed, and, finally, approved for approval. Sports had to assist in the definition of the time-lowering and measuring systems so that the equipment for photo-finishes, timing, distance measuring, and points calculations could be determined. Messages to be displayed on scoreboard 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 systems 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?
1975 Pre-Olympic Competitions

The objectives and organization of the International Competitions Montreal 1975 are described in chapter 5: Dress Rehearsal.

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.

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 compared with the computer output provided up to the time of failure.

Copying services were the main results services provided for most sports, and analyses showed the need for 1976 of:

a) a coordinator to schedule and smooth out copy 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.

   Lessons learned were:

   a) a display of too much information requires more time to update the board and keep up with the competition; and

   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.

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; and

   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.

   Lessons learned were:

   a) a display of too much information requires more time to update the board and keep up with the competition; and

   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 is regular training of personnel must be well equipped with their duties; a master how image factual they are seen.

This initial experience was moulded by factor in such area as the cycling test cases.
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 sources 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 Boye).

System deficiencies:

a) use for trivial demands resulting in annoyance on the part of the recipient; and
b) a tendency to turn off the paging device;
c) allocation of paging devices to personnel on the basis of status rather than operational need; and
d) marginal operation of the system at more than 30 km from Montreal.

4. Association of the possession of a telephone state to the Olympic Village, which received 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.

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.

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 existence contributed greatly to the success of the Olympics. Much training 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.

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.

Transport of Supervisory Staff

As most of the supervisory staff were to be supplied by the Canadian Forces, it was necessary to assign experienced personnel to the operations units to produce detailed procedures and requirements by sport.

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, 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.

The results 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 was expected to provide, and the limits and controls on each service.

For supervisory staff operating out of results or telecommunications head-quarters, 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, 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 teleprinter direct to their destinations.
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) and Kingston (yachting). Many sites in Montreal 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 group. Nor could computer terminals be installed for hands-on training. The terminals installed in the junior college were used for demonstration only, and, following classroom work, 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 sample 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 sites. 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, 1978, 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 of 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.
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 hours of work, the opening ceremony was for many an experience where emotions were difficult to control.

The scoreboard system worked flawlessly, from the video displays of Queen Elizabeth opening the Games, to the display of messages for each competition, to the public address system, to the vibrant music reverberated through the assembled athletes and spectators on the afternoon of July 17. The use of modern technology was 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 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 back-stage, 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. In 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 printed 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 copies of the rest of the brochures were printed and close to 35,000 kits of twenty-two brochures were printed and close to 10,000,000 copies of these individual results were produced with an average of about 23,000 per edition (30,000 morning and 13,000 evening).

There was a major edition on August 1, printed with all the final results by sport. It contained 48 pages and ran 76,000 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 are distributed to a "Girl Guide to the journalists' slots for journalists at a press subcentre. The results sheets are placed in a presentation kit in Olymic Park.
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, 1976, 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, 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 3650s, seventy-six 7000s, fourteen 4000s, twelve 4500s, eighty-nine 3100s, and as backups, 97 Model 400 teletypewriters and 41 Model 410 teleprinters.

Scoreboards

The Olympic boards, with their video capabilities, equipped with out too much apparent difficulty and boosted special message effects, three mini computers of 16 K memory each, six special purpose screens and keyboard, and a host of video equipment to allow editing of live television signals generated in the stadium. There were some anxiety moments behind the scenes, however, when intercomputer communications 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 boards' 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 covered 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 8 metres high. Controls were a microcomputer, screen and keyboard, high-speed papertape reader, and a teleprinter. 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 handbook was the same as that used for wrestling and boxing.
Timekeeping and Measuring

Few difficulties occurred in timekeeping and measuring, the Swiss Timing being having had considerable previous experience with international 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 Federation internationale d’armes 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 Montreal 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 Montreal can be found in Table A.

Sound Systems

The covered 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

<table>
<thead>
<tr>
<th>Telephone</th>
<th>Directory service: 1.036 per office and competition sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone service</td>
<td>Staff required</td>
</tr>
<tr>
<td>Staff required</td>
<td>Team managers, Hostesses, International, Local</td>
</tr>
<tr>
<td>Montreal area</td>
<td>19 64</td>
</tr>
<tr>
<td>Outside Montreal</td>
<td>7 14</td>
</tr>
<tr>
<td>Use of telephones</td>
<td>by competitors, June 26 to July 31, 1976</td>
</tr>
<tr>
<td>9,671 calls</td>
<td></td>
</tr>
<tr>
<td>Average calls per day</td>
<td>350-450</td>
</tr>
<tr>
<td>Public information telephone system</td>
<td></td>
</tr>
<tr>
<td>Volume of calls received: 3,000</td>
<td></td>
</tr>
<tr>
<td>July 1-10, average per day</td>
<td>10,000</td>
</tr>
<tr>
<td>July 11-22, average per day</td>
<td>12,800</td>
</tr>
<tr>
<td>July 23-24, average per day</td>
<td>13,800</td>
</tr>
<tr>
<td>July 25-31, average per day</td>
<td>10,000</td>
</tr>
<tr>
<td>Average length of call: 35.5 seconds</td>
<td></td>
</tr>
<tr>
<td>Telephones used on sites: 638</td>
<td></td>
</tr>
<tr>
<td>At Olympic Village</td>
<td>1,800</td>
</tr>
<tr>
<td>Average installed at other competition sites</td>
<td>100</td>
</tr>
<tr>
<td>Electronic paging</td>
<td></td>
</tr>
<tr>
<td>Normal hours of radio control: to April 1976</td>
<td>13 hours a day, 5 days a week</td>
</tr>
<tr>
<td>April 5 to May 1</td>
<td>16 hours a day, 7 days a week</td>
</tr>
<tr>
<td>May 1 to July 31</td>
<td>24 hours a day, 7 days a week</td>
</tr>
<tr>
<td>Average call length: 11.392,208</td>
<td></td>
</tr>
<tr>
<td>Mobile radio</td>
<td></td>
</tr>
<tr>
<td>Radio-equipped cars: for COJO staff 150</td>
<td></td>
</tr>
<tr>
<td>for IOC 14</td>
<td></td>
</tr>
<tr>
<td>for ambulance 12</td>
<td></td>
</tr>
<tr>
<td>Installation began in December, 1975, and concluded in July, 1976</td>
<td></td>
</tr>
<tr>
<td>Operational hours of radio control: to April 1976</td>
<td>77.00 - 17.00, 5 days a week</td>
</tr>
<tr>
<td>July 1 to May 31</td>
<td>27.00 - 07.00, 7 days a week</td>
</tr>
<tr>
<td>June 1 to July 31</td>
<td>24 hours a day, 7 days a week</td>
</tr>
<tr>
<td>Traffic</td>
<td></td>
</tr>
<tr>
<td>To April 1976</td>
<td>40 calls a day, up to 265 calls a day</td>
</tr>
<tr>
<td>May 3 to May 31</td>
<td>140 calls a day, up to 264 calls a day</td>
</tr>
<tr>
<td>June 1 to July 31</td>
<td>1,061 calls a day, average</td>
</tr>
</tbody>
</table>

Written messages

<table>
<thead>
<tr>
<th>Written messages</th>
<th>Number of messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athlete's</td>
<td>14,122</td>
</tr>
<tr>
<td>Sent by telecopier from Olympic Village</td>
<td>400</td>
</tr>
<tr>
<td>Received and delivered at Olympic Village</td>
<td>800</td>
</tr>
<tr>
<td>Press message system: Methods: Telex/telegram and facsimile (telecopier)</td>
<td></td>
</tr>
<tr>
<td>Messages sent from sites by messenger or telecopier to CN/CP Telecommunications for transmission abroad</td>
<td>6,385</td>
</tr>
<tr>
<td>Hours of operation: Main press centre</td>
<td>4,615</td>
</tr>
<tr>
<td>Sites, competition days</td>
<td>1,593</td>
</tr>
<tr>
<td>Sites, non-competition days</td>
<td>220</td>
</tr>
<tr>
<td>Number of messages: Times</td>
<td></td>
</tr>
<tr>
<td>Daily average: facsimile</td>
<td>40</td>
</tr>
<tr>
<td>Daily average: Telex/telegraph</td>
<td>220</td>
</tr>
<tr>
<td>Average press message</td>
<td>220</td>
</tr>
<tr>
<td>Total words transmitted</td>
<td>11,392,208</td>
</tr>
</tbody>
</table>

Destinations of messages by continent

<table>
<thead>
<tr>
<th>Destination of messages</th>
<th>Number of messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telex, Facsimile, Main press centre, June 24 - July 31, 1976</td>
<td>1,515</td>
</tr>
<tr>
<td>North America</td>
<td>5,038</td>
</tr>
<tr>
<td>Europe</td>
<td>4,866</td>
</tr>
<tr>
<td>Asia</td>
<td>742</td>
</tr>
<tr>
<td>Africa</td>
<td>81</td>
</tr>
<tr>
<td>Caribbean</td>
<td>100</td>
</tr>
<tr>
<td>Central America</td>
<td>491</td>
</tr>
<tr>
<td>South America</td>
<td>390</td>
</tr>
<tr>
<td>Australia</td>
<td>34</td>
</tr>
</tbody>
</table>

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 in offices which could only be satisfied by moving one already installed in 50,000 TV sets were installed in all sites, with 1,228 sets in the Olympic Stadium, 235 in the Pool, 157 in the Velodrome, 270 in the Forum, and 290 in the Village, the rest being distributed among the remaining sites, 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 telecommunication systems for Montreal, equipment is installed that is above and beyond the real needs of Olympic operations.

The experience of timekeeping and measuring in the 1976 Olympics demonstrates the advantage of having available a development team fully competent with each sport’s needs, with the knowledge of technical equipment, and operational experience with international sports events.

Source: Bibliothèque du CIO / IOC Library
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 Montreal 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 an 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 Montreal 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:
- Olympic Park;
- Montreal;
- other Olympic cities;
- cleaning and the flying squad; and
- 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).
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 or passes, 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 channeling 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 3,350 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 staff training and integration centre. Integration was in three stages:
- Registration of all employees
- Integration into the work site and preparation unit
- Integration into the job

The sale of integration was geared to the recruiting rate.

When the second stage, new employees were introduced to the staff scheduling 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 28-29. And, in the days that followed, Services Management circulated supplementary documents to its staff including a poster detailing all the accreditation cards, instructions concerning the general disposition of the staff in relation 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 managers, 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 centralized 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 Montreal Urban Community Transit Commission (MUCTC) of everything concerning the competitions taking place in Montreal 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.
### Olympic Games 1976

<table>
<thead>
<tr>
<th>Site</th>
<th>Prees</th>
<th>Prees</th>
<th>Prees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Pool</td>
<td>39,084</td>
<td>35,323</td>
<td>1,952,486, 2,286,256, 71.5</td>
</tr>
<tr>
<td>Olympic Velodrome</td>
<td>11,210</td>
<td>9,689</td>
<td>233,598, 198,344, 82.0</td>
</tr>
<tr>
<td>Olympic Gymnastics</td>
<td>6,255</td>
<td>5,691</td>
<td>119,670, 107,069, 85.9</td>
</tr>
<tr>
<td>Olympic Shooting Range, St. Hubert</td>
<td>2,210</td>
<td>1,084</td>
<td>77,045, 70,321, 71.7</td>
</tr>
<tr>
<td>Pierre-Lyse Olympique Centre</td>
<td>8,941</td>
<td>7,675</td>
<td>32,112, 25,945, 74.8</td>
</tr>
<tr>
<td>Stade Olympique de Montréal</td>
<td>20,932</td>
<td>19,298</td>
<td>1,023,813, 917,063, 79.6</td>
</tr>
<tr>
<td>Stade olympique de Montréal</td>
<td>86,980</td>
<td>18,602</td>
<td>1,729,341, 1,488,667, 70.9</td>
</tr>
<tr>
<td>Stade de MTL</td>
<td>120,620</td>
<td>112,620</td>
<td>1,729,341, 1,488,667, 70.9</td>
</tr>
<tr>
<td>Stade de la Montagne</td>
<td>80,690</td>
<td>72,898</td>
<td>22,899, 19,298, 74.8</td>
</tr>
<tr>
<td>Stade de la Montagne</td>
<td>43,907</td>
<td>36,609</td>
<td>32,112, 25,945, 74.8</td>
</tr>
<tr>
<td>Stade de la Montagne</td>
<td>150,102</td>
<td>139,102</td>
<td>1,729,341, 1,488,667, 70.9</td>
</tr>
</tbody>
</table>

### Control

Assignments included crowd control, parking lot management, clearing 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 for managing the 450,000 visit staff cafes, 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 extensive plan to cope with this flow.

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 the ticket was dropped.

During the Games, the Olympic Park services manager had to assume the added responsibility for clearing the streets and was able to accommodate the arrival and departure flow of the crowds as required.

### Attendance by site

<table>
<thead>
<tr>
<th>Site</th>
<th>Prees</th>
<th>Prees</th>
<th>Prees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Park</td>
<td>39,084</td>
<td>35,323</td>
<td>1,952,486, 2,286,256, 71.5</td>
</tr>
<tr>
<td>Olympic Pool</td>
<td>11,210</td>
<td>9,689</td>
<td>233,598, 198,344, 82.0</td>
</tr>
<tr>
<td>Olympic Gymnastics</td>
<td>6,255</td>
<td>5,691</td>
<td>119,670, 107,069, 85.9</td>
</tr>
<tr>
<td>Olympic Shooting Range, St. Hubert</td>
<td>2,210</td>
<td>1,084</td>
<td>77,045, 70,321, 71.7</td>
</tr>
<tr>
<td>Pierre-Lyse Olympique Centre</td>
<td>8,941</td>
<td>7,675</td>
<td>32,112, 25,945, 74.8</td>
</tr>
<tr>
<td>Stade Olympique de Montréal</td>
<td>20,932</td>
<td>19,298</td>
<td>1,023,813, 917,063, 79.6</td>
</tr>
<tr>
<td>Stade de MTL</td>
<td>120,620</td>
<td>112,620</td>
<td>1,729,341, 1,488,667, 70.9</td>
</tr>
<tr>
<td>Stade de la Montagne</td>
<td>86,980</td>
<td>72,898</td>
<td>22,899, 19,298, 74.8</td>
</tr>
<tr>
<td>Stade de la Montagne</td>
<td>150,102</td>
<td>139,102</td>
<td>1,729,341, 1,488,667, 70.9</td>
</tr>
</tbody>
</table>

### Game Movement

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 the ticket was dropped.

During the Games, the Olympic Park services manager had to assume the added responsibility for clearing the streets and was able to accommodate the arrival and departure flow of the crowds as required.

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>
<thead>
<tr>
<th>Sport and site</th>
<th>Sport</th>
<th>Persons</th>
<th>Occupancy</th>
<th>Public</th>
<th>Total attendance</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>Château-Brunswick</td>
<td>24,000</td>
<td>23,820</td>
<td>18,065</td>
<td>13,370</td>
<td>18,065</td>
</tr>
<tr>
<td>Roaming</td>
<td>Olympic Park, Notre-Dame Island</td>
<td>23,237</td>
<td>23,105</td>
<td>18,427</td>
<td>12,594</td>
<td>18,427</td>
</tr>
<tr>
<td>Basketball</td>
<td>Olypmpic Butte, Université de Montréal</td>
<td>18,360</td>
<td>18,175</td>
<td>13,450</td>
<td>10,000</td>
<td>13,450</td>
</tr>
<tr>
<td>Rowing</td>
<td>7,658</td>
<td>7,460</td>
<td>5,940</td>
<td>4,540</td>
<td>5,940</td>
<td>4,540</td>
</tr>
<tr>
<td>Cycling</td>
<td>Olympic Park, University of Montreal</td>
<td>1,000</td>
<td>1,288</td>
<td>1,025</td>
<td>820</td>
<td>1,025</td>
</tr>
<tr>
<td>Shooting</td>
<td>Olympic Park, Université de Montréal</td>
<td>3,008</td>
<td>3,050</td>
<td>2,420</td>
<td>1,900</td>
<td>2,420</td>
</tr>
<tr>
<td>Swimming</td>
<td>26,212</td>
<td>26,383</td>
<td>20,630</td>
<td>15,500</td>
<td>20,630</td>
<td></td>
</tr>
<tr>
<td>Wrestling</td>
<td>5,620</td>
<td>5,526</td>
<td>4,350</td>
<td>3,280</td>
<td>4,350</td>
<td></td>
</tr>
<tr>
<td>Weightlifting</td>
<td>St. Michael's</td>
<td>3,434</td>
<td>3,271</td>
<td>2,499</td>
<td>1,947</td>
<td>2,499</td>
</tr>
<tr>
<td>Handball</td>
<td>Claude-Robbins Centre</td>
<td>4,555</td>
<td>4,555</td>
<td>3,644</td>
<td>2,835</td>
<td>3,644</td>
</tr>
<tr>
<td>Judo</td>
<td>2,660</td>
<td>2,499</td>
<td>2,040</td>
<td>1,540</td>
<td>2,040</td>
<td></td>
</tr>
<tr>
<td>Water Polo</td>
<td>4,615</td>
<td>4,589</td>
<td>3,690</td>
<td>2,830</td>
<td>3,690</td>
<td></td>
</tr>
<tr>
<td>Water Polo</td>
<td>2,271</td>
<td>2,000</td>
<td>1,600</td>
<td>1,200</td>
<td>1,600</td>
<td></td>
</tr>
<tr>
<td>Volleyball</td>
<td>5,280</td>
<td>5,000</td>
<td>4,000</td>
<td>3,000</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>Freestyle</td>
<td>3,193</td>
<td>3,000</td>
<td>2,400</td>
<td>1,800</td>
<td>2,400</td>
<td></td>
</tr>
<tr>
<td>Modern Pentathlon</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Equestrian</td>
<td>19,284</td>
<td>18,000</td>
<td>14,400</td>
<td>10,800</td>
<td>14,400</td>
<td></td>
</tr>
<tr>
<td>Gymnastics</td>
<td>25,170</td>
<td>23,900</td>
<td>18,800</td>
<td>14,100</td>
<td>18,800</td>
<td></td>
</tr>
<tr>
<td>Track and Field</td>
<td>23,237</td>
<td>22,000</td>
<td>17,600</td>
<td>13,200</td>
<td>17,600</td>
<td></td>
</tr>
<tr>
<td>Football</td>
<td>18,458</td>
<td>17,240</td>
<td>13,820</td>
<td>10,160</td>
<td>13,820</td>
<td></td>
</tr>
<tr>
<td>Badminton</td>
<td>2,688</td>
<td>2,500</td>
<td>2,000</td>
<td>1,500</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Tennis</td>
<td>2,271</td>
<td>2,000</td>
<td>1,600</td>
<td>1,200</td>
<td>1,600</td>
<td></td>
</tr>
<tr>
<td>Squash</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Tennis</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Lawn Bowls</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Table Tennis</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Cricket</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Field Hockey</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
<tr>
<td>Hockey</td>
<td>1,262</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>800</td>
<td></td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
The Grand Prix des Nations is traditionally the last equestrian event, and the final Olympic competition before the closing ceremony. In Montreal it was staged August 1. In preparation for it, the horses and equipment had to be transferred from the Olympic equestrian centre at Bromont and housed near the Olympic Stadium. The Transport Department service trucks were unloaded 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 mat necessary to be removed, the track cleared 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 instructed 10 times the night before.

As a result, the dismantling of the equestrian facilities and the clean up was 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 invaluable in the skillful handling of last-minute problems. Its 100 members in Montreal supplied 32,400 hours of work from June 8 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.

Table C (continued)

<table>
<thead>
<tr>
<th>Sport and site</th>
<th>Press</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport and site</td>
<td>Seats</td>
<td>Seats</td>
</tr>
<tr>
<td>Volleyball</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>323</td>
<td>129,461</td>
</tr>
<tr>
<td>Olympic Archery Field, Joliette</td>
<td>1,200</td>
<td>100</td>
</tr>
<tr>
<td>Shooting</td>
<td>6</td>
<td>192</td>
</tr>
<tr>
<td>Olympic Shooting Range, L'Assomption</td>
<td>6</td>
<td>4,460</td>
</tr>
<tr>
<td>Pan American Centre, Forum</td>
<td>20</td>
<td>2,450</td>
</tr>
<tr>
<td>Ceremonies</td>
<td>26</td>
<td>6,300</td>
</tr>
<tr>
<td>Human-Radiation — Opening Closing</td>
<td>1</td>
<td>2,327</td>
</tr>
<tr>
<td>1</td>
<td>2,327</td>
<td>1,707</td>
</tr>
</tbody>
</table>
The staging of Olympic Games under optimum conditions demands a comprehensive health care program designed to keep the athletes competing at his physical best. During the Montreal Games, the Olympic Village housed more than 9,000 competitors and team officials who, 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 teams drawn up soon after Montreal 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 Montreal 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, 780 on July 14, 2000 on August 2, and 6 on August 9.

During the Games, the 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 early 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 plan. And, as far as journalists were concerned, what started out as elementary first aid and service, developed into a more complete and effective 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. At each site there was a senior medical officer (SMO) in charge of all 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.

At the Olympic Village, 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. At each site there was a senior medical officer (SMO) in charge of all 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.

At the Olympic Village, 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. At each site there was a senior medical officer (SMO) in charge of all 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.
The Health Department staff consisted of 1,280 employees as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. John Ambulance Brigade</td>
<td>350</td>
</tr>
<tr>
<td>Clerks</td>
<td>13</td>
</tr>
<tr>
<td>Messengers</td>
<td>22</td>
</tr>
<tr>
<td>Dentists and assistants</td>
<td>35</td>
</tr>
<tr>
<td>Management</td>
<td>6</td>
</tr>
<tr>
<td>Entomologists</td>
<td>1</td>
</tr>
<tr>
<td>Nurses and assistants</td>
<td>38</td>
</tr>
<tr>
<td>Site medical officers</td>
<td>25</td>
</tr>
<tr>
<td>Physicians</td>
<td>163</td>
</tr>
<tr>
<td>Cleaners</td>
<td>6</td>
</tr>
<tr>
<td>Pathologists</td>
<td>4</td>
</tr>
<tr>
<td>Pathology technicians</td>
<td>11</td>
</tr>
<tr>
<td>Physicists</td>
<td>13</td>
</tr>
<tr>
<td>Physician assistants and assistants</td>
<td>155</td>
</tr>
<tr>
<td>Podiatrists</td>
<td>2</td>
</tr>
<tr>
<td>Testing aides</td>
<td>20</td>
</tr>
<tr>
<td>Radiologists</td>
<td>6</td>
</tr>
<tr>
<td>Radiology technicians</td>
<td>8</td>
</tr>
<tr>
<td>Secretaries</td>
<td>6</td>
</tr>
<tr>
<td>Discaphone stenographers</td>
<td>6</td>
</tr>
<tr>
<td>Stenographers</td>
<td>4</td>
</tr>
<tr>
<td>Laboratory technicians</td>
<td>2</td>
</tr>
<tr>
<td>Audiovisual technicians</td>
<td>2</td>
</tr>
<tr>
<td>Telephone operators</td>
<td>6</td>
</tr>
<tr>
<td>Veterinarians</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>1,003</td>
</tr>
</tbody>
</table>

To this total must be added the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent staff</td>
<td>7</td>
</tr>
<tr>
<td>Military personnel (medical)</td>
<td>174</td>
</tr>
<tr>
<td>Military personnel (non-medical)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,280</td>
</tr>
</tbody>
</table>

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-Rosemont 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 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-Rosemont 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 Montreal received initial treatment on the spot, but were transported to Montreal 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 introductory administration 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 docking 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 similarly 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, forty-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.

**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, 1973, after meeting with members of COJO's Health Department, the IOC medical commission approved the texts regulating doping control and反兴奋剂测试. 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 Montreal 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

<table>
<thead>
<tr>
<th>Patients</th>
<th>Spectators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before the Games</td>
<td>350,000</td>
</tr>
<tr>
<td>During the Games</td>
<td>250,000</td>
</tr>
<tr>
<td>After the Games</td>
<td>150,000</td>
</tr>
</tbody>
</table>

### Table C

<table>
<thead>
<tr>
<th>Patients</th>
<th>Spectators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before the Games</td>
<td>360,000</td>
</tr>
<tr>
<td>During the Games</td>
<td>320,000</td>
</tr>
<tr>
<td>After the Games</td>
<td>280,000</td>
</tr>
</tbody>
</table>

**Future Outlook**

In the light of results obtained at the Montreal Games, the use of psycho-motor 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 D
Number and categories of people treated by Health Department

<table>
<thead>
<tr>
<th>Competition sites</th>
<th>Athletes</th>
<th>Officials</th>
<th>Spectators</th>
<th>COJO</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Stadium</td>
<td>81</td>
<td>21</td>
<td>987</td>
<td>654</td>
<td>1,743</td>
</tr>
<tr>
<td>Olympic Pool</td>
<td>93</td>
<td>32</td>
<td>172</td>
<td>266</td>
<td></td>
</tr>
<tr>
<td>Olympic Velodrome</td>
<td>26</td>
<td>34</td>
<td>87</td>
<td>24</td>
<td>171</td>
</tr>
<tr>
<td>Maurice Richard Arena</td>
<td>29</td>
<td>4</td>
<td>31</td>
<td>123</td>
<td>187</td>
</tr>
<tr>
<td>Pierre Charbonneau Centre</td>
<td>46</td>
<td>20</td>
<td>12</td>
<td>3</td>
<td>109</td>
</tr>
<tr>
<td>Olympic Basin, Notre Dame Island</td>
<td>30</td>
<td>11</td>
<td>52</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>Claude Robillard Centre</td>
<td>67</td>
<td>4</td>
<td>66</td>
<td>58</td>
<td>133</td>
</tr>
<tr>
<td>Étienne Derramenteau Centre</td>
<td>70</td>
<td>2</td>
<td>72</td>
<td>176</td>
<td></td>
</tr>
<tr>
<td>St. Michel Arena</td>
<td>6</td>
<td>4</td>
<td>8</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td>Forum</td>
<td>10</td>
<td>2</td>
<td>20</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Paul Sylvestre Centre</td>
<td>10</td>
<td>2</td>
<td>20</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Winter Stadium, University of Montréal</td>
<td>64</td>
<td>26</td>
<td>9</td>
<td>123</td>
<td>213</td>
</tr>
<tr>
<td>Motion Stadium, McGill University</td>
<td>106</td>
<td>32</td>
<td>4</td>
<td>67</td>
<td>175</td>
</tr>
<tr>
<td>Olympic Shooting Range, L’Acadie</td>
<td>5</td>
<td>5</td>
<td>20</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Olympic Equestrian Centre, Bromont</td>
<td>62</td>
<td>43</td>
<td>29</td>
<td>138</td>
<td>272</td>
</tr>
<tr>
<td>Olympic Archery Field, Joliette</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Sherbrooke Stadium and Sports Palace</td>
<td>42</td>
<td>13</td>
<td>115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vanier Stadium, Toronto</td>
<td>15</td>
<td>5</td>
<td>10</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Lansdowne Park, Ottawa</td>
<td>89</td>
<td>60</td>
<td>6</td>
<td>155</td>
<td></td>
</tr>
<tr>
<td>Olympic Yachting Centre, Kingston</td>
<td>4,138</td>
<td>284</td>
<td>5,044</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic Park</td>
<td>119</td>
<td>3</td>
<td>260</td>
<td>300</td>
<td>682</td>
</tr>
</tbody>
</table>

Special clinics:
- International Youth Camp                               619
- International Centre, Olympic Village                    54

Press clinics:
- International Broadcasting Centre                      210
- Radio Canada Building                                   959
- Press Centre, Complexe Desjardins                       120
- Télévision de l’Énergie                                 121

Physiotherapy (polyclinic only):                          4,266

Totals:                                                  9,959

Competitors who already possess a feminity certificate, either from the IOC medical coordination centre or from an international sports federation, are not included.


**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.

From July 1 to August 2, thirty-two dentists volunteered their services and devoted an average of three-quarters of a day to the competitors. It was also possible to call upon specialists for treatment at any time through the Dental Department of Notre Dame Hospital.

**Dental Care**
The Secretariat de la Mondialité and the Mount Royal Dental Society co-operated 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, an international sports federation after participation in a world or continental championship do not have to undergo the test again.

**Ambulance Service**
During the Games, COJO’s Health Department had enough ambulances to transport injured athletes to the poly clinic or the Olympic hospital. One ambulance also kept constantly available at the larger competition sites. For other sites as well as the training facilities, ambulances rotated according to the events and practice sessions taking place. The island of Montreal was divided into zones, and each zone was assured of ambulance services and paramedical personnel.

The medical coordination centre could communicate with these ambulances at all times, sending them wherever they were needed. As well, patients were also stationed at selected competition sites. Patients were usually taken to the poly clinic, but in case of severe illness or injury, the SMO could order the patient sent to the nearest hospital.

If no ambulance were available from COJO, the medical coordination centre needed only to request help from the Montreal Urban Community Police Department.

**Statistics**
Some statistics may be of help to organizers of future Games in planning health services needed most (see Tables B, C, D, and E).

**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 poly clinic at the Olympic Village, there is little to recommend in 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.
Food Services

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 Montreal'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 Quebec, 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 Montreal 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 16 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 brightly coloured canvas roofs, giving the whole Olympic Park complex a festive air. Instead of disrupting traffic, as was feared, these tents actually helped...
Services offered at competition sites in and outside of Montréal

<table>
<thead>
<tr>
<th>Snack bars</th>
<th>Cafeterias</th>
<th>Bars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montreal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maurice Richard Arena</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>St. Michel Arena</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Basin, Notre Dame Island</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Claude Robillard Centre</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Élense Desmarais Centre</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Pierre Charbonneau Centre</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Paul Sauvé Centre</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Fairview Circuit</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Mount Royal Circuit</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Forum</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Pool</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Molson Stadium, McGill U.</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Stadium</td>
<td>80</td>
<td>1</td>
</tr>
<tr>
<td>Winter Stadium, U. of Montréal</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Velodrome</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>ORTO</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Outside of Montreal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic Equestrian Centre, Bromont</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Sherbrooke Sports Palace</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Lansdowne Park, Ottawa</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>PEPS, Laval U., Québec</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Sherbrooke Stadium</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Varsity Stadium, Toronto</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Shooting Range, U. Acadie</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Olympic Archery Field, Joliette</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

At each of these sites there was a reception lounge for members of the International Olympic Committee and their guests.

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.

Problems and Solutions

A major problem was the feeding of the Olympic Flame. The lack of an Olympic Village in the area made it necessary to provide refreshments in host cities. To protect the consumer, the Department kept a close watch and held the mandate successfully. The press, the Olympic family, and the public could all dine at reasonable prices.

There were, admittedly, unavoidable circumstances to occasionally disrupt the 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 public could all dine at reasonable prices.

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 subcenters.

At the Complete Departure 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). A large 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
Hostesses and Guides

In their attractive uniforms, they were everywhere, symbols of friendliness and courtesy, a constant presence of discreet efficiency. They were the hostesses of the Montreal Olympic Games.

How many were there?
An infinite number, considering all the locations, in city streets, and at the airports. Their department was gracious and elegant. Of the 8,000 candidates presented to the selection committee, 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 Montreal 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 choice 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 Montreal 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 Montreal 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 Chinak; 4 Korean; 2 Creole; 9 Danish; 255 Spanish; 1 Esperanto; 1 Estonian; 6 Finnish; 1 Farsi; 9 Greek; 5 Gujarati; 23 Hebrew; 7 Hindi; 20 Hungarian; 104 Italian; 18 Japanese; 3 Latvian; 4 Lithuanian; 1 Marathi; 26 Dutch; 7 Norwegian; 8 Urdu; 1 Papiamento; 1 Persian; 30 Polish; 19 Portuguese; 12 Pashto; 10 Romanian; 42 Russian; 6 Serbo-Croatian; 6 Sinhalese; 7 Slovakian; 4 Swedish; 11 Tswana; 1 Tamuli; 13 Czech; 1 Turkish; 10 Ukrainian; and 3 Vietnamese.

Montreal 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, Quebec, Montreal, 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

...Olympics

An indication 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 center. 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 admirable

<table>
<thead>
<tr>
<th>Table A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Protocol</strong></td>
</tr>
<tr>
<td>Seminars, welcoming and standbys</td>
</tr>
<tr>
<td>Personal help for IOC</td>
</tr>
<tr>
<td>Observers</td>
</tr>
<tr>
<td>Grandstands</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Olympic Village</strong></td>
</tr>
<tr>
<td>Welcoming of visitors and journalists</td>
</tr>
<tr>
<td>Information booths</td>
</tr>
<tr>
<td>Liaison office</td>
</tr>
<tr>
<td>Delegations</td>
</tr>
<tr>
<td>Medical service</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
</tr>
<tr>
<td>Posts</td>
</tr>
<tr>
<td>ORTO information booths on competition sites in Montreal</td>
</tr>
<tr>
<td>Living quarters — journalists</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
</tr>
<tr>
<td>Competition sites</td>
</tr>
<tr>
<td>Accreditation at Sheraton Mt. Royal Hotel</td>
</tr>
<tr>
<td>Living quarters — officials</td>
</tr>
<tr>
<td>Bromont</td>
</tr>
<tr>
<td>Kingston</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
</tr>
<tr>
<td>Chief hostesses and guides for each competition site</td>
</tr>
<tr>
<td>Polyvalent team</td>
</tr>
<tr>
<td>Olympic Flame</td>
</tr>
<tr>
<td>Transport</td>
</tr>
<tr>
<td>Arts and Culture Program</td>
</tr>
<tr>
<td>Youth Camp</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

20th. the six section heads, their reports finished, also left, proud of a mission accomplished.

In spite of its youth and haste 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 sincere, 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 Montreal Olympics bring their own particular contribution to the growth of this tradition.

| Source: Bibliothèque du CIO / IOC Library |
Transportation

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. 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 arms 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 Montreal to Toronto, Ottawa, Kingston, Sherbrooke, Quebec, Bromont, L’Acadia, and Joliette, as required. This, naturally, meant thousands of kilometres on the road, and called for continual contact with the various highway authorities, including the Quebec Police Force (QPF), the Ontario Provincial Police (OPP), the Montreal Urban Community Police Department (MUCPD), the Royal Canadian Mounted Police (RCMP), and various local traffic authorities on 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, Montreal attracts both Quebecois 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 Montreal 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 Montreal’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 Montreal’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
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 Montreal 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 study of regional access roads leading to competition sites and peripheral parking areas, and plan a sign system in cooperation with the proper agencies;

- a survey of vacant space suitable for conversion into temporary parking lots;

- the preparation and management of existing parking lots during the Games;

- the manufacture, installation, and maintenance of the sign system and its removal after the Games; and

- the design of regional road and city maps with pictograms indicating Olympic installations.

Montreal’s executive committee agreed to assume these tasks on November 29, 1974.

In February, 1975, the city traffic director submitted a report to COJO which called for a budget of $3,853,580. 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. Subsequently to this, in the month of September, a committee composed of representatives of the provincial Ministry of Transport, the City of Montreal, and COJO met to bring the traffic project up-to-date with the related requirements of signs and parking.

Sign System

This imperative committee decided to entrust a private company with the manufacture of the signs, and a specialized firm of consulting engineers with the design of the signs. The exception was Montreal taking an active part in the Games would install the signs within its jurisdiction while COJO would take care of the signs in Montreal.

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 discussions 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.

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 other locations. The majority of the sections were not readily obtainable. As far as possible, they 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 cars to the Montreal Olympic Games' director, 3 coordinators, and 2 controllers.

On June 1, 1976, personnel tallied 2,127: 1,619 military and 508 civilians. The military were from Canadian bases across the country, as few knew Montreal. Even most of the civilian drivers who were students and had been recruited in Montreal required special training. Touring the city in minibuses driven by an instructor, all became familiar with the streets and the history of Montreal, 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, personnel, 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 Quebec government was concerned, its protocol division supplied an additional 25 vehicles with drivers for the convenience of visiting heads of state and distinguished guests.

Operations Stage

On June 1, 1976, personnel tallied 2,127: 1,619 military and 508 civilians. The military were from Canadian bases across the country, as few knew Montreal. Even most of the civilian drivers who were students and had been recruited in Montreal required special training. Touring the city in minibuses driven by an instructor, all became familiar with the streets and

<table>
<thead>
<tr>
<th>Limousines</th>
<th>Sedans</th>
<th>Station Wagon</th>
<th>Compact Cars</th>
<th>Minibuses</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>1</td>
<td>8</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>1</td>
<td>7</td>
<td>14</td>
<td>8</td>
<td>30</td>
<td>91</td>
</tr>
<tr>
<td>113</td>
<td>13</td>
<td>12</td>
<td>122</td>
<td>305</td>
<td>113</td>
</tr>
<tr>
<td>109</td>
<td>12</td>
<td>15</td>
<td>20</td>
<td>29</td>
<td>9</td>
</tr>
<tr>
<td>20</td>
<td>6</td>
<td>1</td>
<td>6</td>
<td>7</td>
<td>33</td>
</tr>
<tr>
<td>115</td>
<td>2</td>
<td>1</td>
<td>15</td>
<td>23</td>
<td>152</td>
</tr>
<tr>
<td>28</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>16</td>
<td>48</td>
</tr>
<tr>
<td>113</td>
<td>1</td>
<td>3</td>
<td>11</td>
<td>19</td>
<td>134</td>
</tr>
<tr>
<td>17</td>
<td>1</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>37</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>113</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>115</td>
</tr>
<tr>
<td>96</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>39</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>46</td>
</tr>
<tr>
<td>86</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>86</td>
</tr>
<tr>
<td>89</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>92</td>
</tr>
<tr>
<td>60</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>64</td>
</tr>
<tr>
<td>66</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>66</td>
</tr>
<tr>
<td>95</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>96</td>
</tr>
<tr>
<td>121</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>121</td>
</tr>
<tr>
<td>20</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>122</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>122</td>
</tr>
<tr>
<td>27</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
Athletes', Official, and Press Buses

The bus service was headquarterd at Complexe Desjardins, site of the main press centre, and employment of the Communications Directorate was 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. The 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 Montreal 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 3, 1976, Transport Department buses made 734 trips in the Montreal region and 99 round trips between Montreal and the cities of Kingston, Brompton, L'Acadie, Joliette, Ottawa, Sherbrooke, and Quebec. 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 Montreal 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 at the extent of the schedule on July 20, there were 3,338 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 followed 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, 1976, and August 18, 1976, COJO spent approximately $600,000 in taxi fares.

Railways

Railway service was a particularly popular means of transportation during the Games, except for a minority of travellers 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 Montreal 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 accommodation extended over a two-week period. For some 29,000 people had to be looked after. From the moment they entered the security corridors, discomfort was inevitable.

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 out over four days, represented a daily average of 7,250 people to convey to the airport. 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 Montreal Urban Community Transit Commission (MUCTC) as early as two years before the Games. An exhibition schedule 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 over-crowding.

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 Vau.

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 Vau station.
The Line No. 1 extension caused a reorganization of five major bus routes in the downtown 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 Park and the Forum were accessible by bus and metro. For an express route with no stops between "1976 Route," which ran only 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.

Traffic

Thanks to the comprehensive advertising campaign urging the public to use mass transit facilities. Montreal traffic was not overly congested during the Games. In fact, it fluctuated between 700,000-1,000,000 vehicles per day.

Table B

<table>
<thead>
<tr>
<th>Public parking spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angus Shops (Olympic Park)</td>
</tr>
<tr>
<td>General Electric Co. of Canada</td>
</tr>
<tr>
<td>Quebec Government Park</td>
</tr>
<tr>
<td>New area (Claude Robillard Centre)</td>
</tr>
<tr>
<td>Longueuil subway station exit</td>
</tr>
<tr>
<td>Olympic Basin, Notre Dame Island</td>
</tr>
<tr>
<td>Victrak Auto Park (transfer to Bus 68 to the Olympic Stadium)</td>
</tr>
<tr>
<td>Centre administratif et Collège de Montréal (Forum)</td>
</tr>
<tr>
<td>Cégep Maisonneuve (Claude Robillard Centre)</td>
</tr>
<tr>
<td>St. Vital (Olympic Park)</td>
</tr>
<tr>
<td>New lot (Olympic Park)</td>
</tr>
<tr>
<td>Standard Paper Box Co. (Olympic Park)</td>
</tr>
</tbody>
</table>

| Total | 17,600 |

Table C

<table>
<thead>
<tr>
<th>Distribution of cards</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking</td>
<td>1,025</td>
<td></td>
</tr>
<tr>
<td>Olympic family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORTO, City of Montreal, OIB, Bell Canada, MUCTC, suppliers and CJDO employees,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>lusury hotels (BLS, MUCPD, CF, RCM, GPP, OPP)</td>
<td>5,102</td>
<td></td>
</tr>
<tr>
<td>Traffic</td>
<td>2,698</td>
<td></td>
</tr>
<tr>
<td>CJDO services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliveries</td>
<td>656</td>
<td></td>
</tr>
<tr>
<td>CJDO services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>9,481</td>
<td></td>
</tr>
</tbody>
</table>

Table A

<table>
<thead>
<tr>
<th>Reserved Parking</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The reserved parking areas were accessible only to vehicles which had</td>
<td></td>
<td></td>
</tr>
<tr>
<td>been authorized by the Traffic Section.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>And this authorization system had to be simple, flexible, and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>easy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It also had to be adaptable to the needs of the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic family, sponsors and suppliers,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CJDO employees, and security forces.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Such a system was approved by the COJO Management at an early in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One month later, Traffic sent authorization request forms to all COJO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>directors, but, due to their work loads, not all replied. In May, another</td>
<td></td>
<td></td>
</tr>
<tr>
<td>form was sent to those who had not yet answered, and, on May 20, a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>general listing was compiled, making it possible to determine the approximate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>number of authorizations needed (see Table C). After this list had been com</td>
<td></td>
<td></td>
</tr>
<tr>
<td>pleted, the Traffic Section sent out a directive specifying that</td>
<td></td>
<td></td>
</tr>
<tr>
<td>everyone should have</td>
<td></td>
<td></td>
</tr>
<tr>
<td>tickets with his entire resources at their disposal.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It might be preferable, however, for key personnel to be on the job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>at least six months prior to the Games.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They would have more time to become better acquainted with</td>
<td></td>
<td></td>
</tr>
<tr>
<td>both with competition and training site, but also with the requirements of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the COJO.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It would also be wise to hire a road safety manager as soon as operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>commenced. This person needed to be able to establish and implement appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>procedures and to oversee the traffic control system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In relation to some specific types of transportation, it should be pointed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>out that, because of their small capacity, minibuses should not be used for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>transporting athletes except in small</td>
<td></td>
<td></td>
</tr>
<tr>
<td>groups. Standard buses are better</td>
<td></td>
<td></td>
</tr>
<tr>
<td>suited to most requirements at competition and training sites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thus, the system had been put into operation in time for the Games,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and ended at Olympic Park.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Traffic

The Olympic Park and the Forum were accessible by bus and metro. For an express route with no stops between "1976 Route," which ran only 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 whites, 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.
Matériel Control

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 1972, 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 advantage 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 Montreal 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 1,058 different
articles, and 636 shipments had been expedited. Each release had first to be approved at COJO headquarters by the director of Material Control. It was then routed by telecopier to inventory control for verification, after which the material 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 material 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 lost of time associated with an article-by-article selection and the attendant bottleneck in shipping. Besides, it allowed the staff to implement more rigorous controls at competition sites. Each section was, therefore, supplied according to detailed plans, and except for some minor failures, the 3,660 truckloads had arrived at the warehouse in an orderly manner. Everything that was coming was naturally kept in close touch with warehousing to produce a fast interchange of information based upon knowledge of the material.

Unfortunately, delivery delays in May forced the partial abandonment of the section storage system. Nevertheless, on June 28, 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 4,480 tons of material 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 material 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 terms and purposes in mind, the Material 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 Material Control's requests the attention they deserved. Inasmuch as the Games were in full swing, it was easy to understand the tendency to procrastinate. Material 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 in 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 Montreal. 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 (CENAT) 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 material recovered be properly identified. And here, the OIB and the City of Montreal 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, Material Control transferred $11.6 million of technical equipment to the province of Quebec, $4.7 million to the City of Montreal, 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.
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 suits, 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 Montreal 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. Neverthe- less, all the aforementioned 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 the 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.
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, Montreal can be proud of its presentation of practical elegance through a symphony of uniform colors symbolic of the harmony of the Olympic Games.
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 interwoven 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.

Raising 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 × 1.84 m and 1.84 m × 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, 1976. 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, 1976, but an initial order of 2,000 flags was, nevertheless, issued, which included those of Canada, Quebec, 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 manufacturer’s workroom 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. Material 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.
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 Montreal 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 Quebec 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.

Material

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 ticket 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 Montreal. It was also put on display in regular post offices as well as those in other Canadian postal regions, and in all major Montreal 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 Montreal 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 Montreal. 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, could only 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 Montreal. They could also serve as backup units if unexpected crowds appeared at the competition sites.

Operations
Through COJO-Post, Canada Post operated twenty-eight stations:
- a major philatelic centre in the main office in the west end of the city;
- 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;
- fifteen postal trailers; and
- two stations run by the regular philatelic staff for COJO-Post.

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 served 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.

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.
In the summer of 1976, it was expected that Montreal 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 Montreal, 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 ISF 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 aids 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: 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 programs, tripartite, publications, finance, press, eligibility, television, juridical, emblem, 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. Jour de Samara, as tradition required.

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 Montreal, 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 ISF 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 aids 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 programs, tripartite, publications, finance, press, eligibility, television, juridical, emblem, 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. Jour de Samara, as tradition required.
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. Whenever any international events or ceremonies have almost invariably implied that the problems were the result of the Olympic Games. This is simply not true. Whatever you ran into problems or crawled them for ourselves during our preparations, those problems 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.

It is a question, I suppose, of where we run into major problems—problems arising mainly from an uneducated, wide plagues 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 ->

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 visit with us. Canada has an area of 3,851,009 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, Quebec, Brandon, Sherbrooke, Lévis, 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 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 Honourable 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 in our country. For several weeks Montreal will be 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 Montreal 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. Unfortunately, only do they give nations the opportunity to gather together, but they also declare the greatness of man and the human spirit. In all eras, and often more than today, armoured 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 champion in the stadium is truly the hero of our time, and in exalting them, we are not only physical performance but also those qualities of character which are the strength of mankind, and which are directed to non-belligerent ends.

The athletes participating in the Games had to attend international Olympic standards. In a 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 post, Pinder, that glory is the reward of the valiant.

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 practice 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 the 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 had to attend international Olympic standards. In a 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 post, Pinder, 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 sport which forbids discrimination in respect 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, the stamina, 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 Warsaw with the moto."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, those who are able to attend and observe 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 was set up 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. In an International Committee, 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 divergences 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 composed of members of the International Olympic Committee which is headed, naturally, by the Executive Board. There are those which are composed of members of the National Olympic Committees, which is headed, naturally, by the Executive Board. There are those which are composed of members of the International Committee, which is headed, naturally, by the Executive Board.

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 was set up 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. In an International Committee, 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 divergences 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 composed of members of the International Olympic Committee which is headed, naturally, by the Executive Board. There are those which are composed of members of the National Olympic Committees, which is headed, naturally, by the Executive Board. There are those which are composed of members of the International Committee, which is headed, naturally, by the Executive Board.

As a result of the famous rule, 26, we have the conditions under which competitors are enrolled for the Games in Montreal. 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 pressure must be sought to have a complete and new look at what the different political, economic, and social systems which naturally affect the outlook of the various National Olympic Committees, who might allow the International Federations, who might allow the International Bodies, within each country, to write their own rules, which have to be approved by the International Federation, or by the International Committee, or by the International Olympic Committee, within the limits established by the International Olympic Committee.

But now to Montreal. 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, by the Canadian Government, by the Quebec Government, and by the Federal Government, the Games are now 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 strangulated 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 Aix-les-Bains in the Spring of 1977.

In conclusion, it is perhaps a good time to remember that the Olympic Games are about individuals, or the individual, and fire the Olympic Games are about individuals, or the individual, and that the Olympic Games are about individuals, or the individual. Let us remember that the Olympic Games are about individuals, or the individual, and that the Olympic Games are about individuals, or the individual. Let us remember that the Olympic Games are about individuals, or the individual. Let us remember that the Olympic Games are about individuals, or the individual.
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 sessions 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 3,080. 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 Montreal 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 (GAF) 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 (CPAS) was held in Quebec City from July 11 to 16, 1976, just before the opening of the Montreal Games.

Under the patronage of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), this international, multidisciplinary congress was, in a way, the scientific companion 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 Quebec 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.
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 XX Olympiad had been awarded to Montreal, 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 The 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 elected to 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 governments of Quebec 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 Quebec's Municipal Convention Centre, also the site of the opening ceremony of the congress. Meeting rooms were also reserved in three large Quebec 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 Quebec 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 international 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, multidisciplinary sessions and seminars were held mainly during the three afternoon sessions of the congress:
- biochemistry: regulatory mechanisms 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: the evolution of modern Olympism: the history of the life and work of Robert Tait McKenzie;
- administrative theory: the management of conflict and change in sport;

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 Quebec scientific congress to hold meetings.
As for tourist activities, participants in the congress were invited to take part in the many activities of the Quebec 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 Quebec Ministry of Cultural Affairs, all participants were invited to attend a concert by Quebec singer, Gilles Vigneault, and an evening of ballet with a guest performance by the Grand Ballet du Quevbec. The program included three social events:
1. A reception for all participants and honored guests hosted by the prime minister of Quebec on the occasion of the opening ceremony, July 11.
2. A reception at the Mont Sainte-Anne Ski Centre given by the Quebec Ministry of Tourism, Fish, and Game, for all speakers and invited guests.
3. A Quebec-style au revoir party for all participants at the closing ceremony, including a recital by the Choeur V'N' Bon vent, followed by a cocktail party and the distribution of souvenirs sponsored by the Quebec Ministry of Tourism, Fish, and Game.

Participation
The ICASS program included thirty-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 185 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.

Source: Bibliothèque du CIO / IOC Library
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 accommodations 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 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 (HEQUQ 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 HEQUQ 76 was set up, there were but two years remaining before the Flame of the XXI Olympic Games 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. HEQUQ 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.
The whole gamut of lodging was probed. Nothing was left to chance, whether the hotel nor the schoolhouse, the farmhouse nor the youth hostel, come ground nor dormitory. 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 these visitors, 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 380,000 or 80,000 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 Montreal 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 competition, namely from July 23 to 28.

Assessing 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.

According to a survey by the Ministry of Tourism, Fish, and Games, 90,000 rooms were available, 20,000 in Montreal 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 could be devoid of pupils, plus another 12,000 by installing temporary dormitories in the form of youth hotels, 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 Montreal 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. At this date 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 seventeen employees was formed to deal with the thousands of visitors who would arrive in Montreal with no reservations. Thanks to them, more than 30,000 of the more adventurous travellers found a satisfactory place to sleep.

And, as wonders would never cease, the preliminary projections proved to be amazingly accurate! During the frantic period marking the fifteen days of the Olympic Games, Montreal 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 170,000 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 58,000 meals of camping facilities. The first total amounted to 2,591,607 nights lodging at an average per capita cost of $11.02, close enough to official estimates as to make no difference.

To fulfill its objectives, HÉQUO 76 disbursed $6,118,787, of which close to $1 million went towards publicity and promotion.

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 requests needed by the different COJO directorates and to refer any observation 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 recorded, 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 Montreal 1976 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 had to be done was to multiply the entire operation by two, 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...
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.

The coordination-reception unit acted as liaison between the two groups, those who were the "customers" included Transportation, Information, Baggage and Railway stations, Security, Protocol, and the necessary hostesses.

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!

To the delegations, their governing body was composed of all directorates and services involved in its operations.

The best possible way to grasp the complexity of the coordination-reception 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 chief 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 chief de mission accompanied the liaison official to complete the necessary formalities. Having collected the luggage, the chief 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 Montreal for the first time to an IOC official who was a seasoned traveler, 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.
For an event like the Olympic Games, it is often necessary to improvise 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. Example, during the proceedings 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 Montreal Games were being organized, no less than 13 countries changed 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 ceremonies and guidelines 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 commissionaire-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) assisting hostess and guide services for VIPs and COJO guests.
- e) helping the Olympic attaches perform their tasks.
- f) planning and coordinating accreditation procedures for foreign visitors and the Olympic family, in cooperation with the diplomatic and consular missions.
- 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.

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. The American and Canadian teams were already required. From July, 1973, to the end of March, 1976, countless Olympic visitors came to Montreal. 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. Twenty-one international sports federations participating in the Games began to send representatives and technical delegations to Montreal after the Munich Games were over.

In the meantime, the directorate worked on 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.
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 Montrealeans recommended to them by the organizing committee.

An Olympic attaché was responsible for:

- 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;
- informing national sports federations about equipment, technical data, and accommodations for their athletes in Montreal;
- assisting with all preparations for the Games;
- and then informing COJO of the reactions they received. They also paid visits to the Olympic facilities to follow progress at the construction sites.

The Protocol Directorate sent large quantities of information to the NOCs and, as needed, to the ISPs, before the Games. From November, 1973 to June, 1976, some twenty communications 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, accommodation 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, vice-presidents, 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.
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.

Personalies assigned to posts welcomed the visitors as they left the planes, directed them towards a special customs and immigration centre, found passages to collect their luggage 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 usually began their training before the Games. Of the 76 active and 11 honorary members of the IOC, 76 came to Montreal, 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.

One group of escorts consisted of a central group and three regional subsections, each responsible for the members of the IOC from a particular region, and each subsection was directed by a member of the Canadian forces staff – in this case, with two other military assistant regional coordinators, and included enough hostesses to escort all the IOC members. Escorts met IOC members on their arrival at the airport, escorted them to their hotel, and assisted them and their guests 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 Montreal, 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 replicated in Olympic Rules 38 and 48. Rule 38 dealt 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 48 contains information about the accreditation of the Olympic family and the assignment of VIP seats.

Important Guests

Of the 29,664 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 Montreal and other cities hosting competitions. A total of 33,276 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.

Conferences

Aside from providing the IOC with administrative services, the Protocol Directorate was responsible for organizing the opening ceremony for the 7th 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 the guests, chiefs de mission, Olympic attaches, members 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 Montreal 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 paid them on

On July 10, before the opening of the IOC session, the commissionary-general and Mrs. Routouze 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 identical cards permitting access to the Olympic village and to the stands at the competition sites, i.e., 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 2,520 distinct tasks between June 26 and August 9. 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 Montreal Games. A total of 420 gold, 420 silver, and 420 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 athlete escort, one dignitary 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 Montreal, Olympic sports, protocol, signs, security, etc.

Source: Bibliothèque du CIO / IOC Library
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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.

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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.

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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.

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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.

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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.

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 eighties countries complied with this request, but several others refused, saying that their national anthem 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.
President of the International Federation, Prince Philip, is welcomed to Bromont for the opening of the 78th session of the IOC at Place des Arts. Lord Killanin addresses the podium of the Montreal Symphony Orchestra.

Medal ceremonies at Kingston had an autocratic air, suiting the yachting events perfectly.

Her Majesty lunching with athletes at the Olympic Village. Sauvé Centre, the Olympic Pool, Claude Robillard Centre, Étienne Desmarceau 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 lunch 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 Quebec City, they were given lunch in the National Assembly restaurant by Mrs. Robert Bourassa, wife of the prime minister of Quebec.

During the week, the IOC members' wives were the guests of Mrs. Roger Rousseau, wife of the commissioner-general of the Games, and of the Montreal 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.
Tickets

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 is 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.

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 eainer 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 under way, 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.

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.
Ticket Allocation

With prices established, what remained to be determined was a policy in conformity with COJO's general operating strategy. In other words, a fair distribution of tickets had to be virtually guaranteed, with due attention paid both to the distribution of 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 that 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 boomerang situation of having people sitting shoulder to shoulder after having paid different prices.

Table A

<table>
<thead>
<tr>
<th>Category</th>
<th>Price</th>
<th>Number of tickets by category</th>
<th>% of total</th>
<th>Distribution by event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$1 to $2</td>
<td>1,120,000</td>
<td>32.3</td>
<td>233 / 100</td>
</tr>
<tr>
<td>2</td>
<td>$2 to $4</td>
<td>1,737,060</td>
<td>31.6</td>
<td>316 / 95</td>
</tr>
<tr>
<td>3</td>
<td>$4 to $12</td>
<td>2,575,000</td>
<td>21.3</td>
<td>273 / 82</td>
</tr>
<tr>
<td>4</td>
<td>$12 to $30</td>
<td>2,131,338</td>
<td>16.5</td>
<td>103 / 31</td>
</tr>
<tr>
<td>5</td>
<td>$31 to $66</td>
<td>2,870,000</td>
<td>7.7</td>
<td>18 / 4</td>
</tr>
<tr>
<td>6</td>
<td>$66 to $100</td>
<td>1,214,000</td>
<td>4.8</td>
<td>5 / 1</td>
</tr>
</tbody>
</table>

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. 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 co-operation of the Technology Directorate. As a starting point, at each competition site, an electronic system was divided into three portions: (8:00 - 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 2,033 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, tickets for all events taking place in Montréal were classed as follows: preliminaries, tickets for all the categories, 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 tickets where it was thought better to have 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: Category 1 and 2, from $2-2.50; Category 3, 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 Olympic Games contributed to the fine design of the tickets used for the Mont­real Olympics. The front of the ticket was point to the grandeur of the event, 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 spot above which was the official emblem of the Montreal 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 alphabetic and numerical symbols were printed in black.

On the reverse side, there was a colored plan of the region showing the general area of the competition sites, 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 marked with a special device, which was holographic, while variable infor­mation, such as the color, was used in the final stage of production could thus be built in. In addition, the business number and minute changes could be made, for example when the number of available seats was in doubt at any one site. The information of tickets sold, or programmed to be sold with scheduled distribution, was kept confidential.

The upper left-hand corner was perforated diagonally so that it could be torn off. 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 selected, after careful consideration, by the Olympic Games of Montréal, Publicity and Advertising Committee. In addition special devices were installed to keep the printing plant under observation.

Source: Bibliothèque du CIO / IOC Library
Ticket Coding and Numbering

All tickets carried a numerical symbol where the first two digits (from 00 to 22) indicated the sport 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 levels.

For example, the ticket numbered 18 22 11 denoted:
- 18: Section J 01
- 22: Row 7
- 11: Seat 9

Ticket Coding System

The ticket 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 offered to foreign consumers was 52 percent or

Worldwide Distribution of Admission Tickets for Montreal

<table>
<thead>
<tr>
<th>Number of tickets printed:</th>
<th>Total available for sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening and closing ceremonies, in Montreal</td>
<td>5,382,633</td>
</tr>
<tr>
<td>Outside Montreal</td>
<td>22,833</td>
</tr>
<tr>
<td>Total tickets available for sale</td>
<td>583,671</td>
</tr>
</tbody>
</table>

Distribution by Region

<table>
<thead>
<tr>
<th>Tickets for events taking place:</th>
<th>Total tickets available for sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>in Montreal</td>
<td>4,314,855</td>
</tr>
<tr>
<td>Outside Montreal</td>
<td>448,107</td>
</tr>
<tr>
<td>Total tickets available for sale</td>
<td>4,762,962</td>
</tr>
</tbody>
</table>

Table C: Worldwide Distribution of Admission Tickets for Montreal

<table>
<thead>
<tr>
<th>Number of tickets printed:</th>
<th>Total available for sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening and closing ceremonies, in Montreal</td>
<td>5,382,633</td>
</tr>
<tr>
<td>Outside Montreal</td>
<td>22,833</td>
</tr>
<tr>
<td>Total tickets available for sale</td>
<td>583,671</td>
</tr>
</tbody>
</table>

Distribution by Region

<table>
<thead>
<tr>
<th>Tickets for events taking place:</th>
<th>Total tickets available for sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>in Montreal</td>
<td>4,314,855</td>
</tr>
<tr>
<td>Outside Montreal</td>
<td>448,107</td>
</tr>
<tr>
<td>Total tickets available for sale</td>
<td>4,762,962</td>
</tr>
</tbody>
</table>

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 support 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.

Ticket Department

This coding system was found useful for the handling and control of all tickets both before and during the Games.
### Table 3
Results of worldwide advance sales

<table>
<thead>
<tr>
<th>Country</th>
<th>Admission tickets</th>
<th>Total of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15/4/75 to 16/7/75</td>
<td>16/7/75 to 30/12/75</td>
</tr>
<tr>
<td></td>
<td>Phase I</td>
<td>Phase II</td>
</tr>
<tr>
<td></td>
<td>Phase I</td>
<td>Phase II</td>
</tr>
<tr>
<td></td>
<td>Tickets allotted</td>
<td>Tickets sold</td>
</tr>
<tr>
<td>Europe</td>
<td>329,500</td>
<td>139,684</td>
</tr>
<tr>
<td>Africa</td>
<td>16,075</td>
<td>10,233</td>
</tr>
<tr>
<td>Republic of South America</td>
<td>533,754</td>
<td>255,173</td>
</tr>
<tr>
<td>Denmark</td>
<td>43,943</td>
<td>32,602</td>
</tr>
<tr>
<td>Norway</td>
<td>30,061</td>
<td>21,263</td>
</tr>
<tr>
<td>United States</td>
<td>1,000,000</td>
<td>560,000</td>
</tr>
<tr>
<td>Total</td>
<td>1,000,000</td>
<td>600,000</td>
</tr>
</tbody>
</table>

*This figure includes an allotment of 5,752 admission tickets for the opening and closing ceremonies.

<table>
<thead>
<tr>
<th>Country</th>
<th>Admission tickets</th>
<th>Total of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15/4/75 to 15/7/75</td>
<td>16/7/75 to 30/12/75</td>
</tr>
<tr>
<td></td>
<td>Phase I</td>
<td>Phase II</td>
</tr>
<tr>
<td></td>
<td>Phase I</td>
<td>Phase II</td>
</tr>
<tr>
<td></td>
<td>Tickets allotted</td>
<td>Tickets sold</td>
</tr>
<tr>
<td>Morocco</td>
<td>2,382</td>
<td>138</td>
</tr>
<tr>
<td>Jordan</td>
<td>2,196</td>
<td>67</td>
</tr>
<tr>
<td>China</td>
<td>5,048</td>
<td>2,243</td>
</tr>
<tr>
<td>Mexico</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>United States</td>
<td>3,098</td>
<td>1,385</td>
</tr>
<tr>
<td>Total</td>
<td>11,500</td>
<td>4,680</td>
</tr>
</tbody>
</table>

Source: Bibliothèque du CIO / IOC Library
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 confronted 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 of the vastness of the region to the host city. It was unreasonable to ask anyone to travel any great distance to pick up his tickets!

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 country 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. 

**Sales Methods in Canada**

**Delivery and Provisional Coupons**

The T. Eaton Company was finding it difficult to keep track of the ticket balance in advance, in cooperation with the 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.

**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.
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.

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 Montreal were, however, asked to use the regular sales counter rather than the mail, 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: Quebec, Ottawa, East, and West. This reduced the costs of operation by making it easier to control and distribute the tickets. A total of 45,017 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, and a few organizations could 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 overestimated public response fell short of the expectations.

Construction

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 overestimated public response fell short of the expectations.

The COJO sales outlet closed down on May 14, to reopen only on June 7, after the closure of the COJO sales outlet and to permit holders of provisional coupons on May 14, to reopen only on June 7, and the 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: Quebec, Ottawa, East, and West. This reduced the costs of operation by making it easier to control and distribute the tickets. A total of 45,017 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, and a few organizations could 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 overestimated public response fell short of the expectations. 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: Quebec, Ottawa, East, and West. This reduced the costs of operation by making it easier to control and distribute the tickets. A total of 45,017 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, and a few organizations could 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 overestimated public response fell short of the expectations.
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, 833,304 tickets were sold in the cities involved with the Games. There were 1,056,012 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 excitement 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.
Accreditation

Accreditation is among the most complicated procedures in Olympic Games organization. It is true that Montreal 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 persons, and 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, concessionaries, 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 Montreal, Kingston and Bromont; press centers, 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 Montreal, there were three major categories:

1. Olympic family: Officials of the IOC, ISFs, NOCs and their guests, dignitaries, COJO executives, Olympic teams, and athletes and team officials, sports officials, Youth Camp delegations and observers from the Canadian Forces. The cards were provided with official identification.

2. Personnel: Employees of COJO, the Olympic Radio and Television Organization (ORTO), and private companies under contract to COJO.

3. Security: Royal Canadian Mounted Police (RCMP), Department of National Defence (DND), Quebec Provincial Police (QPF), Ontario Provincial Police (OPP), and police forces of towns and cities involved in the Games.

Accreditation 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 Montreal 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 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 also had to face two tasks which might seem to be confus ing: 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 colours 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. 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 workload, however, approval was not granted nor did the system become effective until May 17.
Members of the IOC and one member of their family.

Holders

Access to section "A" at all competition sites, reserved parking.

Privileges

Access to section "A" at all competition sites, reserved parking.

Access to section "B" at the Olympic Stadium, reserved parking.

Access to section "D" at Olympic Stadium, reserved parking.

Access to section "E" at Olympic Stadium, reserved parking.

Access to section "C" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "C" at all competition sites.

Access to section "B" at all competition sites.

Access to section "A" at all competition sites.

Access to section "B" at all competition sites.

Access to section "A" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "A" at all competition sites.

Access to section "B" at all competition sites.

Access to section "C" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.

Access to section "D" at all competition sites.

Access to section "E" at all competition sites.

Access to section "F" at all competition sites.
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.

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 860 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, the 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 redone. 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 employees 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.

Access to the Olypmic Village was controlled by a "VO" stamp on reverse.

The employee card allowed access to the grandstands, but did not entitle the holder to a seat.
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 job. 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, Quebec 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 SECURITY 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 card was clearer: 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;
- press centre;
- sport secretariat;

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.
Administration

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 Personnel Department

Closely tied in to the development of the organizing committee, the Personnel Department, 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 helped 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-time, 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.
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 individuals’ 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 tax 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. Amortizing 8 percent of gross salary, this extra benefit cost the organization $1 million. By using this service, therefore, COJO was living up to its avowed objectives: the recruiting of personnel for the presentation of the Olympic Games, while respecting the individuals’ rights and placing offices for manpower to COJO. Its sphere of operations was sufficiently tempting to attract 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 individuals’ 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 tax 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. Amortizing 8 percent of gross salary, this extra benefit cost the organization $1 million. By using this service, therefore, COJO was living up to its avowed objectives: the recruiting of personnel for the presentation of the Olympic Games, while respecting the individuals’ rights and placing offices for manpower to COJO. Its sphere of operations was sufficiently tempting to attract 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 individuals’ 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 tax 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. Amortizing 8 percent of gross salary, this extra benefit cost the organization $1 million. By using this service, therefore, COJO was living up to its avowed objectives: the recruiting of personnel for the presentation of the Olympic Games, while respecting the individuals’ rights and placing offices for manpower to COJO. Its sphere of operations was sufficiently tempting to attract 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 individuals’ 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 tax 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. Amortizing 8 percent of gross salary, this extra benefit cost the organization $1 million. By using this service, therefore, COJO was living up to its avowed objectives: the recruiting of personnel for the presentation of the Olympic Games, while respecting the individuals’ rights and placing offices for manpower to COJO. Its sphere of operations was sufficiently tempting to attract 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 individuals’ 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 tax 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. Amortizing 8 percent of gross salary, this extra benefit cost the organization $1 million. By using this service, therefore, COJO was living up to its avowed objectives: the recruiting of personnel for the presentation of the Olympic Games, while respecting the individuals’ rights and placing offices for manpower to COJO. Its sphere of operations was sufficiently tempting to attract 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 individuals’ rights without removing his incentive to return to the job market.
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 resources;
   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 Quebec, 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 1 976 first began surveying the Canadian Boy Scouts, and even associations like the St. John Ambulance Brigade. In short order, offers were received from 2716 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 992 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

Montreal 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 during the summer, and would be one of the best 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 reached here is the main entrance of the University of Montreal.
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 gracefully.

COJO’s 1976 thereupon cleared 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 reappraisal 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 Quebec Student Placement Service, whereby the latter took over the recruiting of students directly.

These two developments, naturally, altered the role of COJO-CUJO 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 is and from January, 1976, it, therefore, became necessary to commence a slow process of decentralizing personnel management. And all Administration records had been established and 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 files that had already been developed and that contained names and addresses and other information of value were then declassified and grouped together based on 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 UNDPs: 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 recruitment service. And every request had to be approved by the CUJO controller’s office, and then progressing by the Personnel Department. Candidate selection called for the closest cooperation between the Manpower Centre and the Show-Mart Student Placement Service, and these two high-ranking departments had to 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 reason than to show he or she was properly paid and accredited! And all data in these files were 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 79 was an educational process of non-voluntary persons, 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.

In the long run, however, the most important assignment that must be credited to the Personnel Department in relation to the processing of no fewer than 42,000 persons. And one can only imagine the organization, planning, and patient supervision required to have undergone these members through the accreditation procedure.

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 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 oversee all 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 acculturate 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 that 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 1st, when the huge stadium had barely stopped echoing the footsteps of the last athlete, some 16,000 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 irrevocably proud simply to have taken part in the greatest show Canada and Montreal 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 in 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 gained 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 while, 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 a rather heart-rending experience. While still remained at the beginning of September, their numbers dropped from one week to the next, to the point that there were 188 by December and only 40 by July 17. And all Administration records had been put on one side, rearranged, and filed in COJO archives.

Placement Committee

This relocation service was set up as the result of negotiations between COJO employee representatives, the Canadian Ministry of Manpower and Immigration, and the Quebec 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 Quebec. The committee nevertheless did the following: to give every applicant the mandate:

- an analysis of the problem itself;
- a study of the job market;
- determination of requirements regarding education, 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 number among the more significant achievements of the Ad-

ministration 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 message tables, 2,000 secretary’s chairs, 3,500 typewriters, 1,200 coat racks, 7,200 laundry hampers, 2,000 porta-waste clothes dryers, 1,960 desks, 2,760 work tables, etc. Not to mention sports-related equipment aggregating 108,845 different items!

In 1972, 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 material 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 no exception — was drafted and circulated in an executive communiqué: From that time on, everything, whether merchandise or services, would be acquired in an official manner. In other words, nothing would 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 material or services were necessary, while Supply reserved to itself the right to choose the method of acquisition.

And the dollar value of the material 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 $15,000 and $100,000, while a director general’s signature was all that was needed for amounts below $15,000. Department heads/project leaders could sanction any purchase below $1,000.

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.

The policy was properly flexible in that everyone requesting goods and services below $100 in value could designate the supplier of his choice. If the amount were between $100 and $1,000, however, two suppliers were asked 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 of procedures involved in obtaining goods and services required that a guide was prepared and distributed to each department. And, related to the continued acquisition of goods and services for the preparation of COJO generally, such assistance was virtually indispensable. Included, for example, were methods concerning budgetary controls, work schedules, purchasing, 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 international aspects of the various departments and Supply.

Determination of Requirements

Gathering together and putting some sort of system in force covering the satisfaction of corporate needs led to take top priority over the creation of planning forms 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 preparation 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 was 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 material in one form or another. COJO had acquired goods and services during that time aggregating some $17 million, which represented 58 percent of its operating budget.

When the Games were over, a parliamentary commission referred a COJO decision to the federal parliament of its assets to various government or paragovernmental 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 112 million of various other materials.

Documentation

During the three years of its first meet-

ing in 1979, 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 films, 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, overseeing the shipping and receiving of all merchandise, the messenger service, and photostating 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 missing its mandate: the reception, classification, and retention of all COJO documents for staff use until such time as they were integrated to archives. Its establishment was part of the threefold organizational structure comprised the library, archival, and mail services.

The Library

Available for ready reference were some 9,000 volumes on either Olympics or on virtually any aspect of the twenty-one sports eligible to the Games of the XXI Olympiad, and the library staff had drawn up a list to make research that much easier.

In addition, over 1,800 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 the Olympic Villages of previous Games.

Source: Bibliothèque du CIO / IOC Library
A comprehensive clipping service was maintained on almost any subject even remotely related to the Montreal Games. And over 70,000 items from publications in Canada, the U.S., and numerous European countries detailed the Montreal story from May, 1970 to the end of October, 1976.

All told, library personnel recorded the loan of 7,000 various works, completed 1,400 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, 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 receipt 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 materials, and even organizing business trips!

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 lessee leasing and setting up these premises property, equipping the offices, laying 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 676,000 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 very low cost or even loaned free of charge by generous suppliers.)

Taking a look at ordinary mail handled by the archives staff, it 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 receipt 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 materials, and even organizing business trips!

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 property, equipping the offices, laying 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 676,000 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 very low cost or even loaned free of charge by generous suppliers.)

Taking a look at ordinary mail handled by the archives staff, it 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.

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 Montreal Urban Community Police Department (MUCPD), it was especially concerned with safeguarding access to COJO headquarters, evacuation procedures if necessary, inspection of incoming mail. Naturally, as always occurs in such circumstances, there were tedious jobs that had to be done at 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 there also was, 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 languages to be handled by the very high number of speakers of languages such as German, Spanish, etc. had to be made. Four translators were accordingly hired in 1973. They were attached to the Linguistic Services Directorate although not organized as a department, inasmuch as Linguistic Services proper was not officially set up a year later. At that time the group was assigned three distinct responsibilities: translation, terminology and standardization, and interpretation.
etc.; and this service was available 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 stenographers), for press conferences and official functions organized in respect of the Montreal Summer Olympic Games generally.

Despite the lack of a sufficiently large body of information, nevertheless, in January 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 slowly at a rate of about 3 per year, which resulted, in July 1976, in a staff boasting no fewer than 126 members.

The most oft-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 be created in either the International Olympic Committee (IOC) or the Olympic Council of Europe (COE) if, in fact, one existed.

For legal matters, the organizing committee at first approached the law firm of Stogdill & Robson, which served the Montreal Bar Association. But, for reasons that are revealed elsewhere, these programs were unable to prevent a large body of information, nevertheless, in January 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 slowly at a rate of about 3 per year, which resulted, in July 1976, in a staff boasting no fewer than 126 members.

The most oft-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 be created in either the International Olympic Committee (IOC) or the Olympic Council of Europe (COE) if, in fact, one existed.

For legal matters, the organizing committee at first approached the law firm of Stogdill & Robson, which served the Montreal Bar Association. But, for reasons that are revealed elsewhere, these programs were unable to prevent

For legal matters, the organizing committee at first approached the law firm of Stogdill & Robson, which served the Montreal Bar Association. But, for reasons that are revealed elsewhere, these programs were unable to prevent
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 disruptive 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. Similarly, 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 1976. 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.
Montreal would be welcoming hundreds of thousands of visitors from all over the world. In addition, some 9,000 athletes and other team members would form a small city of their own. And, for two weeks, Montreal 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 Montreal Urban Community Police Department (MUCPD), the Quebec 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 Montreal, 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 Montreal 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, 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 Montreal.

Even before the 1972 Games, the Montreal 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, Tehran, 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 Montreal Urban Community security council, the directors of the principal police departments involved, and COJO’s vice-president. Given the preponderance of Olympic activities in Montreal, 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 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, OPP, 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 efficient 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 restricting the population than streamlining the crimes against 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 from the outset, since acting otherwise would 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 appear 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 assume 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.
Table A
Organization Chart

From the outset, the CPSUO 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, Quebec, 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, Quebec 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 it 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 (SFDCC). Usually called simply the directors committee, it sat over the application of CSSO policies. Its members were the director of the MUCPD, the director-general of the OPP, the director-general of the RCMF, the commissioner of the RCM, and the chief of staff of the Royal Canadian Mounted Police.

These individuals made sure that the security program was being observed and that activities were properly coordinated. In a sense, the SFDCC was the kingpin of the Olympic security program; it also assured the allocation of the necessary human and material resources.

The third level of authority was the CPSUO's official function was to advise and support the coordinator in all his tasks. It decided the security program for the Games. The SFDCC, in turn, decided the plan of operations which had no precedent. It would have been impossible to guarantee that such a vast security operation would function properly.

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 services involved in the Games, the definition of VIP chosen was: a head of state or of government, or any person, whose personal 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 procedures, motorized escort, airport security, airspace security, and technical assistance.

Traffic

Anticipating a substantial increase in the number of automobiles in Montreal and elsewhere, many coming from the U.S., the members of this subcommittee formed a task force to direct 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 center, 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: minimal, 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 motorized escort.

A security control 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, 1986.

Drops, Alcohol, Mephed, and Counterfeiting

This subcommittee was given the task of coordinating the efforts of the OPP, RUPP, 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.
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 Montreal 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:

- To gather information concerning terrorism and vandalism;
- To develop a program for the rapid exchange of information among security forces, and forecast possible conflicts around the world;
- To stress continued cooperation regarding intelligence matters like the analysis of local, national, and international situations with a view toward compiling priority lists; and
- 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 ensuring 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, Quebec Civil Defence, and the Montreal 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 (STRAATCUR).

It put several special projects into motion, particularly those involving police mediators and tactical groups involved with crowd control and crisis 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 traveling to and from football matches in Toronto and Ottawa.

Competition Sites Outside Montreal

The security corridor principle was applied to cities in Quebec outside of Montreal, 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 Quebec 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 OPP manpower and material resources in these cities. For this to be done, a 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 Montreal Olympics.

Commentary

The formation of these advisory subcommittees required the prior assembly of information and related recommendations on how Olympic security needs at home could be met, and they enabled the CPSPJO to develop security policy in ten specific areas:

- customs checks at airports, border crossings, and international routes;
- security of competitions, team officials, and coaches;
- security around Olympic facilities and competition areas;
- air security and supervision;
- location and detecting suspicious mail;
- personnel security checks;
- security at the Olympic Villages in Montreal, Kingston, and Bromont;
- protection of sensitive and vulnerable areas;
- 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.

563

Source: Bibliothèque du CIO / IOC Library
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 advisor 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 director 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 called 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 Montreal 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 governments of Canada, Quebec and Ontario, together with the appropriate federal and provincial ministers, assisted by the municipal authorities concerned, would have to 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 emergency measures in this vast exercise. The underlying principle of all security measures in this vast exercise was to put a first-rate machine into operation. To achieve this, 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 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 on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

The Quebec and Ontario Governments
As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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 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 on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.

As was generally the case during the Olympics, public safety was involved in every aspect of the Games, from the opening ceremony to the final medal presentations. 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. In addition, Olympic news releases and police information summaries were distributed on 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, motorcycle auxillary motor escort service, and those assigned to the anti-theft and VIP security details. Other specialists groups were also trained by each of the security forces, particularly tactical intervention teams and negotiators.
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 un-duly 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 1 indicates the peak 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 Montreal, Quebec, 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 existing new duties while executing their usual, day-to-day responsibilities.

### The Montreal 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.

In the Olympic operation, the MUCPD affected the security of the site during the Games, and was responsible at such events as the Olympic Flame relay, the marathon, the modern pentathlon cross-country race, the Z Guides' 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 Montreal police. Altogether, 1,806 had Olympic security assignments.

### The Quebec Police Force (QPF)

The Quebec Police Force was in charge of security at competition and training sites outside Montreal but within the province of Quebec. These included Beaucourt, Jonquière, L'Acadien, and Sherbrooke, as well as Sainte-Foy, a Quebec City suburb.

### Table 1: Human Resources

<table>
<thead>
<tr>
<th>Human resources</th>
<th>Total 17,224</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montreal Urban Community Police Department</td>
<td>1,606</td>
</tr>
<tr>
<td>Quebec Police Force</td>
<td>1,140</td>
</tr>
<tr>
<td>Royal Canadian Mounted Police</td>
<td>1,376</td>
</tr>
<tr>
<td>Canadian Forces</td>
<td>8,940</td>
</tr>
<tr>
<td>Ontario Provincial Police</td>
<td>533</td>
</tr>
<tr>
<td>National Harbours Board Police</td>
<td>50</td>
</tr>
<tr>
<td>Municipal police departments</td>
<td>76</td>
</tr>
<tr>
<td>Toronto</td>
<td>76</td>
</tr>
<tr>
<td>Sherbrooke</td>
<td>46</td>
</tr>
<tr>
<td>Kingston</td>
<td>26</td>
</tr>
<tr>
<td>Manpower and Immigration Ministry</td>
<td>160</td>
</tr>
<tr>
<td>Montreal Fire Department</td>
<td>75</td>
</tr>
<tr>
<td>Civilian security guards hired by COJO</td>
<td>2,910</td>
</tr>
<tr>
<td>Total</td>
<td>17,224</td>
</tr>
</tbody>
</table>

They had special responsibility for the Fairview cycling course and the route of the Olympic Flame outside Montreal. Moreover, some members of the QPF assisted other police groups with security details in the Olympic Village international zone and airports.

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.

### The Ontario Provincial Police (OPP)

The Ontario provincial police force was responsible for security in the cities of Kingston, Ottawa, and Toronto — were sites of Olympic competitions. All vying 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 vying 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 airport, the Olympic Stadium, and 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 Canada, according to the security corridor principle with a specified route. They 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 Montreal Olympic Village, and the protection of competitors as they moved about. In the protection of travelling athletes alone, the operation lasted 48 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 8,000 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, Quebec, 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, 57 percent of the B.C. 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;
- b) supplying administrative and logistical support to COJO.

In the latter case, military personnel could be found in many different areas, such as baggage checking, the Olympic Village, and 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 Montreal, Kingston, and Bromont, and the airports at Dorval, Mirabel, and St. Hubert.

An important segment of the security force was the helicopter crew provided by the MUCPD to guard the Olympic Flame relay.
The military were also assigned to security for special guests, the main 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 assured the Royal family while on the yacht Britannia. Military personnel assigned to assist the police were deployed 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 Montreal on July 18. On July 17, 8,460 members of the Canadian Forces were at their posts as part of Olympic security.

The regular security teams at Toronto, Montreal, St. Hubert, and other 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 Quebec: 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 Quebec 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'Ancienne-Lorette, Bromont, and Quebec City (Quebec) could go off without incident. The Canadian Ministry of Manpower and Immigration and the Montreal 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 two closed-circuit television, showing pictures taken by fixed 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 video tape 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 always 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 often will give a better idea of the extent of the preparations that had been made:

"Montreal, 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 Montreal 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 Montreal Fire Department."

"09:15 — The firemen arrived and began to fight the raging flames, which were approaching the pumping station. The fire 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 MUPD 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 CKYX 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 CKYX that quickly became exaggerated. He also threatened to sabotage other essential services and set fire to the waterworks, the report said. He added that he was opposed to the staging of the Montreal 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 Montreal or anywhere else."

"In this way, the newcomer's statement, 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 that 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 emergency operation."

Source: Bibliothèque du CIO / IOC Library
The security control centre: the fire is a classic example of how terrorism can be used to sabotage the Montreal Olympics. In order to protect the public, the Montreal, Kingston, and Brockville Olympic Villages were 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 occurred on July 22 when an athlete was asked to leave the Olympic Village by the police, and the second occurred on July 27 during a football match between the Soviet Union and the Federal Republic of Germany. A foreign journalist succeeded, in breaking through the security ring and handling her a paper as she waited in her automobile to leave the site of the ceremony he had just attended.

The truth of the matter was that more than 40,000 passes were issued to the public, journalists, and people who were just as sure to see the inside of the Montreal Olympic Village. In spite of this huge crowd, access in- diction in the Village was minimal. In fact, those responsible for security at the Montreal Games, believe this was too severe! Although those who were restricted were allowed to be in Montreal too rigorous may be entitled to be so. But there is no reason to believe that the situation is in fact so serious. There was no serious incident occurred in 1976. Deriving this line of thought one step further, however, some feared that civil rights may be endangered by the Over-strict security measures. This may be valid, but at the very same time it was decided that no serious incident occurred in 1976.
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 Montreal for the 1976 Olympic Games. A vast tract of mancured parkland in a heavily-populated residential area of Montreal 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 springtime."

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 Wersall, 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 1,440 participants from fifty-three countries.

The Montreal Camp
The site chosen for the International Youth Camp in Montreal was La Fontaine Park, a hundred acres of tree-lined greenery in the heart of a residential area.
The facilities were there: two artificial lakes, a small zoo behind a padded 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 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 Montreal, 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, gymsnasiums, 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 places to rest. There were sports and arts and crafts, but especially there were sports and arts and crafts, but especially there were places to rest.

Helping it all happen was a group of 450 people, including forty COJO hostesses, 110 sports and recreation specialists from the City of Montreal, security personnel from various police forces, the staff of a daily newspaper, the camp management, and health and food service staffs from COJO.

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.

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:

1. Austria
2. Belgium
3. Benin
4. Bermuda
5. Bulgaria
6. Burundi
7. Canada
8. Central African Republic
9. Czechoslovakia
10. Denmark
11. Finland
12. France
13. Germany
14. Democratic Republic
15. Federal Republic
16. Greece
17. Hungary
18. Iceland
19. Ireland
20. Ivory Coast
21. Japan
22. Kenya
23. Kuwait
24. Liechtenstein
25. Luxembourg
26. Netherlands
27. New Zealand
28. Nigeria
29. Norway
30. Pakistan
31. Philippines
32. Poland
33. Portugal
34. Romania
35. Russia
36. Sierra Leone
37. Singapore
38. Spain
39. Sweden
40. Switzerland
41. Tanzania
42. Thailand
43. Togo
44. Tunisia
45. Uganda
46. United Arab Emirates
47. United Kingdom
48. United States
49. USSR
50. Vietnam
51. Yugoslavia
52. Zaire
53. Zambia
54. Zimbabwe

Each participant was charged $10 a day. This covered food, lodging, tickets to Olympic events, and transportation on trips outside Montreal.

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 clown to rock music. The theatre was one of the most popular gathering places.

Theater 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 on immediate responses. 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 visitors and visitors were able to mingle with the campers and enjoy the music and dance. 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.

Mealtime was happy occasions for the healthy young campers who had meals in the cafeteria of one of the schools.

In the twenty-three days of the camp, 48,934 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 gymnasionas were available for gymnastics, judo, karate, handball, and volleyball. They also potted and played tennis, softball, field football, and lacrosse, and enjoyed swimming in a University of Quebec 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 Montreal 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 Montreal. Residents of the camp were also allowed free transportation on the municipal subway lines and buses.
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 Montreal 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.

Organisation of the Camp

The first steps toward setting up the Montreal 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 decide programming and organizational matters.

This committee grouped together representatives of the Canadian Olympic Association, the cities: Montreal and Kingston, and the following private and governmental recreation organizations: Health and Welfare Canada (Amateur Sports); the Quebec High Commission for Youth, Recreation and Sports; the Confédération des Arts du Québec; the Confédération des Loisirs du Québec; the Inter-Service Club Council; the Office Franco-Québécois pour la jeunesse; the City of Montreal's Sports and Recreation Department; the Manulife 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 Quebec 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 delegations.

The City of Montreal's 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 assign them COJO experienced people who took charge of nearly all of the operations. The Montreal Olympic Association, the cities of Kingston, Montréal and Montreal offer to welcome and feed the young visitors on daylong excursions from the camp.

Some forty towns and villages within a radius of 160 kilometers of Montreal offered to welcome and feed the young visitors on daylong excursions from the camp. The camp management was able to abide by its initial 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 Montreal decided to lend COJO Le Fontaine Park which is ideally located in the middle of the city, 2 kilometers 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 Montreal Games, and containing maps, tourist literature, pennants, etc. Each day or so brought new gifts.

On July 14, the French delegation celebrate 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 Mazi, vice-president of the IOC, the commissionner general of the Montreal 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 the vast majority 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.
The Arts and Culture Directorate

At the time it was established, the directorate created a program to make decisions 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 Priorities

Cultural affairs are largely the responsibility of the provinces 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 completion of its coordinating team and providing trans- fers of program content and balance. Once the regulations were completed, the artistic program could be put in final form.

Ottawa, Kingston and Other Olympic Cities

Artists and companies, under 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 Quebec municipalities, which were also participating in the Games, such as Sherbrooke, Joliette, and Quebec 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 Quebec government.

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 assumed the pre-production costs of the programs and exhibits, and agreed to pay the expenses of artists they would designate to Montreal. 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 Quebec, 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 Montreal.

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 regulations were completed, the artistic program could be put in final form.
The Visual and Performing Arts Department

It took ten months for COJO to obtain the assurance necessary to ensure its planned national cultural festival was worthy of the Olympics. Twelve months before the Games, a special inter-governmental committee was 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 Mosaïcat, Antigone, and Comédité 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 included. 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 empowerment 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 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 began. 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 assure 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 Transportation Department 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 not a 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 Montreal.

After June 1, 1976, tickets went on sale at financial offices and other outlets across Canada and the United States. 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 Montreal 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 under way 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 88 different posters. In addition, there were some 30 Morris columns in Montreal 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 Montreal metro (subway) stations publicized the program, and COJO placed some 1,345 newspaper advertisements (the equivalent of about 80 full-page newspaper pages) and produced 98 programs for the various performances. Finally, the program was publicized from the 1,500 places where the publication 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 $18 million. The federal government made a grant of $1 million, to be used for lodging and travel expenses of performers invited to appear in Montreal, Ottawa, or Kingston. The provincial and territorial governments contributed some $1.5 million to cover pre-production costs, while the Quebec government voted $2.875 million 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 Canada, 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 Montreal. 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 handicrafts, and Quebec 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.

Artsanage

When the first rough sketches of the program were being made, there was already substantial agreement on the importance of arts and crafts. 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 Artsanage project.

As was the case with Mosaicart, the organizers ran into some last-minute difficulties with the exhibition's location. But since the vast exhibition hall of Place Bonaventure was not only occupied by Mosaicart, the remaining 9,000 square metres of space were set aside for Artsanage. This proved to be a wise decision. Mosaicart benefited from the large crowds who visited the popular Artsanage, for nearly 85,000 people viewed these two major exhibitions 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 manner 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 resilience of the material with a precision of gesture, the craftsmen conducted a constant dialogue between his hands and eyes that gave form and life to what would otherwise remain shapeless and inanimate.

Artsanage 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 exhibit to illustrate the transformation art and the city had undergone in the last twenty years.

Financed by a Québécois government grant, the Corridart exhibition was to occupy a section of Sherbrooke Street, one of Montreal'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, net-folding, 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 Montreal, therefore, questioned the whole aesthetic of the project, suggesting that it failed to live up to its stated goals as a cultural adjunct to the Olympic Games.

This discussion ended on July 14, 1976, when the executive committee of the City of Montreal ordered the Corridart installations taken down.
Other Exhibitions

Three Generations of Contemporary Quebec Art: 1940, 1950, 1960

This exhibition was integrated into Quebec’s artistic events organized by the Visual Arts Department. Mounted by the Musée d’art contemporain, it provided 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 Quebec artists. As time passed, successive generations view art differently. Some artists have become famous; yesterday’s omission 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 the province’s cultural history. It provided fine examples of both traditional and contemporary Eskimo art.

Three Generations of Contemporary Quebec Art: 1940, 1950, 1960 was presented as part of this exhibit. It showed a panorama of the arts in Quebec 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 public an opportunity to become better acquainted with some of Quebec’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 Montreal 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, print, film, and photography.

Spectrum Canada presented not only the works of well-known artists, but included a good number of works whose creators were participating in their first national exhibition. It was mounted first at the Complexe Desjardins in Montreal 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.

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 Centre in Montreal. 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 stamps 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.

Inuit Art

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, 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 Josué des artistes professionnels du Quebec organized this exhibition of one hundred works by seventy-five of its members. It was played in the Artus Building of the University of Quebec at Montreal (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, printmakers, painters, and photographers.

Super Billboard Art

Five well-known Quebec artists designed original works which were reproduced on billboards measuring 6 X 3 m. Donated by a Montreal company and installed in the downtown area.

Source: Bibliothèque du CIO / IOC Library
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 exhibition made it clear that Montreal 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 Montreal 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 Montreal 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 Quebec (1879-1975)
During the month of July, the Bibliotheque Nationale du Quebec presented an exhibition of books published in Quebec between 1879 and 1875 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 Medias) 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 Quebec artist Guy Montpetit were exhibited in the Salle Wilfrid-Pellérier in Place des Arts.

The Lucie Vary Collection of Antique Quebecois Furniture
The Mount Royal Arts Centre was the locale for an exhibition of antique furniture. One room showed the development of the bed in Quebec, and a second was transformed into a common room of yesterday 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 Quebecois photographers.

Craftsmen of Val David
Located some eighty kilometers north of Montreal, 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 d’art
Five Quebecois sculptors were invited to participate in a sculpture symposium organized by the Joliette Art Centre. Located in the industrial city north of Montreal 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.

Symposium sur la sculpture
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 Quebecois poets of all schools and tendencies took part in the series of five readings entitled Silence in Quebec 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 subsidised the publication of the following works: Du pain et des jeux ... parabole du bonheur? by Roger Lapointe, and Jeux olympiques et jeu des hommes, by Fernand Lamy, Edmond Robillard, and Eric Volant, both published by Les Editions Fides; Vienne le temps du Jo­si­év by Jean-Paul Tremblay, published by Les Editions Paulines.

Quebecois Books
L’Association des Libraires du Quebec exhibited some two hundred and fifty representative books by Quebecois publishers in the International Centre of the Olympic Village. Many of them were about Olympicism and the Olympic sports included in the Montreal 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 underpin the Arts and Culture Program. In it, well-known Canadian authors and critics presented a summary of Canadian cultural activity, tracing its development and exploring its most important aspects. This publication also bore witness to the multi­

plicity and quality of the cultural events held during the Montreal Games.

Source: Bibliothèque du CIO / IOC Library
The films on the program were shown in the conservatory's auditorium. Prior to the presentation, an especially appropriate occasion was selected for the screening of animated films: from the scenario to the final copy. The lobby consisted of photographic panels showing the stages of production of animated films, from the idea to its execution, from the storyboards to the finished copy. The program included six short films, each about an hour in length, 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, Quebec Film Board, and Radio-Quebec.

Film Evenings
The NFVB 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, Quebec Film Board, and Radio-Quebec. 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 inspirational competition, Les Productions du Vierseau was commissioned by the Quebec Film Board and the Arts and Culture Directorate to make films dealing with humanizing the various cultural events which marked the 1976 Olympic Games.

Ladies and Gentlemen, The Celebration! A nation combines poetry, brotherhood, music and song, creative activities, and meaningful silence.

Video
Le Videographe, a Montreal group specializing in videographic productions, made six documentaries for the Games. Each an hour in length, these 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 theme of Technique, Pleasure of Making, textiles, wood, and ceramics were the focus of three separate films. These videotapes were on view on four monitors in the Arts Attique exhibition hall.

Performing Arts
Most of Montreal's well-known theatres were in use almost every night in July for programs of all kinds. Opera, ballets, concerts, variety programs, and recitals were presented in the Place des Arts, the Grand Théatre, 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. There was also a film festival at Kingston in Queen's University auditorium.

Cinema and Video
Film Festival
The film festival presented in Montreal 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 Bennett 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 Montrealers 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 Quebec and the other provinces and was designed mainly for a foreign audience. Nevertheless, it provided an opportunity for Montrealers to see again—or for the first time—some of the best works in the country. The films on the program were shown in an arid experimental theatre during the month of July.

Cinéma et Vidéo
Festival Cinéma et Vidéo
Le Festival Cinéma et Vidéo montréalien, qui a eu lieu en juillet, doit être compris comme le résultat de trois années de recherche par l'Institut de Cinématographie de l'Université Concordia. Deux thèmes ont été présentés : le cinéma et le sport, et le cinéma canadien.

Le thème sportif date de l'infan­tie de l'industrie, des temps de Max Linder, Charlie Chaplin et Max Bennett, et a également été utilisé pour des œuvres cinématographiques très créatives. Les Jeux Olympiques ont, par conséquent, été un moment particulièrement approprié pour un rétrospec­tif de courts, de moyens et de longs-métrages sur ce sujet. Dans la préparation du programme, les organisateurs ont fait tout leur possible pour intéresser un maximum de gens de Montréal. Les cent vingt films sélectionnés pour cette panoramique ont été présentés dans le auditorium de l'Institut de Cinématographie.

Les films du festival canadien ont inclus les films les plus populaires produits au Québec et dans les autres provinces et ont été conçus en grande partie pour un public étranger. Cependant, il a été donné une occasion aux Montréalais de revoir, ou pour la première fois, des des meilleurs films du pays. Les films du programme ont été présentés dans une salle expérimentale pendant le mois de juillet.

Art of Concordia University. Two hundred and twenty films selected for this panorama were shown in the conservatory’s auditorium.
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 Montreal, 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 Montreal. 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 repertoire includes music from the Renaissance to the modern era, with works by the great masters of choral music.

The Toronto Mendelssohn Choir and the Montreal 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 Montreal. They were accompanied by the Montreal Symphony Orchestra.

Jean Carignan and the Montréal Symphony Orchestra

During a gala 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 Desbrowne, 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'Oiimpiade, an opera in three acts by Victor Hugo. The setting was the Place des Arts, specifically decorated for the occasion. Several classical artists have helped make organ music better known in Canada and abroad. He presented a program of Bach works at the monastery of Saint-Benoit-du-Lac, one hundred kilometres from Montréal.

Recitals

Victor Bouchard and Renée Morisset, Piano Duet

In more than twenty years of performing together, these two Quebec 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 VanCari (1965), Geneva (1967, 1968), and Lisbon (1969) 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 Trit, pianist and Bruno Laplante, baritone

William Trit 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 many different Canadian orchestras and given recitals in major cities across the country. Trit played works by Bach, Mozart, 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 songs by Gounod, Duparc, Pippin, 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 Montreal Conservatory of Music, Raymond Daveluy is a leading figure in Canadian music. His masterly interpretations and many recitals have helped make organ music better known in Canada and abroad.

Noon Recitals

Every Wednesday, Thursday, and Friday in July there were free lunchtime chamber music concerts and violin and piano recitals at Place des Arts. The setting was the Piano Nobile of the Mayoress of Salle Wiltzirr-Pelletier, specially decorated for the occasion. Several classical chamber groups appeared there.

Source : Bibliothèque du CIO / IOC Library
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 Theatre by Persephone Theatre, a professional company from Saskatchewan, 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 Lehar played to sell-out crowds in both Montréal and Québec.

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 the 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 activities. The main company has an extensive repertoire 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: athleticism, competition, physical prowess, and solemnity. A wild selection of fanfares, pavanes, 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.
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.

Toronto Dance Theatre
Since its founding in 1969, the Toronto Dance Theatre has appeared across Canada, the United States, and Europe. There are some fifty-three works in the company’s repertoire, 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 Leu 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 Singing 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.
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 worldwide.

Cogne fou

This Montreal 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 Montreal, 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.

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 know 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 Montréal'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 Théâtre 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 lives of black people in North America. The revue appeared in the Centaur Theatre.
Theatre

Théâtre du Rideau Vert

During July, the Rideau Vert company performed Flavio’s Divorce, 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

Montreal’s Quat’sous company appeared in Sherbrooke and Montréal, performing Guillaume Hanoteau’s Vert, a tremendous success when it was first presented in 1948. It consists of a satirical monologue by a prima donna, who relates memories of her somewhat fantastic career.

Codic

A satirical revue was presented by Codic 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 Codic 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 monologue by a prima donna, who relates memories of her somewhat fantastic career.

Théâtre du Nouveau-Monde

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

This company 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, Le Coffre, pantomime, and masks to the other dramatic arts, using themes taken from the folklore of the Micmac indians of the Atlantic region. Gloscap and the Mighty Bulfrog was performed with great success at the Théâtre du Quat’sous.

Le Théâtre des Pissenlits de Montréal

This company, which performed at the Théâtre du Nouveau-Monde, was founded in 1968. It was the mission of introducing Canadians to an art form somewhat unfamiliar to them, pantomime. In Le Coffre magique, which was performed at the Théâtre du 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.

Theatre 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 du 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.
Free-Form Shows

Taking The Celebration, as the theme, more than 1,000 free shows were presented in Montreal throughout the month of July. The performances were given in many places, mostly on outdoor stages, and starred performers from Quebec 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 the explosion among the performing arts. Folk dancers, clown, mime, acrobats, magicians, singers, and classical musicians and pop groups enlivened nine different areas in Montreal, 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 folks 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 the 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 competence. Never before had Montreal 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. Others are critical of 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. Others are critical of 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.

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. Others are critical of 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.
Under Olympic Rules, the organizing committee of the Games is required to complete its mandate by the production of an official film and 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 sufficiently 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 only agency capable of bringing together the creative talents of the greatest number of Canadians, and possessed a splendidly 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.

Olympic Rules

When the City of Montreal 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 International Olympic Committee for its museum, without charge ..."

In 1975, a year before the Montreal 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.
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 familiarized 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 documents 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 Montreal 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 recorders 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 Montreal 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 minutely and articulated around certain athletes. To achieve this, it was necessary to cut 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 NB and COJO agreed on certain cuts, a new print emerged and was shown to COJO January 14, 1977. The 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 NF&B 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 August.

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 Communication 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 composition. For more than three years, the work of that team progressed: nearly 1,000 films 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 tests 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-artist-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 study into the distribution of the report. Marketing studies had already established that a 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 essential elements required.

Similarly, construction plans 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 designated 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.

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 Communication 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 composition. For more than three years, the work of that team progressed: nearly 1,000 films 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 tests 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-artist-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 study into the distribution of the report. Marketing studies had already established that a 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 essential elements required.

Similarly, construction plans 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 designated 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.
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larivière, Lise</td>
</tr>
<tr>
<td>Lapointe, Marguerite</td>
</tr>
<tr>
<td>Lapointe, Gisèle</td>
</tr>
<tr>
<td>Larouche, Jules</td>
</tr>
<tr>
<td>Laurier, Lise</td>
</tr>
<tr>
<td>Laurin, Danielle</td>
</tr>
<tr>
<td>Lavallée, Rodophé</td>
</tr>
<tr>
<td>Lavallée, Sandra</td>
</tr>
<tr>
<td>Laviole, Hélène</td>
</tr>
<tr>
<td>Lazare, Samuel</td>
</tr>
<tr>
<td>Leboeuf, Robert</td>
</tr>
<tr>
<td>Leduc, Paul</td>
</tr>
<tr>
<td>Leduc, Alain</td>
</tr>
<tr>
<td>Leclerc, Marie-Hélène</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leclerc, Lucien</td>
</tr>
<tr>
<td>Leclerc, Christophe</td>
</tr>
<tr>
<td>Leclerc, Francine</td>
</tr>
<tr>
<td>Leclerc, Jeanne</td>
</tr>
<tr>
<td>Lecuyer, Richard</td>
</tr>
<tr>
<td>Lecours, Pierre</td>
</tr>
<tr>
<td>Léonard, Serge</td>
</tr>
<tr>
<td>Léveillé, Paul</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
<tr>
<td>Leduc, Normand</td>
</tr>
</tbody>
</table>
| Leduc, Norman...
Personnel
Official Report

Management committee
Rousseau, C.O. Roger
Berube, Robert
Chantigny, Louis
Greene, Richard
Guay, Michel
Howell, Paul
Laffeur, Jean
Morin, Yves
Perron, Jean-Yves
Seter, Walter
Snyder, Gerald M.

Director-general
Berube, Robert

Editor in chief
Chantigny, Louis

Coordination and terminology
Maya, Gaétane

Documentation and research
Dewinne, Léon
Bourgault, Marie

Artistic director and production manager
Seguin, Réal

Writers
Aumont, Gérald
Baumier, Joël
Bélanger, Laurent
Belzil, Jean-Pierre
Champoux, Roger
cor, Rosario
Davies, Eric
De Bordes, Éliane
Dore, Yvon
Dubault, Pierre
Duguay, Jean-Luc
Dufresne, Roger
Fourmier, Jean-Pierre
Gaudette, Marcel
Gilbert, Douglas
Gingras, Suzanne
Gna d’Allen, Paul
Harison, George
Lacombe, Claude
Lamarr, Rosario
MaxGillivray, Leo
Mill, John
Monert, Michel
Pageau-Goyette, Nylas
Proulx, Daniel
Schwarz, Georges
Sylvestre, Diane
Trudeau, Jerry
Turgeon, Bernard
Turgeon, Pierre

Sub-editors
Aumont, Gérald
Molino, J. James
Pépin, Bernard
Paré, Hélène

Translators
Allan, Chris
Bryant, Donald J.
Dartois, Antonio
Howell, Betty
Maléras, Simon H.
Mollitt, J. James

Support personnel
Audet, Denise
Bélisle, Claudette
Belzil, Monique
Berthaume, Renée
Cousu-Lemieux, Michèle
Couvettre, Marion
Cunningham, Marjette
Desaulniers, Carol
Duchesne, Danielle
Huynh, Claude
Levallois, Raymond
Pauhas, Louise
Petras, Eva
Roy, Monique
Sournis, Jean

Graphics
Casana, Séguin Inc.
Seguin, Réal
Tapenatann, Keijo
Nolin, Pierre
Gimichak & Asl Limite
Kindichi, Don

Typesetting
Computronic Inc.
Com-Postype Limited

Films
Acme Litho Inc.

Printing and binding
Metropole Litho Inc.

Paper
Compagnie de Papier
Rolland Lmitée
C.S. Valours 160(M), white

Photography
PHOTO 76:
Beaudin, Jean-Pierre
Beck, Gordon
Beauregard, Bernard
Binette, Robert
Boulerice, Yvan

Miscellaneous photography:
Baumgartner, Peter
Bell Canada
Brant, Peter
City of Montreal
Club de Baseball Montréal, Ltee
Foto Schioka
Government of Canada
Kosmopolis, Georges
Montréal Alouettes football Club Inc.
NFB, Photorevue
Photographic documentation,
Québec Government
Photo Presse Diffusion,
Laurens
Ponomareff, Michel
Prazak, Frank
Socrate

Source : Bibliothèque du CIO / IOC Library