





COORDINATING THE GAMES

CHAPTER FIVE

SALT LAKE CITY 2002

The XIX Olympic Winter Games took place in Salt Lake City between 8 and 24 February 2002, with 2,399 athletes competing from 77 nations. The Wasatch Mountains in the Northwest American state of Utah provided a breathtaking backdrop for the Games, which IOC President Jacques Rogge described as “superb”.

The Games were brilliantly organised by a country still under shock from the terrorist attack that had struck the United States just six months earlier. “We have been truly impressed by the way the organisers have responded to the new realities imposed upon them by 11 September. Because their planning was in such good shape before the tragedy, they have quickly been able to make a few adjustments to their operations to help ensure great athletic performances,” said IOC Coordination Commission Chairman Marc Hodler.

The quality of sport flourished and despite seven positive drugs tests, and a controversial incident in the judging in the pairs’ skating, the spirit of the Olympic Games was allowed to shine through.

In the men’s luge, German Georg Hackl failed in his bid to win a fourth successive gold medal. Victory for Hackl would have made him the first man to win the same event four times consecutively at an Olympic Winter Games, but Armin Zoeggeler of Italy beat him into second place by 0.329 of a second.

This was just one of so many abiding memories from Salt Lake City, which also included Canada beating America 5-2 to win their first Olympic men’s hockey gold medal since Oslo 1952. Few moments were more dramatic than the winning stone in the women’s curling, delivered by Scotswoman Rhona Martin to provide Great Britain with victory against Switzerland. Another unforgettable moment was provided by Jim Shea Jr, who, as a third generation Olympian won the skeleton event one month after his grandfather, a double speed-skating gold medallist in 1932, had been killed in a car accident.

These Olympic Games also brought a new hero as Yang Yang won China its first gold medal at the Winter Games in the short track speed skating women’s 500m final.

Norway’s Ole Einar Bjoerndalen was the Games’ most-decorated athlete, winning four gold medals in the biathlon events, while Samppa Lajunen, of Finland, became the first Nordic combined athlete to win three gold medals at one Games.

New disciplines or distances were introduced in Salt Lake City. In biathlon, men’s and women’s pursuit events were contested for the first time, there was the introduction of the women’s two-woman bobsleigh and men’s and women’s skeleton. Men and women competed in the short track speed skating over 1500m and, in cross-country skiing, both took part in the 1.5km sprint freestyle. Men competed in the Nordic combined sprint.

During 17 days of competition, the IOC’s battle to prevent the use of drugs in sport was again shown to be a success with three winners having their medals removed after failing tests. There were 22,000 volunteers and 8,730 media (2,661 written press, 6,069 broadcasters) at the Games in which NBC, the host broadcaster, made record advertising profits of US\$ 75 million. Ticket sales exceeded US\$ 180 million.

The overall financial profit for the organisers came to US\$ 100 million, which is now managed by various athletics foundations for the upkeep of the Salt Lake City Olympic venues.



Left Third generation Olympian Jim Shea Jr won the skeleton event.



C O O R D I N A T I N G T H E G A M E S

1. SPORT PROGRAMME

PROGRAMME OF THE GAMES OF THE XIX OLYMPIC WINTER GAMES,
SALT LAKE CITY 2002

Sport	Men's events	Women's events	Mixed/ open events	Number
BIATHLON	4 10km sprint 20km 4 x 7.5km relay 12.5km pursuit*	4 7.5km sprint 15km 4 x 7.5 km relay 10km pursuit*		8
BOBSLEIGH	3 two-man four-man skeleton*	2 two-woman* skeleton*		5
CURLING	1 tournament (10 teams)	1 tournament (10 teams)		2
ICE HOCKEY	1 tournament (14 teams)	1 tournament (8 teams)		2
LUGE	1 single	1 single	1 double	3
SKATING	10	10	2	22
Speed skating	5 500m 1,000m 1,500m 5,000m 10,000m	5 500m 1,000m 1,500m 3,000m 5,000m		
Short track	4 500m 1,000m 1,500m* 5,000m relay	4 500m 1,000m 1,500m* 3,000m relay		
Figure skating	1 individual	1 individual	2 pairs ice dancing	
SKIING	21	15		36
Cross country	6 10km classical/10km free, pursuit 15km classical 30km free 50km classical 1.5km sprint* 4 x 10km relay/free-classical	6 5km classical, 5km free, pursuit 10km classical 15km free 30km classical 1.5km sprint* 4 x 5km relay/free-classical		



COORDINATING THE GAMES

Sport	Men's events	Women's events	Mixed/ open events	Total
Ski jumping	3 90m individual 120m individual 120m team			
Nordic Combined	3 ind.: ski-jumping 90m +15km team: ski-jumping 90m + 4x5km relay sprint: ski-jumping 120m +7.5km*			
Alpine	5 downhill slalom giant slalom super giant combined	5 downhill slalom giant slalom super giant combined		
Freestyle	2 moguls aerials	2 moguls aerials		
Snowboard	2 parallel giant slalom half-pipe	2 parallel giant slalom half-pipe		
TOTAL (7 sports)	41	34	3	78

* New events



COORDINATING THE GAMES

2. PARTICIPATION

PARTICIPATION BY SPORT DISCIPLINE AND GENDER

Sport	NAGANO 1998			SALT LAKE CITY 2002		
	Men	Women	Total	Men	Women	Total
Biathlon	96	87	183	102	88	190
Bobsleigh	156	0	156	165	30	195
Curling	40	40	80	49	47	96
Figure Skating	73	72	145	72	71	143
Ice hockey	304	118	422	312	156	468
Luge	64	29	93	81	29	110
Alpine skiing	141	108	249	157	121	278
Cross country	126	102	228	153	107	260
Freestyle	58	52	110	55	50	105
Jumping	68	0	68	73	0	73
Nordic combined	53	0	53	54	0	54
Snowboard	69	56	125	65	53	118
Speed skating	92	79	171	95	71	166
Short track	49	45	94	60	51	111
Skeleton	0	0	0	26	13	39
Total starters	1,389	788	2,177	1519	887	2,406



COORDINATING THE GAMES

3. ACCREDITATION

	NAGANO 1998	SALT LAKE CITY 2002
Total accredited athletes	2,302	2,521
Accredited team officials	2,333	2,752
Accredited broadcasters	8,822	7,693
Accredited press	2,586	2,661
Total accredited people (inc. workforce)	84,367	88,745

4. TICKETING

Number of tickets sold

	SALT LAKE CITY 2002
Opening ceremony	34,755
Closing ceremony	34,755
Total number of tickets sold	1,523,482



5. TV COVERAGE

	NAGANO 1998	SALT LAKE CITY 2002
Number of countries Televising	160	160
Potential Global audience (unduplicated)	3 billion	3 billion
Global television coverage (hours broadcast)	9,814 hours	10,400 hours
Total viewer hours	11.6 billion	13.1 billion

C O O R D I N A T I N G T H E G A M E S

6. TOP MARKETING PROGRAM REVENUES

SOURCE AND DISTRIBUTION OF TOP PROGRAM SPONSORSHIP REVENUES FOR THE PERIOD OF THE OLYMPIAD

(in millions of US\$)	1997-2000 TOP IV	2001-2004 TOP V
<u>Source of Sponsorship revenues</u>		
Number of sponsors participating in the program	11	11
Cash proceeds from partners	303	357
Contracted Value in Kind from Partners	276	306
Total Gross Proceeds	579	663
<u>Distribution of Sponsorship revenues</u>		
Gross Share of beneficiaries		
Organizing Committee of the Games of the Olympiad	(221)	(274)
Organizing Committee of the Olympic Winter Games	(132)	(132)
National Olympic Committees (Excluding USOC)	(93)	(110)
United States Olympic Committee (USOC)	(85)	(104)
International Olympic Committee	(48)	(43)
	-	-



ATHENS 2004

In 2004, the Olympic Games triumphantly returned to Greece, the home of both the Ancient Games and also the first Modern Games in 1896. The celebration began with the lighting of the Olympic cauldron in the night of 12 August at the Athens Olympic Stadium, starting a 17-day journey that honoured the history of Olympism. Athletes from a record 201 National Olympic Committees took part in what IOC President Rogge called “unforgettable dream Games”. There were a total of 10,625 competitors, including 4,329 women, the highest-ever number of female athletes. Over 57,000 volunteers, selected from a record 160,000 applications, contributed to the success of Athens 2004.

The slogan of the Games, “Welcome Home”, was exemplified by the friendliness and efficiency of the Greeks. Sleek operations combined with the spectacular use of Greek landmarks for the sporting events delivered superb sporting moments. The Parthenon served as the awesome backdrop for the cycling road races, and the shot put competitions were staged at Olympia, site of the Ancient Olympic Games. The Panathinaiko stadium, site of the first edition of the modern Olympic Games in 1896, was the stage for the archery events, as well as the arrival of the men’s and women’s marathons.

Athens 2004 provided countless memorable sporting moments such as Moroccan Hicham El Guerrouj winning both the men’s 1500 and 5000 metres, the first time that this had been accomplished in the same Games since Finland’s Paavo Nurmi’s feat in 1924. In the swimming pool, Michael Phelps of the United States secured eight medals, equalling the single-Games achievement of Soviet gymnast Aleksandr Ditiatin in 1980. Birgit Fischer, the 42 year-old German canoeist, won the eighth Olympic gold medal of her Games career, which began with victory for East Germany in the K1 500 metres in 1980.

Three hundred and one events were staged in the 28 sports, which were held in 38 venues, selling 3,804,508 tickets. People around the world were able to share the experience of the Olympic Games through television, radio, publications and the Internet. The Athens Games were covered by close to 21,000 accredited media.

The intensification of the IOC’s fight against doping, as well as the extension of the Games-time testing period, led to 26 exclusions from the Athens Games for violations of anti-doping rules, reinforcing the IOC’s policy of zero tolerance for doping. During the testing period, 2,926 urine and 741 blood tests were conducted.

The Organising Committee reported a small surplus on operations. The IOC had made a record contribution in terms of television rights fees and sponsorship sales. Greece invested heavily in its sporting, economic and social future. The city of Athens was reopened to the sea and its inhabitants have been provided with a vastly-improved transport network.

Coordination Commission Chairman, Denis Oswald, made a presentation to the IOC Executive Board at the end of 2004 on the success of Athens 2004, which met with the widespread satisfaction of athletes, spectators, viewers and other Games stakeholders.

Left Michael Phelps won a record-equalling eight medals at Athens 2004, including five golds.



COORDINATING THE GAMES

1. SPORT PROGRAMME

FIGURES FOR ATHENS 2004 REMAIN PROVISIONAL AND WILL BE FINALISED WHEN THE ORGANISING COMMITTEE PUBLISHES ITS FINAL REPORT IN THE COURSE OF 2005.

PROGRAMME OF THE GAMES OF THE XXVIII OLYMPIAD, ATHENS 2004

Sport	Men's events	Women's events	Mixed/ open events	Number
ATHLETICS	24	22		46
Track events	100m 200m 400m 800m 1,500m 5,000m 10,000m 110m Hurdles 400m Hurdles 3,000 Steeplechase 4 x 100m Relay 4 x 400m Relay	100m 200m 400m 800m 1,500m 5,000m 10,000 100m Hurdles 400m Hurdles		
Field events	High Jump Pole Vault Long Jump Triple Jump Shot put Discus Throw Hammer Throw Javelin Throw	4 x 100m Relay 4 x 400m Relay High Jump Pole Vault Long Jump Triple Jump Shot put Discus Throw Hammer Throw Javelin Throw		
Combined events	Decathlon	Heptathlon		
Road events	20km Race Walk 50km Race Walk Marathon	20km Race Walk Marathon		
ROWING	8	6		14
Lightweight events	Single Sculls (1x) Pairs (2-) Double Sculls (2x) Fours (4-) Quadruple Sculls (4x) Eights (8+) Double Sculls (2x) Fours (4-)	Single Sculls (1x) Pairs (2-) Double Sculls (2x) Quadruple Sculls (4x) Eights (8+) Double Sculls (2x)		



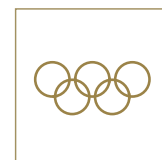
C O O R D I N A T I N G T H E G A M E S

Sport	Men's events	Women's events	Mixed/ open events	Number
BADMINTON	2 Singles Doubles	2 Singles Doubles	1 Mixed doubles	5
BASEBALL	1 8-team tournament			1
BASKETBALL	1 12-team tournament	1 12-team tournament		2
BOXING	11 Light fly weight Fly weight Bantam weight Feather weight Light weight Light Welter weight Welter weight Middle weight Light heavy weight Heavy weight Super heavy weight			11
CANOE-KAYAK	12	4		16
Flatwater	K-1 500m K-1 1,000m K-2 500m K-2 1,000m K-4 1,000m C-1 500m C-1 1,000m C-2 500m C-2 1,000m	K-1 500m K-2 500m K-4 500m		
Slalom	K-1 kayak single C-1 canoe single C-2 canoe double	K-1 kayak single		



COORDINATING THE GAMES

Sport	Men's events	Women's events	Mixed/ open events	Number
CYCLING	11	7		18
Track	1km time trial Sprint Individual pursuit Points race Keirin Team sprint Team pursuit Madison	500m time trial Sprint Individual pursuit Points race		
Road	Mass start event Time trial event	Mass start event Time trial event		
Mountain bike	Cross-country	Cross-country		
EQUESTRIAN			6	6
Jumping			Team competition Individual competition	
Dressage			Team competition Individual competition	
Eventing			Team competition Individual competition	
FENCING	6	4		10
	Foil, individual Epee, individual Sabre, individual Foil, teams Epee, teams Sabre, teams	Foil, individual Epee, individual Sabre, individual Epee, teams		
FOOTBALL	1	1		2
	16-team competition	10-team competition		
GYMNASTICS	9	9		18
Artistic	Team competition Individual competition Floor Pommel horse Rings Vault Parallel Bars Horizontal Bar	Team competition Individual competition Vault Uneven bars Balance beam Floor		
Rhythmic		Individual competition Group competition		
Trampoline	Individual event	Individual event		



C O O R D I N A T I N G T H E G A M E S

Sport	Men's events	Women's events	Mixed/ open events	Number
WEIGHTLIFTING	8 56 kg 62 kg 69 kg 77 kg 85 kg 94 kg 105 kg over 105 kg	7 48 kg 53 kg 58 kg 63 kg 69 kg 75 kg over 75kg		15
HANDBALL	1 12-team tournament	1 10-team tournament		2
HOCKEY	1 12-team tournament	1 10-team tournament		2
JUDO	7 up to 60 kg 60 to 66 kg 66 to 73 kg 73 to 81 kg 81 to 90 kg 90 to 100 kg over 100 kg	7 up to 48 kg 48 to 52 kg 52 to 57 kg 57 to 63 kg 63 to 70 kg 70 to 78 kg over 78kg		14
WRESTLING	14	4		18
Freestyle	up to 55 kg 55 to 60 kg 60 to 66 kg 66 to 74 kg 74 to 84 kg 84 to 96 kg 96 to 120 kg	up to 48 kg 48 to 55 kg 55 to 63 kg 63 to 72 kg		
Greco-Roman	up to 55 kg 55 to 60 kg 60 to 66 kg 66 to 74 kg 74 to 84 kg 84 to 96 kg 96 to 120 kg			



C O O R D I N A T I N G T H E G A M E S

Sport	Men's events	Women's events	Mixed/ open events	Number
AQUATICS	21	23		44
Swimming	50m freestyle 100m freestyle 200m freestyle 400m freestyle 1,500m freestyle 100m backstroke 200m backstroke 100m breaststroke 200m breaststroke 100m butterfly 200m butterfly 200m individual medley 400m individual medley 4 x 100m freestyle medley 4 x 200m freestyle medley 4 x 100m medley relay	50m freestyle 100m freestyle 200m freestyle 400m freestyle 800m freestyle 100m backstroke 200m backstroke 100m breaststroke 200m breaststroke 100m butterfly 200m butterfly 200m individual medley 400m individual medley 4 x 100m freestyle medley 4 x 200m freestyle medley 4 x 100m medley relay		
Diving				
Individual diving	Springboard Platform	Springboard Platform		
Synchronized diving	Springboard Platform	Springboard Platform		
Waterpolo	12-team tournament	8-team tournament		
Synchronised		Duet competition swimming Team competition		
MODERN PENTATHLON	1	1		2
	Individual competition	Individual competition		
SOFTBALL		1		1
		8-team tournament		
TAEKWONDO	4	4		8
	under 58 kg under 68 kg under 80 kg over 80 kg	under 49 kg under 57 kg under 67 kg over 67 kg		
TENNIS	2	2		4
	Singles Doubles	Singles Doubles		



C O O R D I N A T I N G T H E G A M E S

Sport	Men's events	Women's events	Mixed/ open events	Number
TABLE TENNIS	2 Singles Doubles	2 Singles Doubles		4
SHOOTING	10	7		17
Rifle	50m Prone 50m 3 Positions 10m Air Rifle	50m 3 Positions 10m Air Rifle		
Pistol	50m Pistol 25m Rapid Fire Pistol 10m Air Pistol	25m Pistol 10m Air Pistol		
Running Target Shotgun	10m Running Target Trap Double Trap Skeet	Trap Double Trap Skeet		
ARCHERY	2 Individual competition Team competition	2 Individual competition Team competition		4
TRIATHLON	1 Individual competition (1.5km swim, 40km cycle, 10km run)	1 Individual competition (1.5km swim, 40km cycle, 10km run)		2
SAILING	4 Windsurfer (Mistral One Design) Double-handed Dinghy (470) Single-handed Dinghy (Finn) Keelboat (Star)	4 Windsurfer (Mistral One Design) Double-handed Dinghy (470) Single-handed Dinghy (Europe) Keelboat (Yngling)	3 Multihull (Tornado) Double-handed Dinghy (49er) Single-handed Dinghy (Laser)	11
VOLLEYBALL	2 Indoor Beach 12-team tournament 24 pairs	2 12-team tournament 24 pairs		4
TOTAL	166	125	10	301



COORDINATING THE GAMES

2. PARTICIPATION

PARTICIPATION BY SPORT DISCIPLINE AND GENDER

Sport	SYDNEY 2000			ATHENS 2004		
	Men	Women	Total	Men	Women	Total
Archery	64	64	128	64	64	128
Athletics	1,257	880	2,137	1,083	918	2,001
Badminton	86	85	171	89	83	172
Baseball	192	0	192	191	0	191
Basketball	144	142	286	144	144	288
Beach Volleyball	48	48	96	48	48	96
Boxing	308	0	308	281	0	281
Canoeing, FW	186	61	247	169	75	244
Canoeing, WW	63	20	83	65	19	84
Cycling	341	121	462	334	130	464
Equestrian	128	67	195	137	66	203
Fencing	134	83	217	129	94	223
Football	267	124	391	290	181	471
Gymnastics, artistic	97	97	194	98	98	196
Gymnastics, rhythmic	0	84	84	0	84	84
Gymnastics, trampolining	12	12	24	16	16	32
Handball	177	146	323	180	150	330
Hockey	192	159	351	192	160	352
Judo	237	161	398	227	157	384
Modern Pentathlon	24	24	48	32	32	64
Rowing	363	184	547	364	193	557
Sailing	307	95	402	261	139	400
Shooting	262	146	408	253	137	390
Softball	0	120	120	0	120	120
Swimming	558	396	954	544	393	937
Swimming, diving	80	77	157	64	65	129
Swimming, synchronized	0	101	101	0	101	101
Table Tennis	86	85	171	86	86	172
Taekwondo	54	48	102	64	60	124
Tennis	93	89	182	87	83	170
Triathlon	52	48	100	49	50	99
Volleyball	141	139	280	144	144	288
Waterpolo	154	78	232	155	104	259
Weightlifting	161	85	246	164	85	249
Wrestling	314	0	314	292	50	342
Total Starters	6,582	4,069	10,651	6,296	4,329	10,625



COORDINATING THE GAMES

3 ACCREDITATION

	<u>SYDNEY 2000</u>	<u>ATHENS 2004</u>
Total accredited athletes	10,975	10,671
Accredited team officials	6,858	6,997
Accredited broadcasters (inc. Olympic Broadcasting Organization OBO)	14,292	15,534
Accredited press	5,298	5,059
Total accredited people (inc. workforce)	195,426	177,149

4. TICKETING

Number of tickets sold

ATHENS 2004

Opening ceremonies	62,810
Closing ceremonies	62,389
Total number of tickets sold	3,804,508



5. TV COVERAGE

	<u>SYDNEY 2000</u>	<u>ATHENS 2004</u>
Number of countries Televising	220	220
Potential Global audience (unduplicated)	3.7 billion	4.2 billion
Global television coverage (hours broadcast)	29,600 hours	43,800 hours
Total viewer hours	33.2 billion	34.4 billion

C O O R D I N A T I N G T H E G A M E S

6. TOP MARKETING PROGRAM REVENUES

SOURCE AND DISTRIBUTION OF TOP PROGRAM SPONSORSHIP REVENUES FOR THE PERIOD OF THE OLYMPIAD

(in millions of US\$)	1997-2000	2001-2004
	TOP IV	TOP V
Source of Sponsorship revenues		
Number of sponsors participating in the program	11	11
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National Olympic Committee (Excluding USOC)	(93)	(110)
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International Olympic Committee	(48)	(43)
	-	-





THE IPC AND THE PARALYMPICS

The Paralympic Games have seen an impressive growth in both the number of competing nations and the number of competitors. Two Paralympic Games took place during the past quadrennium – the VIII Winter edition in Salt Lake City in 2002 and the XIII Summer edition in Athens in 2004.

Thirty-six nations took part in the Paralympic Games in Salt Lake City, between 7-16 March 2002, with more than 1,100 athletes and officials involved. For the first time in Paralympic Games history, spectators were able to order tickets in real-time via the Internet at www.saltlake2002.com with 85 per cent of the 250,000 tickets available sold.

Between 17-28 September 2004, 3,806 athletes took part in the Summer Paralympic Games in Athens. Seventeen of the 136 competing nations were at their first Paralympic Games. A total of 3,102 media representatives and nearly 50 broadcasters – a record – were present, and about 850,000 tickets were sold, more than doubling the organisers' original target.

During this period of 2001-2004, the links between the IOC and the International Paralympic Committee (IPC) have grown stronger. A Cooperation Agreement had been signed between the IOC and IPC at the Paralympic Games in Sydney in 2000 to confirm the warm relations between the two organisations.

On 19 June 2001, the relationship was further strengthened. An agreement was signed between the IOC and the IPC aiming to secure and protect the organisation of the Paralympic Games. It confirmed that, from 2008, the Paralympic Games will always take place shortly after the Olympic Games, using the same facilities, and that, from the 2012 bid process onwards, the city that wins the rights to host those Olympic Games will be required to stage the Paralympics as well.

While this agreement will not come into effect until the Games in 2008 and 2010, the Organising Committees (OCOGs) for Salt Lake City and Athens decided to use one Organising Committee for both Games, with the Salt Lake Organising Committee being the first Organising Committee to totally integrate the organisation of both the Olympic and Paralympic Winter Games.

On 25 August 2003, the agreement was then amended to strengthen the ties even further. It ensures that the IPC will receive, from the Organising Committees of the Olympic Games, US\$ 9 million for the Games of the XXIX Olympiad in 2008, US\$ 4 million for the XXI Olympic Winter Games in 2010 and US\$ 10 million for the Games of the XXX Olympiad in 2012, in return for the broadcasting and marketing rights related to the 2008, 2010 and 2012 Paralympic Games.

“This is a big day for the Olympic Movement,” said IOC President Jacques Rogge, at the signing of the amendment. “The IOC is happy to be able to support the IPC for these forthcoming editions of the Paralympic Games and, in doing so, to strengthen its relations with the Paralympic Movement.”

IPC President Phil Craven said: “The amendment lays an excellent foundation for the IPC’s quest to fully develop the Paralympic Movement – a huge task, which we can now begin to explore. It also emphasises the close

Right Canada's Chantal Peticlerc narrowly beats Eliza Stankovich of Australia in the 800m women's wheelchair.
Left Sandro Soares (Brazil) and Oscar Moreno (Argentina) compete in the final of the men's blind 5-a-side football (B1), won on penalties by Brazil.





FUTURE HOST CITIES

TURIN 2006

The IOC Coordination Commission's visit to Turin in December 2004 – its eighth visit to the city – demonstrated that preparations were on course for Turin 2006.

Coordination Commission Chairman Jean-Claude Killy said: "Since our last visit, Turin has taken a big step towards being ready for the Games of 2006. There has been encouraging progress in all areas. Throughout the city, construction sites are finally becoming Olympic venues, showing respect for the urban environment and Turin's architectural heritage. There is still much work to be done, but I remain confident that everything can be completed on time."

Many Turin 2006 venues were constructed in time for test events in early 2005, including the Palavela ice skating arena, which will host both Olympic figure skating and short track speed skating.

In 2004 the Organising Committee of the Turin 2006 Olympic Winter Games (TOROC) unveiled its mascots for the Games – Neve and Gliz – and its "Look of the Games" graphic, which features a bold palette of colours and a concept based on the "Piazza".

Public interest in the Games was confirmed when 57,646 tickets, worth 5.5 million euros, were ordered during the first phase of ticket sales at the end of 2004.

An estimated 2,500 athletes are expected to compete at Turin 2006 in 15 different disciplines from seven different sports. The XX Olympic Winter Games will take place from 10 to 26 February 2006.

BEIJING 2008

Since being awarded the Games, at the 112th IOC Session in Moscow, in July 2001, the Beijing Organising Committee for the



Olympic Games (BOCOG) has received consistent praise from the IOC Coordination Commission.

The Commission's third visit took place in October 2004, "The eyes of the world, as well as the full attention of the IOC, are turning towards Beijing following the success of Athens 2004", said Coordination Commission chairman Hein Verbruggen after the visit. "We have been able to see for ourselves the progress being made by BOCOG, the Beijing Municipal Government and the Chinese Government. Importantly, we have seen that these stakeholders are working together in an effective way."

The Coordination Commission visit was followed by a full debrief of Athens 2004, where the IOC helped in the sharing of lessons learned from the successful hosting of the 2004 Olympic Games. "Beijing has recognised the importance of learning from those with crucial experience and expertise", said Verbruggen.

After the three-day visit to Beijing, IOC President Jacques Rogge said: "We are now halfway in preparation time for Beijing, and this is always a very crucial period. It is a period where you have to move from pure planning to the operational mode. We know our Chinese friends will succeed in this transition, too."

Competition venues are currently being planned, with many under construction and the Qinghuangdo Olympic stadium already completed. BOCOG have signed agreements with a number of national partners which have brought impressive contributions in terms of both financial support and technical services.

The Games of the XXIX Olympiad will take place from 8 to 24 August 2008.

VANCOUVER 2010

On 2 July, 2003, at the 115th IOC Session in Prague, Vancouver won the race to stage the XXI Winter Olympic Games in 2010, beating PyeongChang, in Korea, and Salzburg, in Austria.

The IOC's Coordination Commission made its first visit to Vancouver at the end of March 2004. Following the three-day stay, Coordination Commission Chairman René Fasel said: "We are leaving secure in the knowledge that the foundations are being put in place in terms of the talent of the organisers and the support from authorities and stakeholders necessary for success in 2010.

"It is particularly heartening to note that Olympic values, such as the promotion of sport in the community and protection of the environment, are values held dear by the people of British Columbia."

VANOC reported further progress during the IOC's 116th Session in Athens in August 2004, including its success in securing more than 6,000 of the rooms required for the Games, consistent with the pricing formula developed during the Vancouver 2010 bid phase.

During 2004, VANOC established work plans and project schedules for the construction of Games venues. VANOC also worked with the Canadian Olympic Committee to develop marketing and sponsorship programmes, which have brought record Winter Games financial contributions.

The XXI Olympic Winter Games will take place from 12 to 28 February 2010.

Left Massimo Scali and Federica Faiella at the European Figure Skating Championships, a test event for the Turin 2006 Games. The Palavela ice skating arena was one of the Turin 2006 venues completed in 2004 in time for the test events.





ELECTION OF THE HOST CITIES

As a result of the reforms introduced by the IOC in 1999, a new, two-phase structure was put in place to elect the host city for the Olympic Games. The process has permitted the IOC to examine the capability of a city wishing to host the Games and to evaluate better the strengths and weaknesses of each city's project.

In the first phase, via their National Olympic Committee, cities apply to host the Olympic Games and respond to a questionnaire aimed at assessing their potential to host successful Olympic Games in the year in question. Following an assessment of their proposals, the IOC Executive Board decides which cities become Candidate Cities. An Evaluation Commission, appointed by the IOC President, visits each Candidate City and produces a technical report designed to assist the IOC members in their task to elect the host city.

Following the election of Beijing as the 2008 host city on 13 July 2001 at the 112th IOC Session in Moscow, consideration was given to the XXI Olympic Winter Games in 2010. The applicant cities were: Andorra La Vella (AND), Bern (SUI), Harbin (CHN), Jaca (ESP), PyeongChang (KOR), Salzburg (AUT), Sarajevo (BIH) and Vancouver (CAN). Four cities were selected as Candidate Cities by the Executive Board on 28 August 2002: Bern, PyeongChang, Salzburg and Vancouver. Bern withdrew as a candidate following a national referendum. Vancouver won the ballot at the 115th IOC Session in Prague on 2 July 2003, securing 56 votes to PyeongChang's 53 in the final round of voting.

Nine cities applied to stage the 2012 Summer Games and completed the necessary Candidature Acceptance Procedure questionnaire by the deadline of 15 January 2004. They were: Paris (FRA), Leipzig (GER), New York (USA), Moscow (RUS), Istanbul (TUR), Havana (CUB), London (GBR), Madrid (ESP) and Rio de Janeiro (BRA)*. On 18 May 2004, following an examination of the applicant files, the Executive Board selected the following five Candidate Cities: Paris, New York, Moscow, London and Madrid*. Each city was visited by an Evaluation Commission, chaired by Nawal El Moutawakel, of Morocco, during February and March 2005.

The IOC members will be able to examine the report of the Evaluation Commission, which will be issued on 6 June 2005. This report will focus on the technical aspects of the bid and will make a qualitative risk analysis. The election of the 2012 host city will take place on 6 July in Singapore at the 117th IOC Session.

Over the years, the IOC has continued to build on and improve the quality of the services it offers to bid cities through the Olympic Games observer programme, seminars and access to the IOC's Olympic Games Knowledge Management programme. As a result, bid cities are being provided with more information and expertise than ever before.

This increased information is reflected in the detailed planning and comprehensive strategies implemented by bid cities on such issues as sustainability, accessibility and integrated city development.

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

* Cities are listed in the order of drawing of lots.



Left Logos of Beijing and Vancouver, which were both elected host cities during the past four years.



COORDINATING THE GAMES

OLYMPIC GAMES KNOWLEDGE MANAGEMENT

Olympic Games Knowledge Services (OGKS) has been a significant development for the Olympic Movement over the last four years, and has become an important aid for cities that apply to stage the Games and particularly for those which are elected as host cities.

A knowledge transfer programme was created on the realisation by the IOC that it could play a key role in helping past organising committees (OCOGs) share the experiences they had gained during their seven years of work with future host cities.

Any OCOG comes to learn what the priorities are, predict some of the problems that can arise and even recognise, with the advantage of hindsight, some of the mistakes that they made. Such experiences were retained and codified through conduits such as written guides and videos and then distributed to the organisers of future Olympic Games. Salt Lake City in 2002 was the first to benefit in this way.

The transfer of knowledge proved so successful that OGKS was established, offering an extended range of educational, management and consulting services to the applicant and candidate cities of the Olympic Games, as well as the organising committees of the host cities. It was officially launched during the 2002 Olympic Winter Games in Salt Lake City. The service has been helping Organising Committees find solutions more quickly to challenges through the process of these shared experiences.

As Jacques Rogge says: "The IOC has always provided significant financial support to Olympic Games organisers. Now the IOC wants greater efficiencies in the organisation of the Games. The IOC's knowledge transfer services will also help level the playing-field so that the candidates and organisers from different parts of the world can start with the same knowledge base."



Below Salt Lake City 2002 saw the launch of Olympic Games Knowledge Services (OGKS).

