

1st Summer Youth Olympic Games in 2010

REPORT OF THE IOC PANEL OF EXPERTS

Lausanne, 8 November 2007



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Introduction

Introduction

PREAMBLE AND COMPOSITION OF THE PANEL OF EXPERTS

Following the decision taken unanimously by all IOC members at the 119th IOC Session in Guatemala City on 5 July 2007 to organise Youth Olympic Games, the IOC President instructed the IOC administration to put in place a bid process to elect the host city for the 1st Summer Youth Olympic Games.

In the context of this bid process, the IOC President appointed a number of experts, including representatives from the IOC, the International Federations (IFs), National Olympic Committees (NOCs) and the IOC Athletes' Commission, and established an IOC Panel of Experts composed of the following persons (in alphabetical order):

Ms Jacqueline BARRETT	IOC Head of Bid City Relations IOC OCOG Liaison for Culture and Education
Professor Philippe BOVY	IOC Transport advisor Retired Professor of transportation, Swiss Federal Institute of Technology, Lausanne Member of the IOC Evaluation Commission (2012/2014) Member of the IOC Candidature Acceptance Working Groups (2008 – 2014)
Mr Guido de BONDT	Secretary General, Belgian NOC Executive Member of the European Olympic Committee (EOC) President of European Youth Olympic Festival (EYOF) Commission, EOC
Mr Sergey BUBKA	IOC member and Olympic Medallist President, National Olympic Committee of Ukraine IOC Executive Board member Chairman, IOC Athletes' Commission Senior Vice-President, IAAF Member, IOC Evaluation Commission and Coordination Commission (2008)
Mr Christophe DUBI	IOC Sports Director

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Introduction, Continued

Mr Frank FREDERICKS	IOC Member and Olympic Medallist Member, IOC Athletes' Commission and IOC Programme Commission Member, IOC Evaluation Commission and Coordination Commission (2012)
Mr Gilbert FELLI	IOC Olympic Games Executive Director
Mr Essar GABRIEL	IOC Head of the Youth Olympic Games
Mr Pere MIRO	IOC Director, Relations with National Olympic Committees and Olympic Solidarity
Mr Andrew RYAN	Director, Association of Summer Olympic International Federations (ASOIF)
Mr Thierry SPRUNGER	IOC Director of Finance and Administration
Mr Etienne THOBOIS	Olympian, Badminton (1996) Chief Executive Officer, IRB Rugby World Cup (2007) Planning and Sport Director, Paris 2012 Finance and Public Services Director, IAAF World Championships (2003)

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

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Introduction, Continued

2010 YOG CANDIDATE CITIES

Nine cities ("YOG Candidate Cities") have submitted YOG Candidature Files to become the host city of the 1st Summer Youth Olympic Games in 2010. In alphabetical order, the 2010 YOG Candidate Cities are:

Athens (GRE)

Bangkok (THA)

Debrecen (HUN)

Guatemala City (GUA)

Kuala Lumpur (MAS)

Moscow (RUS)

Poznan (POL)

Singapore (SIN)

Turin (ITA)

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

- Creation of the **Youth Olympic Games Event Manual** which outlines the key principles as well as the obligations relating to the organisation of the Youth Olympic Games. As an appendix to the YOG Host City Contract, the Event Manual contains contractual requirements.
- **A workshop held in Lausanne from 18-19 September 2007.**
The aim of the workshop was to brief the cities on IOC requirements and to assist them in understanding the concept and scope of organising the Youth Olympic Games;
- **Access to the IOC's Olympic Games Knowledge Management database** which holds detailed information and statistics on previous editions of the Olympic Games.

All nine YOG Candidate Cities replied to the IOC's questionnaire within the deadline set by the IOC (26 October 2007).

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Introduction, Continued

GENERAL REMARK

The Panel of Experts would like to commend all YOG Candidate Cities on the quality of their YOG Candidature Files.

The panel was impressed by the level of detail and reflection shown throughout the documents provided by the cities and would like to congratulate both the YOG Candidate Cities and their NOCs on achieving such a high quality of work in such a short period of time (2,5 months). The panel would also like to acknowledge the significant level of commitment and support obtained from public authorities by all YOG Candidate Cities.

As a completely new project with no previous experience to build upon, it was particularly rewarding for the IOC to discover that most YOG Candidature Files reflect an understanding of the overall concept and vision that the IOC is trying to achieve through the creation of the Youth Olympic Games.

The Panel of Experts was also delighted to note the sense of enthusiasm and innovation manifested throughout the documents describing the cities' projects, which can only reflect positively on the Olympic Movement.

Finally, the Panel of Experts would like to clearly stress the fact that heavy emphasis was placed on the feasibility of implementation of each project in a timeframe of 2,5 years throughout its assessment of the 2010 YOG Candidate Cities.

PANEL OF EXPERTS' MEETING

The Panel of Experts met in Lausanne from 6 to 8 November 2007.

The task of the Panel of Experts was to:

- analyse the nine YOG Candidature Files and other documents submitted by the YOG Candidate Cities;
- make an assessment of the risk associated with each project based on the timeframe available to host the 1st Summer Youth Olympic Games (2,5 years);
- determine the robustness of each city's project in terms of their ability to host successful Summer Youth Olympic Games in 2010;
- make an assessment of each city's understanding of the Youth Olympic Games concept;
- propose which YOG Candidate Cities will be further evaluated by an IOC Evaluation Commission and become "short listed YOG Candidate Cities" on 19 November 2007.

The Panel of Experts based its analysis on the information contained in the YOG Candidature Files and other documents submitted by the YOG Candidate Cities.

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Introduction, Continued

The Panel of Experts assessed the YOG Candidate Cities on the basis of a number of criteria. Weightings, varying between 1 and 5 (5 being the highest), were assigned to each criterion on the basis of their criticality for the organisation of the Youth Olympic Games in 2010. The weightings attributed by the Panel of Experts to each criterion are as follows:

	<u>Weighting</u>
Governance	3
General infrastructure	3
Sport and venues	5
Culture and education	4
Youth Olympic Village	5
Transport operations	2
Accommodation	2
Finance and marketing	4
Overall project	3

Security was also considered and evaluated by the Panel of Experts but no marks were attributed. A comment on security is included in each city's report.



Methods of analysis

Having made the decision to base its assessment on a number of different criteria, the Panel of Experts chose to assist its analysis with the use of the well-established software decision-making programme “OlympLogic”.

The “OlympLogic” decision model – based on an already proven decision model “OptionLogic” – which computes the best option amongst a number of contenders, was developed by “Decision Matrix” in consultation with the IOC and has been used to assess Applicant Cities wishing to host the Olympic Games since the 2008 bid process.

Decision Matrix was formed in 1983 for the purpose of developing decision software catering to large and very specific decision problems in organisations.

The Decision Matrix software programme uses graphic user interfaces to display results in an easily interpretable fashion.

Decision Matrix are experts in the development of decision models in the area of human resources, purchasing and acquisitions, strategic planning, restructuring of companies and technology forecasting. The foremost users of these programmes are large corporations in North America and Europe, government agencies and NATO panels for the optimisation of new military hardware and strategies.

MATHEMATICAL BACKGROUND

OlympLogic is based on the use of “fuzzy logic”.

A “fuzzy” number is given as an interval, comprising a minimum and maximum grade. The more uncertain a criterion’s grade, the wider the span between the minimum and maximum grade. For example, the concept of the Youth Olympic Village of one city may be rated as 6.0 to 9.0 on a scale of 10, while another city might obtain the specific number of 6.0 where the minimum and maximum numbers are identical. Clearly, in the case of the latter city, the assessor was absolutely certain in the judgement of the concept as described by that city, with all Village components given a medium rating. In contrast, the former city proposed a Youth Olympic Village with some elements of medium value while others were excellent.

Most traditional decision models such as the widely used Average Weighted Sum cannot be used for the IOC’s assessment of YOG Candidate Cities as these methods may mask some weak grades with strong grades when combining them to an average. The result could be misleading since the combined average of a city may be acceptable while there exists a hidden unacceptable weakness in a criterion grade.

OlympLogic overcomes this problem by using the entropy principle which simultaneously involves computing the respective performance of YOG Candidate Cities for all criteria in relation to one another. The result is that the entropy considers the volatility, turbulence, or unevenness of the grades, thus preventing the masking of weak grades and leading to more accurate results.

The entropy principle was formulated by H.L.F. von Helmholtz, a German physicist in 1847 and is the underlying basis by which the universe functions. In OlympLogic, the entropy principle is employed to measure the turbulence of the scores an evaluator gives to the criteria for assessing YOG Candidate Cities. For example, if there are a number of criteria by which a YOG Candidate City is evaluated and if the grades fluctuate widely between 1 and 10, the turbulence is high and thus there is a high degree of uncertainty in this YOG Candidate City. In other words, the entropy is a measure of trust in the capability of a YOG Candidate City to host the Youth Olympic Games in question.

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Methods of analysis, Continued

EVALUATION PROCEDURE

OlympLogic requires a number of steps to evaluate YOG Candidate Cities:

Step	Action
1	Create a list of criteria to base the assessment of YOG Candidate Cities upon.
2	Assign a weighting factor to each criterion, as all criteria do not carry the same importance.
3	Set a benchmark which constitutes the IOC's minimum desirable grade. The Panel of Experts set the IOC benchmark at 6.
4	Assess each YOG Candidate City on each criterion.

REPORT

The Panel of Experts' assessment of each of the nine YOG Candidate Cities for the 1st Summer Youth Olympic Games in 2010 follows. The results are given both textually and graphically.

The first element of the report comprises a brief introduction to the Panel of Experts' approach to each criterion. The report then proceeds city by city with explanations as to how and why the relevant grades were awarded to each of the nine cities.

The final part of the report includes the Panel of Experts' concluding remarks as well as the announcement of short listed YOG Candidate Cities.



Assessment criteria

Assessment criteria

Governance

The assessment of governance was based on the identification and involvement of national, regional and local authorities in the Youth Olympic Games project (both during the bid and throughout the organisation of the Games).

Legal structures, written support and guarantees were analysed.

While no grades were assigned, the Panel of Experts also reviewed legal matters, including those relating to Olympic marks and wordmarks, customs and immigration and medical.

All countries of the YOG Candidate Cities have ratified the Copenhagen Declaration adopting the WADA Code. Whilst official proceedings are currently underway in Italy (Turin), Guatemala (Guatemala City) and Singapore (Singapore), these three countries have, to date, not yet ratified the UNESCO Convention.

General infrastructure

Based on the information provided in the YOG Candidature Files, the assessment of general infrastructure took the following three parameters into account: transport, technology and the Main Media Centre (MMC).

Transport account for 70% of the overall grade and **technology** for 30%. While no grades were assigned to the MMC, a comment has been included in the report.

The evaluation of **transport** was based on two strategic issues:

- international access to the YOG Candidate City (mainly by air);
- coherence between transport systems and the Youth Olympic Games concept.

The evaluation of **technology** was based on:

- the level of the existing infrastructure (telecom and network backups);
- the inter-connectivity between the different sites (telephony, data network, audio and video) and technology services (timing & scoring and results, scoreboard).

The MMC comments are based on the analysis of its location, surface, whether or not it is an existing venue and if it was previously used for medias operation purposes.

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Assessment criteria, Continued

Sport and venues

The assessment of sport and venues was based on two parameters: venues and sport experience.

In the overall grades assigned to this criterion, **venues** account for 70% and **sport experience** for 30%.

In evaluating **venues**, the following sub-criteria were taken into consideration:

- **Quality** (70%)

This sub-criterion includes three main elements: the number of adequate existing venues, the number of existing venues requiring permanent works and the number of venues to be built. The number of venues readily at the disposal of the YOG Candidate City was a fundamental factor in the analysis, considering the short time constraint of 2.5 years presented by this first edition of the Youth Olympic Games.

- **Venue masterplan** (30%)

This sub-criterion takes into account the clustering of venues as well as the influence of travel times to competition venues from the Youth Olympic Village.

With regard to **sport experience**, the main elements considered were the number and type of events organised by the city/country in the last ten years, which provides an indication of the organising capabilities of the YOG Candidate Cities, and which range from international sports events, to continental and world championships, to international multi-sport Games.

While no grades were assigned to **sports programme**, the Panel of Experts notes that the number of competition days recommended by the IOC is reflected in the competition schedules submitted by all YOG Candidate Cities, with other days available for the education and culture programmes.

A number of cities use multipurpose facilities to host competitions. The panel has considered these as venues to be fitted out (temporary) and not as existing venues.

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Assessment criteria, Continued

Culture and education

The Panel of Experts based its assessment of culture and education on the content and vision of the programmes proposed by each YOG Candidate City, in line with the IOC's expectations for the vision of the Youth Olympic Games, and not on the cultural context of the city/region/country.

In the overall grades assigned to this criterion, **education** accounts for 60% and **culture** for 40%.

In evaluating **education**, the following elements were taken into consideration:

- Content of the programme;
- Understanding of audiences and level of interactivity;
- Digital platform and its global reach;
- Importance of the pre-Games, Games-time and post-Games phases;
- Venue quality, location and suitability.

In evaluating **culture**, the following elements were taken into consideration:

- Content of the programme;
- Understanding of audiences and level of interactivity;
- Venue quality, location and suitability.

In its assessment the panel also took in consideration:

- the capacity to reach all audiences through education and culture, with a particular emphasis on local and international youth communities
- The capacity to link education and culture in terms of activities, initiatives and accessibility for the various audiences.

Youth Olympic Village

The assessment of the Youth Olympic Village was based on two parameters: concept and location.

In the overall grades assigned to this criterion, the **Youth Olympic Village concept** accounts for 80% and **location** for 20%.

In evaluating **concept**, the following elements were taken into consideration:

- **Infrastructure**: existing facility, need for refurbishment, new construction;
- **Type and size of accommodation**: type, size and quality of accommodation;
- **Village services**: dining facilities, internal transport systems and internet access;
- **General atmosphere**: village layout, degree of compactness and activities available.

The **concept** sub-criterion was balanced by a feasibility factor based on the fact that the Youth Olympic Villages proposed by some cities have yet to be constructed. The panel's primary concern revolved around the cities' ability to construct villages that do not currently exist within a period of two years. Consideration was given to the relevant public authorities' support for the project and their perceived ability to complete the project on time when assigning the feasibility factor.

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Assessment criteria, Continued

Transport operations

The assessment of transport operations was based on two parameters:

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

In the overall grades assigned to this criterion, **distances and travel times** account for 70% and **transport governance and concept** for 30%.

Accommodation

The evaluation of the accommodation criterion is based on the city's overall existing hotel room capacity within a radius of 20 km and the number of guaranteed hotel rooms (both existing & planned).

Security

Security was considered and evaluated by the Panel of Experts but no marks were attributed. A comment on security is included in each city's report based on the following three parameters:

- the **command & control system** proposed;
- the **experience** of the city/country in hosting events involving large numbers of spectators and/or dignitaries;
- the security **guarantees** provided.

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

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

The panel verified this commitment by means of the guarantees provided.

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Assessment criteria, Continued

Finance and marketing

In assessing finance and marketing, the Panel of Experts aims to determine whether a YOG Candidate City is able to provide the necessary financial support and guarantees required to organise the Youth Olympic Games in 2010.

For the purpose of this assessment, the following two sub-criteria have been taken into consideration:

- The **relevance of the financial guarantees** provided to cover a potential economic shortfall and the financing of expenses or capital infrastructure investments if applicable (20% of overall grade);
- The **reasonableness of the financial plan/budget** developed to support the operations of the 1st Summer Youth Olympic Games and the programmes outlined in the YOG Candidature Files – both from the revenues and the expenditures perspectives (revenues and expenditure respectively account for 40% of the overall grade).

As far as the YOCOG budgets are concerned, figures range from USD 17 million to USD 304 million. At the upper end of the scale, cities with prior Olympic experience seem to have had difficulty in downscaling and adapting the level of services to the new requirements of the Summer Youth Olympic Games. In turn, they have had to set challenging revenue targets to balance these costs. At the lower end of the scale, the panel expresses reservations as to the feasibility of delivering the Youth Olympic Games within the proposed cost estimates.

Overall project

The Panel of Experts concluded its assessment of the YOG Candidate Cities with a general review of the projects proposed by each city for the organisation of the 1st Summer Youth Olympic Games in 2010.

This review took place after the assessment of all other criteria and a minimum and maximum grade was awarded to each city.



1 → ATHENS

ATHENS REPORT

Governance

The bid is driven by the NOC. National and local authorities are involved in the project. Guarantees and support have been provided by national and local authorities. However, there is no written support from the relevant authorities for venues in the wider area of Athens and in Olympia.

The YOGOC would be structured as a non profit SA, similar the structure of the organising committee for the Athens 2004 Olympic Games.

Minimum	Maximum
6.0	7.0

General infrastructure

The development of transport systems in Athens and Attica are a major legacy of the Athens 2004 Olympic Games. Athens' proposed transport concept capitalises on this improved system and no additional transport infrastructure would be required. Almost all Youth Olympic Games venues would be served by the proposed X-shaped transport system of motorways and rail networks.

The new Venizelos International Airport offers ample capacity to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist for all non-competition and most competition venues as do inter-connections between almost all venues. While all required technology services are covered, Athens foresees the implementation of some additional services such as mobile devices and laboratory testing.

Athens proposes to provide a laptop for all participating athletes for which user support would need to be taken into account.

The Main Media Centre (MMC) would be located within the Olympic Stadium (venue for the Opening Ceremony), situated in a cluster including three competition venues. It is an existing venue of 4,300 m² located 28 km from the Youth Olympic Village and was used as a sub-media centre during the Athens 2004 Olympic Games.

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
8.5	9.5	7.0	9.0

Continued on next page



ATHENS REPORT, Continued

Sport and venues

Of the 24 competition venues proposed, 19 venues exist (including one venue requiring permanent works) and 5 venues are to be built as temporary venues.

The venue plan proposes no large clusters, but several smaller groups of sports are spread across the city. The bid committee states that average travel times to venues would be approximately 30 minutes. Two sports disciplines are proposed outside the city boundaries in Ancient Olympia (travel time of 4h20).

Athens boasts a very high level of experience, both in hosting international multi-sport events (2004 Olympic Games) and international sports events (numerous World and Continental Championships in a variety of sports) within the past ten years.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
7.0	8.0	4.5	5.5	8.0	9.0

Culture and education

The education programme capitalises on the history of Greece and Olympic symbolism, and is largely based on existing programmes. Vis-à-vis the IOC's vision for the Youth Olympic Games, the programme seems to lack innovation in terms of content and understanding of the various target audiences. Limited pre-Games programmes are proposed. The panel expresses its concern regarding the proposal to give computers to Youth Olympic Games athletes, for ethical reasons.

The culture programme does not specifically focus on youth and the opportunities for inter-actions between Youth Olympic Games athletes and local youth are limited. The distances between the Youth Olympic Village and the proposed venues for the culture programme are considered quite long.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
4.0	6.0	3.0	5.0

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ATHENS REPORT, Continued

Youth Olympic Village

Athens proposes to house the Youth Olympic Village in an existing complex that was used as a media village during the Athens 2004 Olympic Games. The concept would rely on the combined use of two adjoining resorts and five youth camps located on the north-eastern coast of Attica, 29 km from Athens city centre. A number of existing activity centres catering to youth (open air cinemas, sport facilities etc.) are contained within the Youth Olympic Village. The total area of the proposed Youth Olympic Village is approximately 92 hectares, which may present operational challenges within the village.

Temporary works, estimated at USD 16.8 million, would be required to adapt the facilities and cover all Youth Olympic Games requirements.

The total capacity of the Youth Olympic Village would be 4,896 beds (slightly under the IOC's requirement of 5,000 beds) in single (26%) and double rooms (74%). Athens proposes four separate dining halls with a total capacity of 3,150 seats (including an outdoor capacity of 1,700 seats).

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
6.0	8.0	1.0	6.0	8.0

Transport operations

Distances between venues and the Youth Olympic Village are mostly within 20 to 30 km. Athens proposes average travel times of 25 to 30 minutes based on an average commercial speed of 52 km/h on the Youth Olympic Road Network (YORN).

Venues are spread out, but if proposed traffic measures are fully implemented, travel times would for the most part be within 35 minutes. Two transport malls are proposed at the Youth Olympic Village, interconnected by a minibus shuttle service.

An integrated YOTOC (Youth Olympic Transport Operation Centre) will be set up to coordinate all transport activities, resolve major issues and handle crises. The YOGOC and various public authorities would be represented within the YOTOC which would be connected to the Traffic Management Centre (TMC) at the Athens Police Headquarters and the Main Operations Centre (MOC). The general concept of transport operations is well described and would appear to satisfy all YOG transport requirements, including for the general public.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
7.0	9.0	6.0	8.0

Continued on next page



ATHENS REPORT, Continued

Accommodation The total existing room capacity is 7,005 rooms of which 5,304 have been guaranteed for the Youth Olympic Games. The number of guaranteed rooms largely covers Youth Olympic Games accommodation needs.

Minimum	Maximum
8.0	10.0

Security Responsibility is clearly defined and would lie with the Greek Government which has a very high level of experience in security management acquired through the organisation of the 2004 Athens Olympic Games.

The guarantee provided by the Ministry of the Interior clearly covers IOC requirements.

Finance and marketing In addition to covering a potential economic shortfall of the YOGOC budget, the Ministry of Finance has guaranteed a subsidy of USD 84 million.

Athens presents a YOGOC budget of approximately USD 317.8 million.

Some USD 161 million, or 50.6% of the revenue budget, would be financed by local sponsors and suppliers. The Panel of Experts believes that raising such levels of revenue would be extremely challenging.

On the expenditure side, the panel believes that service levels and operations have been over scoped in the context of the Youth Olympic Games (e.g. Ceremonies budget of USD 49 million). The realignment of a number of cost items could greatly reduce the final cost estimate thereby reducing the need to generate revenues through local sponsorship and suppliers.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
3.0	5.0	6.0	8.0	6.0	7.0

Overall project The minimum and maximum grades assigned to this criterion are:

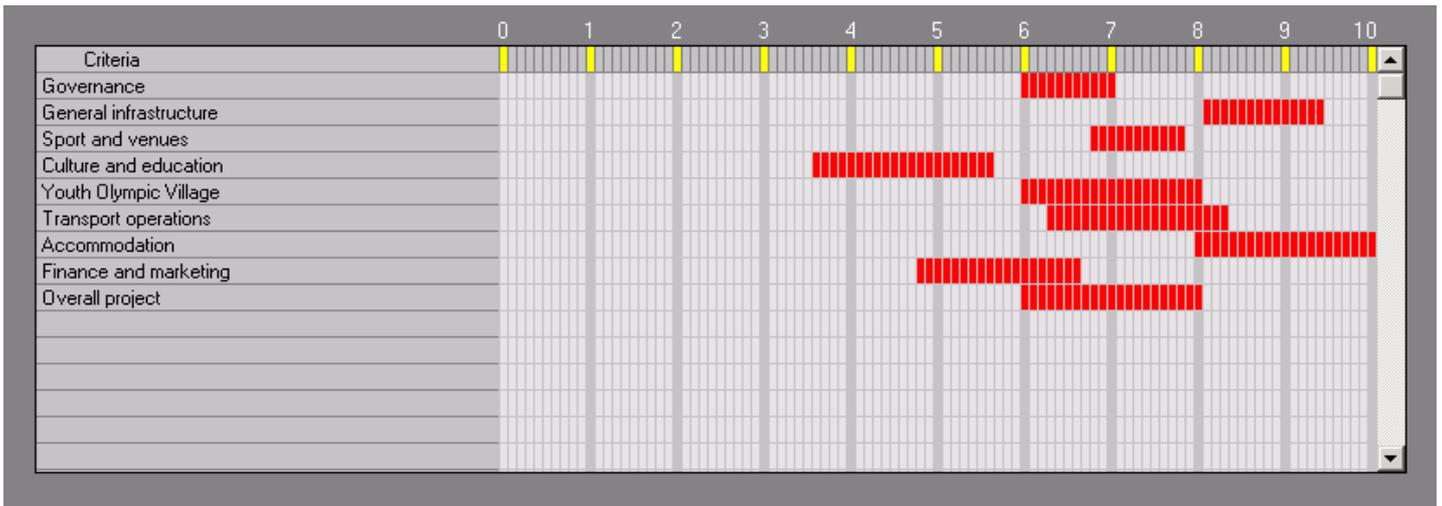
Minimum	Maximum
6.0	8.0

Continued on next page



ATHENS REPORT, Continued

ATHENS grades in graphic form:





2 → BANGKOK

BANGKOK REPORT

Governance

The bid is driven by the Bangkok Metropolitan Government, empowered in this respect by a resolution of the Government of Thailand. The NOC, national government and Metropolitan Council are part of a Panel of Advisors to the bid committee. All relevant public and private actors are represented in the bid committee.

The YOGOC would be established as a Government Agency.

National elections are due to take place in December 2007. The impact of these elections on the project would have to be evaluated.

Minimum	Maximum
5.0	7.0

General infrastructure

As a rapidly growing metropolitan area, Bangkok faces difficulties in developing its transport infrastructure system sufficiently rapidly to meet increasing traffic demands. Bangkok's concept proposes dispersed venues with very long distances from the Youth Olympic Village and generally unreliable travel times due to congestion.

The new Suvarnabhumi International Airport offers ample capacity to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues and technology services.

The Main Media Centre (MMC) would be located within the Thammasat University Sports Complex, comprising competition venues for 11 sports/disciplines and the Youth Olympic Village. It is an existing venue of 10,000 m² previously used during other sports events (1998 Asian Games and 2007 Universiade Games).

Due to the distance between the two clusters, Bangkok offers to make available, if required, a second existing media centre located close to the Muang Thong Thani Sports Complex.

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
3.5	5.5	5.0	7.0

Continued on next page



BANGKOK REPORT, Continued

Sport and venues

All 23 proposed competition venues exist and no permanent works would be required.

The venue plan includes one large cluster containing 11 sports/disciplines and the Olympic Village, with other sports dispersed throughout the city. Over half the proposed venues would require travel times of 45 minutes or more and the sailing venue is located 100 km from the city centre.

Bangkok has experience of hosting international multi-sport events as a result of the 2007 Summer Universiade and the 1998 Asian Games, as well as a number of World and Continental Championships in the past ten years.

It should be noted that Bangkok does not propose to include Modern Pentathlon in its programme of events.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
7.5	9.0	5.0	6.0	4.0	6.0

Culture and education

The education programme seems modern and attractive to youth and is based on initiatives which touch young people in every day life. There is coherence between the proposed programmes and technologies dedicated to youth.

The culture programme consists of initiatives that are largely based around Thai culture. At Games-time, Bangkok proposes to bring together different cultures through innovative initiatives with a good understanding of the various target audiences and high levels of interactivity.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
6.0	8.0	5.0	6.0

Continued on next page



BANGKOK REPORT, Continued

Youth Olympic Village

Bangkok proposes to house the Youth Olympic Village on the existing Thammasat University Rangsit Campus (32 hectares) that was designed as an athletes' village for the 1998 Asian Games and located 50 km north of Bangkok city centre.

The campus was refurbished in 2007 to host the Universiade Games and no major permanent works would be required to cover Youth Olympic Game requirements.

The Youth Olympic Village would comprise 26 residential buildings of 8-12 storeys offering ample capacity of 7,638 beds, mostly in campus-style single room. Bangkok proposes a single dining hall with a total capacity of 3,000 seats.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
7.5	8.5	1.0	3.0	5.0

Transport operations

Distances between venues and the Youth Olympic Village average 40 km with two venues at 90 km and 100 km respectively. Bangkok proposes average travel times of 40 minutes (with extremes of approximately 1h30 for outlying venues) based on an average commercial speed of 59 km/h.

Venues are spread out and reliability of operations is not guaranteed.

The Royal Thai Police, in coordination with the Department of Traffic and Transport, would be responsible for the transport and traffic command and control centre. Measures to reduce traffic during the 1st Summer Youth Olympic Games have been put forward but only very general considerations have been provided on the transport operations concept. More detailed operational information would be required to assess the feasibility of Bangkok's transport plan as delivering transport services in accordance with YOG transport requirements could present strong challenges.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
4.0	6.0	3.0	5.0

Accommodation

The total existing room capacity is 11,039 rooms of which 3,084 have been guaranteed. Whilst only slightly above the required number of guaranteed rooms, the city's ample inventory would appear to be more than adequate to cover Youth Olympic Games accommodation needs.

Minimum	Maximum
7.0	10.0

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BANGKOK REPORT, Continued

Security

Responsibility would lie with the Royal Thai Police in accordance with the resolution of the Cabinet of Thailand. No specific details have been provided regarding command and control. Bangkok has a good level of experience in managing large events.

The guarantee provided by the Royal Thai Police doesn't clearly cover all IOC requirements.

Finance and marketing

The City of Bangkok has guaranteed to cover a potential economic shortfall of the YOGOC budget.

Bangkok presents a YOCOG budget of approximately USD 33.2 million.

The Panel of Experts questions Bangkok's ability to deliver the required service levels and operational requirements of the Youth Olympic Games within the proposed financial envelope.

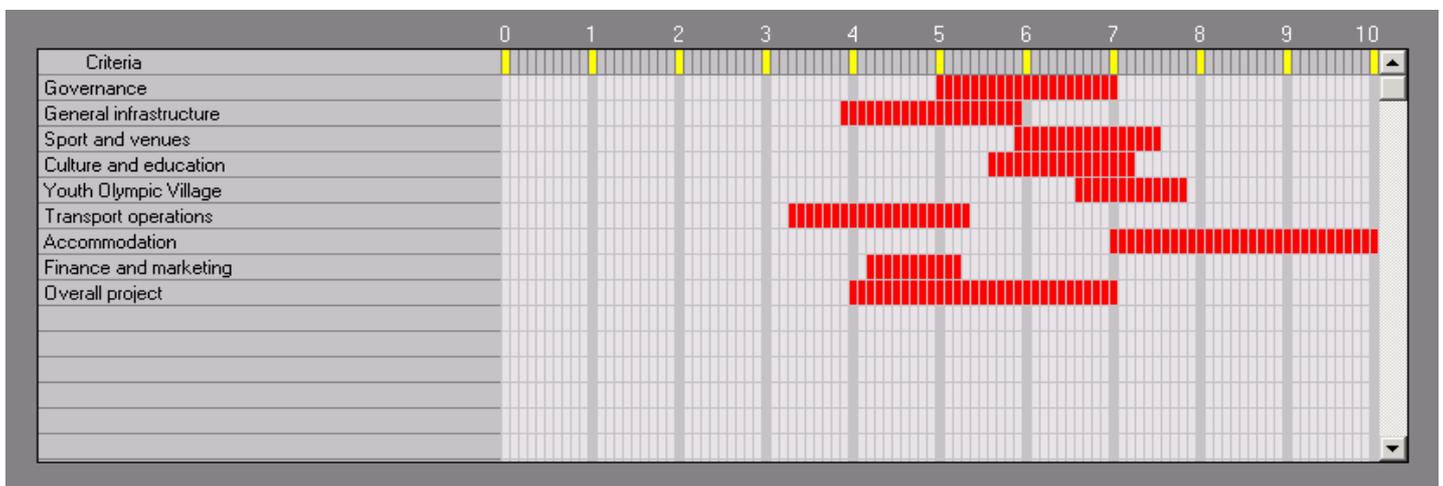
Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
5.0	6.0	3.0	4.0	5.0	6.0

Overall project

The minimum and maximum grades assigned to this criterion are:

Minimum	Maximum
4.0	7.0

BANGKOK grades in graphic form:





3 → DEBRECEN

DEBRECEN REPORT

Governance

The bid is driven by the NOC with the strong support of the city.

Should Debrecen become the host city of the 1st Summer Youth Olympic Games, an Intergovernmental Committee would be established by the national government to work with the YOGOC which would be created and owned by the municipality.

Minimum	Maximum
5.0	6.0

General infrastructure

The second city in Hungary in terms of size, Debrecen has a medium city transport system including one tram line. A second short tram line is proposed for construction by 2010. Maintenance and reconstruction works on 130 km of Debrecen's road network are also planned between 2008 and 2010.

Debrecen International Airport is a small airport with very few international flights. Budapest International Airport would therefore need to serve as the main gateway airport for the Youth Olympic Games. The distance between Budapest and Debrecen is 225 km or 2h45 by motorway.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues, technology services and the Youth Olympic Games website.

With regards to technology operations, it would seem that Debrecen believes it could rely on IOC contributions.

The Main Media Centre (MMC) would be located close to three competition venues. It would be a new facility of 4,500 m² which will be constructed by the University of Debrecen for its IT faculty, irrespective of the Youth Olympic Games, and financed by the EU Development Funds, the Municipality and the University of Debrecen (USD 11 million).

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
4.0	6.0	4.5	6.5

Continued on next page



DEBRECEN REPORT, Continued

Sport and venues

Of the 26 competition venues proposed, 13 venues exist (including eight venues requiring permanent works), 6 would need to be built and 7 are planned as temporary venues. Considering the short timeframe available to host the 1st Summer Youth Olympic Games, the Panel of Experts highlights the significant risk that all competition venues may not be ready by 2010.

Debrecen proposes a very compact venue plan, with 25 out of 26 sports located within two clusters and within a radius of 8 km. The bid committee states that travel times to all venues would be less than 30 minutes.

Debrecen and Hungary have hosted some World Championships and Continental Championships in the past ten years but have no recent experience in hosting large multi-sport events.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
2.0	3.0	7.0	8.5	3.5	4.5

Culture and education

Good education initiatives are proposed for local youth, but there seems to be a lack of initiatives aimed at Youth Olympic Games athletes at Games-time. The international dimension would require further development and the panel expresses its concern regarding the practical and ethical dimensions of the "Smart Athlete Programme" whereby tuition waivers would be provided for all Youth Olympic Games champions and medallists in Hungarian institutions of higher education.

The culture programme offers a limited number initiatives, mainly oriented towards the local population and based on existing events. Limited consideration has been given to Youth Olympic Games athletes.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
4.0	6.0	2.0	4.0

Continued on next page



DEBRECEN REPORT, Continued

Youth Olympic Village

The Youth Olympic Village would make use of existing campus-style accommodation covering a compact 6 – 8 hectare area within the 100 hectare campus of Debrecen University. The campus is set in the Great Forest Park area, a primary nature reserve, 2 km from the city centre. Most recreational areas are located in the village square.

Approximately 20% of residential accommodation would require refurbishment to meet Youth Olympic Village requirements and a planned extension, estimated at USD 11million, is currently under development.

The Youth Olympic Village would offer a total capacity of 5,012 beds in rooms of 2, 4 and 6 beds. The Panel of Experts was, however, unable to fully understand the concept proposed for the Youth Olympic Village as the YOG Candidature File did not clearly explain how rooms would be allocated (the number of rooms and number of beds did not match up when taking into account the type of room described). Debrecen proposes four separate dining halls with a total capacity of 3,000 seats.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
5.5	6.5	1.0	8.0	9.0

Transport operations

Distances between venues and the Youth Olympic Village average 4 km with two venues at 9 km and 13 km respectively. Debrecen proposes average travel times of 10 minutes (with extremes of approximately 25 minutes for outlying venues) based on an average commercial speed of 25-30 km/h.

Venues are located within a compact area and, should traffic management be sufficiently robust, operations would appear to be reliable.

The Debrecen Transport Authority would coordinate all transport activities. It would establish a special operative group, located within the Transport Command Centre alongside the normal city operations management team, to coordinate and manage the Olympic traffic system.

Detailed information has been provided about the transport operations concept. It would rely on dedicated vehicles that would operate on circular routes and Olympic Lanes between the venues on a 24hour/7day basis. A “Green bikes” programme providing 3,000 bikes for accredited persons would also be implemented.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
6.0	8.0	7.5	9.0

Continued on next page



DEBRECEN REPORT, Continued

Accommodation The total existing room capacity is 3,325 rooms of which 2,623 have been guaranteed. At this stage, the number of rooms guaranteed by Debrecen only represents 59% of the minimum Youth Olympic Games requirement (3,000 rooms) and the panel expresses its concern regarding the city's ability to cover Youth Olympic Games needs both for Olympic constituent groups and spectators.

Minimum	Maximum
3.0	5.0

Security Responsibility is established through Hungarian and European Union (EU) regulations relating to the organisation of sports events. Debrecen has limited experience in the organisation of large events.

The guarantee is signed by the government but responsibility is not clearly established between relevant parties for the Youth Olympic Games.

Finance and marketing The Municipal Government of Debrecen and the Hungarian Government have guaranteed to cover a potential economic shortfall of the YOGOC budget.

Debrecen presents a YOGOC budget of approximately USD 27.8 million.

The Panel of Experts questions Debrecen's ability to deliver the required service levels and operational requirements of the Youth Olympic Games within the proposed financial envelope.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
4.0	6.0	3.0	4.0	5.0	6.0

Overall project The minimum and maximum grades assigned to this criterion are:

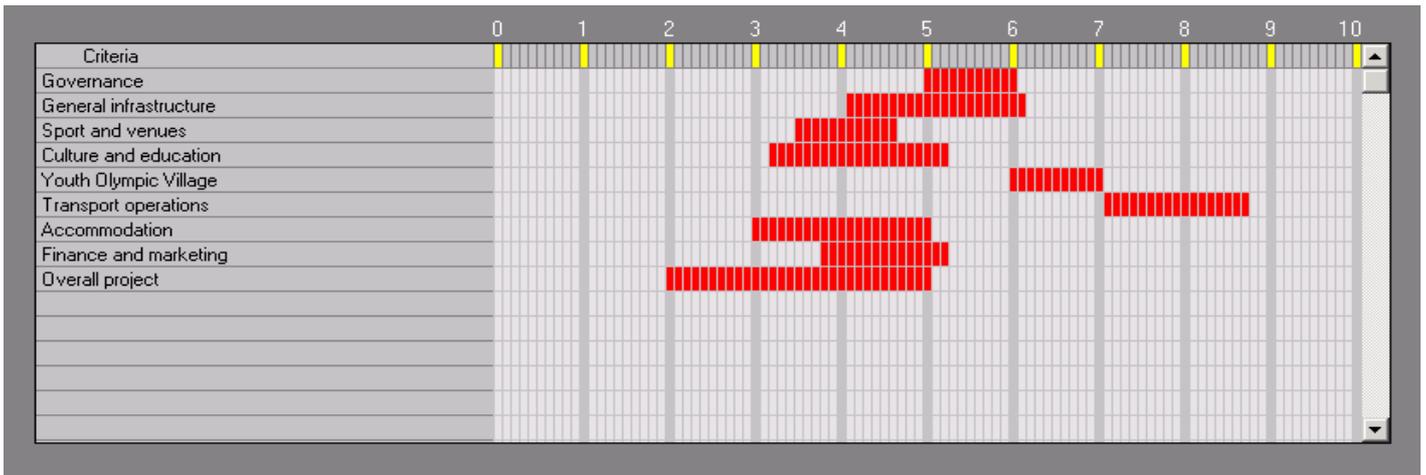
Minimum	Maximum
2.0	5.0

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DEBRECEN REPORT, Continued

DEBRECEN grades in graphic form:





4 → GUATEMALA CITY

GUATEMALA CITY REPORT

Governance

The bid is driven by the NOC and the local authorities. All actors of the project are listed but their involvement, role and empowerment are unclear.

Written support has been provided from the national authorities. With regards to the written support of local and regional authorities, some further clarification would be required.

No details are provided concerning the legal entity of the YOGOC other than it would be presided by the NOC.

The impact on the project of recent Presidential elections would have to be evaluated.

Minimum	Maximum
2.0	4.0

General infrastructure

Guatemala City's transport system is based on the Metropolitan Development Plan Guatemala 2020 which includes the development of nine bus transit routes ("transmetro") covering almost 100 km by 2020. The maps provided do not clearly show what transport systems would be available for the Youth Olympic Games in 2010 or how venues would be served by this system.

The International Airport La Aurora has recently been expanded. It provides adequate capacity to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues (including fibre optic), technology services and the Youth Olympic Games website.

The Main Media Centre (MMC) would be located at the exhibition and fair centre of Guatemala "Parque de la Industria", five minutes from the airport and the Youth Olympic Village. It is an existing venue of approximately 24,600 m².

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
2.5	5.0	4.0	6.0

Continued on next page



GUATEMALA CITY REPORT, Continued

Sport and venues

Of the 28 competition venues proposed, 26 venues exist (including 19 requiring permanent works), and 2 are planned as temporary venues.

The venue plan proposes no clusters as venues are mostly spread across the city. In addition, more than one third of venues present travel times of one hour or more.

Guatemala City has hosted a limited number of international sports events (World Championships and Continental Championships) in the past ten years. Multi-sport experience includes the Central American Games in 2006 which included four sports on the programme.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
4.0	5.0	3.0	4.0	2.5	3.5

Culture and education

Guatemala City shows great enthusiasm and motivation in the area of culture and education in its Candidature File. A very ambitious education programme is proposed, using the country's history and culture as a backbone. The panel, however, feels it may contain too many activities for the timeframe available, taking in consideration the complexity of the programmes.

Some innovative culture programmes are described, showing a good understanding of the audiences targeted. A festive atmosphere would be created. The culture programme relies heavily on the involvement of participating delegations, which may be considered ambitious.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
5.0	7.0	5.0	6.0

Continued on next page



GUATEMALA CITY REPORT, Continued

Youth Olympic Village

The Youth Olympic Village would be located in the heart of Guatemala City in a newly constructed development of 40 hectares which would form part of a government-driven regeneration plan ("Metropolitan Development Plan Guatemala 2020").

The estimated cost for the construction of the new district that would serve as the Youth Olympic Village is USD 63.5 million. The Development Plan is due for full completion in 2020.

The total capacity of the Youth Olympic Village would be 4,795 beds (slightly under the IOC's requirement of 5,000 beds), mostly in double rooms in apartment style accommodation. Guatemala City proposes two or three dining facilities with a total of 1,250 seats.

The Panel of Experts would like to underline the risk involved in completing a project of this magnitude within the timeframe of 2.5 years available for the organisation of the 1st Summer Youth Olympic Games (no delivery dates proposed) and has expressed its concern through a feasibility factor applied to Guatemala City's grades.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
3.0	4.0	0.6	3.0	5.0

Transport operations

Distances between venues and the Youth Olympic Village average 10 km with some venues at 30 km on Lake Amatitlan. Guatemala City proposes average travel times of 45 minutes (with extremes of approximately 2.5 hours for outlying venues) based on an average commercial speed of 14 km/h.

Venues are dispersed and reliability of operations very low due to congestion problems.

An Elite Unit of Transit Administration would be created with exclusive responsibility for all YOG Transport projects. This would seem to cover planning and operational phases, infrastructure and operations. Further information would be required to understand the overall governance of transport operations which relies on two concepts: the "Olympic Mobility System" (public transport and taxis) and the "Olympic Network Movement" (priority routes).

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
3.0	5.0	3.0	5.0

Continued on next page



GUATEMALA CITY REPORT, Continued

Accommodation The total existing room capacity is 1,976 rooms of which 1,550 have been guaranteed. No additional hotel rooms are planned. Both Guatemala's guaranteed and total room inventory are significantly below the minimum level required to cover Youth Olympic Games accommodation needs.

Minimum	Maximum
2.0	4.0

Security The roles and financial responsibilities of the different security partners are not clearly stated. Guatemala has very limited experience in organising and securing multi-sports events.

The guarantee presented by the Government of Guatemala covers IOC requirements.

Finance and marketing While a Resolution of the Congress of the Republic of Guatemala states that the government would "carry out all necessary actions with respect to budget allocations", the guarantee does not make specific reference to covering a potential economic shortfall of the YOGOC.

Guatemala City presents a YOGOC budget of approximately USD 132.4 million, of which USD 63.5 million relate to the construction of the Youth Olympic Village.

Some USD 45 million, or 34% of the revenue budget, are to be financed by the line item "other revenues". The Panel of Experts believes raising such levels of revenue outside of the traditional sports event revenue streams would be extremely challenging.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1.0	3.0	4.0	8.0	5.0	6.0

Overall project The minimum and maximum grades assigned to this criterion are:

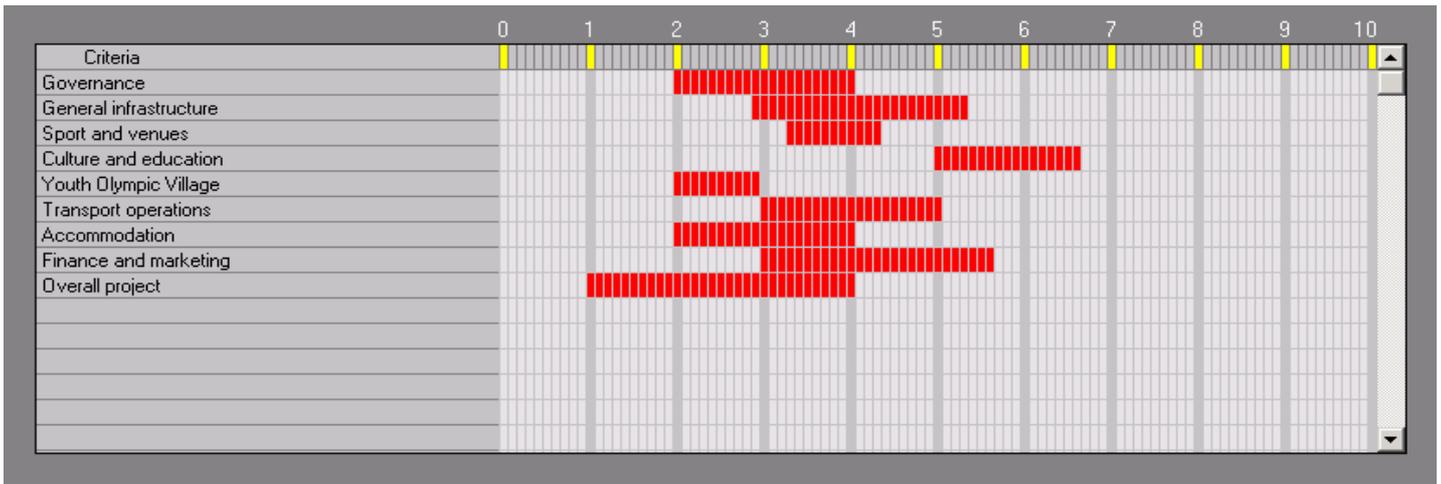
Minimum	Maximum
1.0	4.0

Continued on next page



GUATEMALA CITY REPORT, Continued

GUATEMALA CITY's grades in graphic form:





5 → KUALA LUMPUR

KUALA LUMPUR REPORT

Governance

The bid is driven by the NOC and the National Sports Council of Malaysia. The Government of Malaysia, the Mayor of Kuala Lumpur and government ministries have joined the bid.

With regards to the written support provided from local and regional authorities, some further clarification would be required.

The YOGOC would be established under the Companies Act and limited by guarantee.

Minimum	Maximum
4.0	6.0

General infrastructure

The capital city of Malaysia, Kuala Lumpur has been expanding its transport system with a substantial network of expressways and various rapid transit rail systems. However, the maps provided are too schematic to clearly show how the proposed multiple venue cluster concept connects with Kuala Lumpur's transport network.

The new Kuala Lumpur International Airport (KLIA) offers ample capacity to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues, technology services and the Youth Olympic Games website.

With regards technology operations, no detail was provided concerning service levels.

The Main Media Centre (MMC) would be located in one of the existing indoor halls of the National Sports Council, in the centre of Cluster 1 (7 sports/disciplines). No information was provided regarding available space.

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
4.0	7.0	4.5	6.5

Continued on next page



KUALA LUMPUR REPORT, Continued

Sport and venues

Of the 23 competition venues proposed, 22 venues exist and do not require any permanent works, while one venue is to be built as a temporary venue.

The compact venue plan proposes four main venue clusters. The bid committee states that travel times to all venues would be less than 30 minutes.

Kuala Lumpur has some experience in hosting international multi-sport events as a result of the 2001 SEA Games and the 1998 Commonwealth Games. The city has also hosted a high number of international competitions and Continental Championships, and a limited number of World Championships, in variety of sports within the past ten years.

It should be noted that Kuala Lumpur does not propose to include Modern Pentathlon or Sailing in its programme of events.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
7.5	9.0	6.5	8.0	5.5	7.5

Culture and education

Kuala Lumpur proposes weak culture and education programmes in all aspects. The Panel of Experts notes that a lack of detailed information regarding the content of the proposed programmes and their targeted audiences made it difficult to judge the quality of these programmes.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
1.0	3.0	1.0	2.0

Youth Olympic Village

The Youth Olympic Village would make use of existing campus-style accommodation at the University of Putra Malaysia, 20 km from the city centre. The campus occupies an area of 1,108 hectares in a green park land.

No major renovation would be required to meet Youth Olympic Village requirements.

The total capacity of the Youth Olympic Village would be 5,500 beds, mostly in double rooms. The five existing dining facilities of respectively 500 seats would be supplemented by a temporary structure with a capacity of 2,000 seats. The residential zone would include large multi-storey buildings, creating an urban university campus atmosphere.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
7.0	8.0	1.0	4.5	7.0

Continued on next page



KUALA LUMPUR REPORT, Continued

Transport operations

Distances between venues and the Youth Olympic Village average 15 km with no venue more than 25 km away. Kuala Lumpur proposes average travel times of 17-20 minutes based on an average commercial speed of 52 km/h.

Whilst distances are reasonable, venues are dispersed and the reliability of operations remains unclear.

A YOG Transport Department comprising representatives of both Police and Road Transport Departments would be established to serve as the Transport and Traffic Command at Games-time. Command Headquarters would be located at the Youth Olympic Village. Only very general considerations have been provided on the transport operations concept.

The requirement regarding a common shuttle service for all accredited persons as presented in the Youth Olympic Games Event Manual has not been respected. Further detailed information on transport operations would be required to assess the feasibility of the Kuala Lumpur Youth Olympic Games transport plan.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
3.0	6.0	6.0	7.0

Accommodation

The total existing room capacity is 15,541 rooms of which the 3,010 have been guaranteed. Whilst only slightly above the required number of guaranteed rooms, the city's ample inventory would appear to be more than adequate to cover Youth Olympic Games accommodation needs.

Minimum	Maximum
7.0	10.0

Security

Responsibility would lie with the Malaysian Police. No details have been provided about the command structure. Kuala Lumpur has some experience in the management of large events.

Guarantees were signed by the Minister of Youth and Sports and the Royal Malaysian Police but responsibility is not clearly established between relevant parties for the Youth Olympic Games.

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KUALA LUMPUR REPORT, Continued

Finance and marketing

The Malaysian government has guaranteed to cover a potential economic shortfall of the YOGOC budget.

Kuala Lumpur presents a YOGOC budget of approximately USD 60 million.

Revenue targets appear achievable and, whilst the overall budget may seem a little low, cost items should reasonably allow for the delivery of the required Youth Olympic Games service levels and operational requirements.

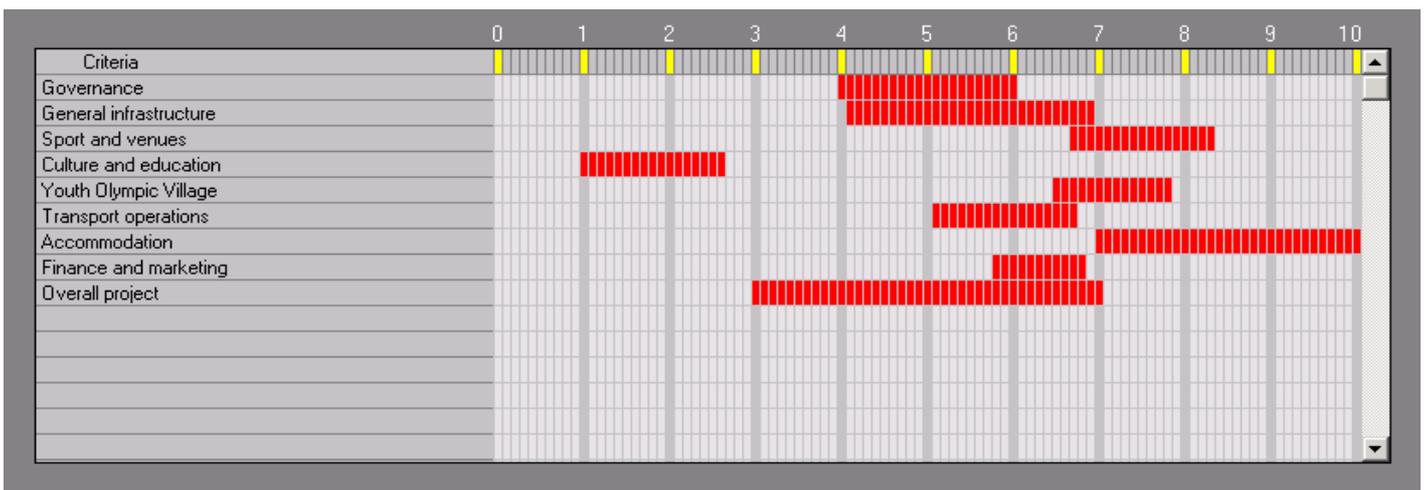
Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
6.0	7.0	6.0	7.0	5.0	6.0

Overall project

The minimum and maximum grades assigned to this criterion are:

Minimum	Maximum
3.0	7.0

KUALA LUMPUR's grades in graphic form:





6 → MOSCOW

MOSCOW REPORT

Governance

The bid is driven and underwritten by the city of Moscow, an autonomous entity of the Russian Federation. The NOC and all levels of government are represented in the bid committee with clearly defined roles and responsibilities.

Strong written support has been provided by national and city authorities.

The YOGOC would be incorporated as a non-profit foundation.

Minimum	Maximum
8.0	9.0

General infrastructure

Moscow has an extensive subway system and a well-developed network of large boulevards and ring roads. The four main Youth Olympic Games venue clusters of Luzhniki, Krylatskoye, CSKA and Olympiysky, all within 10 km from each other, are well served by existing transport.

Vnukovo International Airport would be the main gateway airport for the Youth Olympic Games. Together with Sheremetyevo and Domodedovo airports, Vnukovo would provide excellent accessibility to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues and technology services. Additional technology services such as live broadcasting of both opening and closing ceremonies are foreseen.

The Main Media Centre (MMC) would be housed in the same complex as the Youth Olympic Village. The existing Conference and Exhibition Centre of approximately 1,900 m² will be supplemented by a temporary air-conditioned structure of 3,000 m² to house the IBC.

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
8.5	9.5	6.0	7.5

Continued on next page



MOSCOW REPORT, Continued

Sport and venues

Of the 28 competition venues proposed, all exist with 2 requiring permanent works. No temporary venues are to be built.

The venue plan proposes four main venue clusters, with a number of large sports complexes hosting multiple sports. Sailing is the only venue located outside the city boundaries (39 km from the Youth Olympic Village). The bid committee states that travel times to most venues would be less than 30 minutes.

Moscow has a high level of experience in hosting international sports events (World Championships and Continental Championships) in a high number of sports within the past ten years. Moscow also has experience in hosting international multi-sport events through the 1998 World Youth Games and the 2002 International Sports Youth Games.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
7.5	9.0	7.0	8.5	7.0	9.0

Culture and education

Moscow proposes an excellent and coherent education programme greatly focused on the alliances between sport, education and culture. A number of detailed and creative initiatives were outlined in Moscow's Candidature File. The education programme is particularly oriented towards Youth Olympic Games athletes.

There is a strong link between the education and culture programmes. The culture programme seems, however, largely focused on exhibitions, performances and celebrations at iconic locations. In addition, some of the sites proposed for the culture programme are considered far from the Youth Olympic Village.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
7.5	9.5	6.0	7.0

Continued on next page



MOSCOW REPORT, Continued

Youth Olympic Village

Moscow proposes to house the Youth Olympic Village in an existing three star hotel complex that was used for the 1980 Olympic Games and the 1998 World Youth Games, set within an area of 11.5 hectares and located approximately 14 km from the city centre.

The estimated cost of planned ongoing maintenance and renovation of the hotel complex is USD 10.5 million.

The Youth Olympic Village would be housed in three separate buildings with a total capacity of 5,060 beds, mostly in double rooms, and would make use of an existing concert hall and plaza. A single dining area would offer a maximum capacity for 2000 seats. A second dining hall of 1,000 seats would also be available, if required.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
8.0	9.0	1.0	6.5	8.5

Transport operations

Distances between venues and the Youth Olympic Village average 25 km with no venue more than 39 km away. Moscow proposes average travel times of 25-30 minutes based on an average commercial speed of 60 km/h.

Reliability of travel operations would be achieved through a comprehensive system of Olympic lanes. With slightly lower and more realistic operating speeds of 50 km/h, transport service levels would still be acceptable. Two transport malls are proposed, one for the Youth Olympic Village and the other for the Main Media Centre (MMC).

The Moscow City Department of Transport would be responsible for planning and implementation. It would manage and coordinate the transport services centre for the Games and would liaise with the YOGOC to ensure that transport requirements for all Olympic client groups are met. Further information regarding the transport operations strategy and communication plan would be required.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
6.5	8.0	6.5	8.5

Accommodation

The total existing room capacity is 29,688 rooms of which 5,259 have been guaranteed. A further 9,459 rooms are planned to be built. The number of guaranteed rooms largely covers Youth Olympic Games accommodation needs and the city's total room inventory offers ample additional capacity if required.

Minimum	Maximum
8.0	10.0

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MOSCOW REPORT, Continued

Security

Responsibility would lie with the Government of the Russian Federation and the command and control structure has been clearly established. Moscow has a high level of experience in organising multi-sports and other large events.

The guarantee provided by the Chair of the Russian Federation clearly covers IOC requirements.

Finance and marketing

The Mayor of Moscow has guaranteed to cover a potential economic shortfall of the YOGOC.

Moscow presents a YOGOC budget of approximately USD 179.8 million.

Some USD 27 million, or 15% of the revenue budget, are to be financed by local sponsors and suppliers. Whilst this may be considered feasible in a market of the size of Russia, the Panel of Experts is unable to determine what, if any, effect the organisation of the 2014 Olympic Winter Games in the same territory could have on the Youth Olympic Games marketing effort.

The panel believes Moscow has largely over scoped the culture and education programme which amounts to USD 76 million, or 42% of the total expenditure budget. The realignment of this cost item would reduce the need to generate revenues through local sponsorship and suppliers.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
5.0	7.0	6.0	8.0	5.0	6.0

Overall project

The minimum and maximum grades assigned to this criterion are:

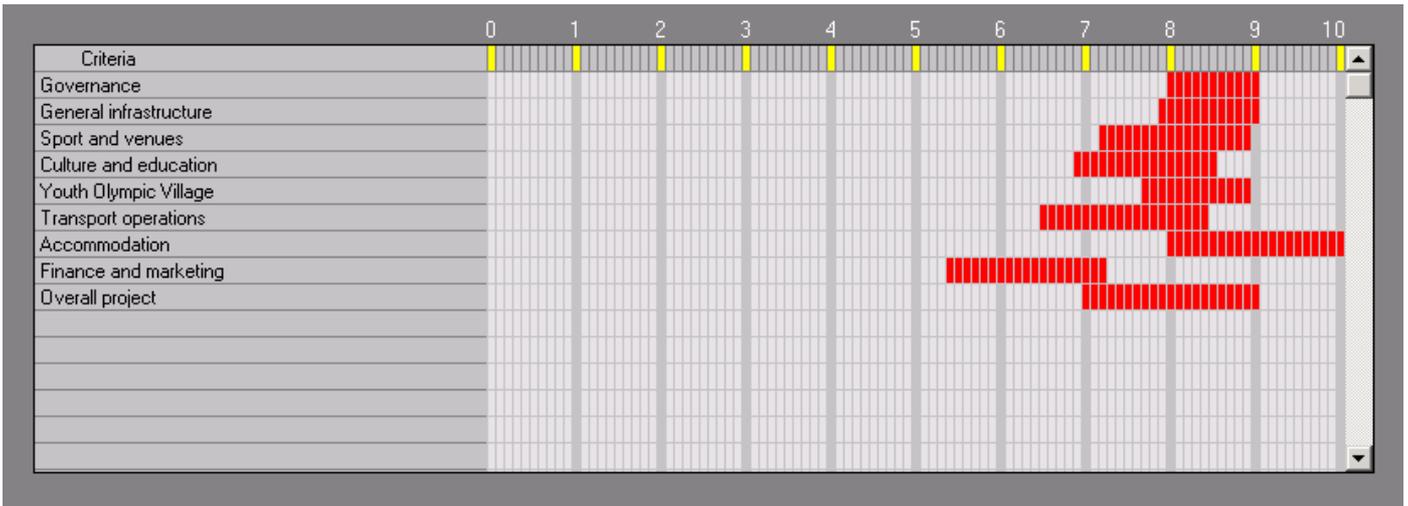
Minimum	Maximum
7.0	9.0

Continued on next page



MOSCOW REPORT, Continued

MOSCOW's grades in graphic form:





7 → POZNAN

POZNAN REPORT

Governance

The bid is driven by the City of Poznan with the active cooperation of the NOC. Whilst general letters of support have been provided by the President and Prime Minister, no guarantees have been provided by national government.

The YOGOC would be established as a foundation.

The impact of recent parliamentary elections would have to be evaluated

Minimum	Maximum
3.0	5.0

General infrastructure

Poznan has ambitious plans to upgrade and develop its transport infrastructure. Approximately EUR 130 million have been allocated to upgrade existing transport infrastructure between 2008 and 2010 whereas the construction of new transport infrastructure amounts to approximately EUR 2.5 billion. Investments of this magnitude would more realistically correspond to a medium- or long-term programme rather than a short two-year programme as stated.

Poznan-Lawica International Airport is currently extending its services to European airports, but its capacity remains low to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but no details have been provided for the proposed venues. Inter-connections between competition and non-competition venues are not described. No technology services are covered.

The Main Media Centre (MMC) would be located in the congress centre of the Poznan International Fair, 6 km from the Youth Olympic Village. It is an existing venue of 6,455 m².

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
4.0	5.5	4.0	5.0

Continued on next page



POZNAN REPORT, Continued

Sport and venues

Of the 25 competition venues proposed, 24 venues exist (including 5 requiring permanent works), and one (aquatics) is planned to be built by the end of 2009. No temporary venues are to be built. It should be noted that venues for 11 sports are planned within the halls of the International Fair, for which significant temporary overlay would be required.

The compact venue plan proposes one large cluster of 11 sports in the International Fair, while other venues are spread across the city. The bid committee states that travel times to most venues would be approximately 15 minutes.

Poznan has hosted many international competitions and Continental Championships in a variety of sports and a limited number of World Championships within the past ten years. It has also hosted two national multi-sport games, namely the 2004 All-Poland Youth Indoor Olympics and the 2001 Polish Summer Sports Youth Olympics.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
5.0	6.0	6.0	7.0	4.0	5.0

Culture and education

The education programme focuses mainly on initiatives for the local and national population. A particular initiative aimed at an international audience is to create a Youth Olympic Games space in "Second Life". The panel expresses its reservation with regard to the implementation of this idea.

Poznan offers a good link between culture, education and sport with art performances taking place at competition venues. Poznan also proposes to host a festival of traditional sports with demonstrations to be made by all participating delegations.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
4.5	6.5	5.0	6.0

Continued on next page



POZNAN REPORT, Continued

Youth Olympic Village

Poznan proposes to build the Youth Olympic Village as a new facility covering a total area of 31 hectares, approximately 6 km northwest of the city centre. Residential accommodation would consist of 2 to 3-storey houses divided into units of various sizes.

The City of Poznan would be responsible for the construction of the village at an estimated cost of USD 315 million.

The total capacity of the Youth Olympic Village would be 5,000 beds, with an equal distribution in single and double rooms. Poznan proposes a single dining hall with a capacity of 1,550 seats. Post-Games, the city plans to use the Youth Olympic Village facilities as dorms for Poznan university students, for fans attending the finals of the EURO 2012 football championships and as an athletes' village for the Universiade Games in 2013, should these be awarded to Poznan. The bid committee expects that after the Universiade Games, the facilities would be sold for commercial purposes.

The Panel of Experts would like to underline the risk involved in completing a project of this magnitude within the timeframe of 2.5 years available for the organisation of the 1st Summer Youth Olympic Games (no delivery dates proposed) and has expressed its concern through a feasibility factor applied to Poznan's grades.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
7.0	8.0	0.5	7.0	8.5

Transport operations

Distances between venues and the Youth Olympic Village average 6 km with no venue more than 13 km away. Poznan proposes average travel times of 15-20 minutes based on an average commercial speed of 24 km/h.

A transport mall with capacity for 60 cars and 140 buses is proposed at the Youth Olympic Village.

Traffic management including mass transit would be the responsibility of a single body – the Urban Traffic Engineer at the Road Authorities – reporting directly to the Mayor of the City of Poznan. This body would cooperate closely with representatives of the MPK Poznan company to coordinate shuttle buses and with the Emergency Management Centre responsible for safety and security.

Measures to increase the city's public transport capacity during the 1st Summer Youth Olympic Games have been put forward but only very general considerations have been provided. Further detailed information on transport operations would be required to assess the feasibility of the transport plan.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
5.0	7.0	7.0	8.5

Continued on next page



POZNAN REPORT, Continued

Accommodation The city's total existing room capacity is 4,321 rooms of which 3,720 have been guaranteed. Poznan has further guaranteed 1,501 rooms in hotels planned to be built, making a total of 5,221 rooms. Whilst Poznan's total room capacity does not allow for much flexibility, the number of guaranteed rooms in existing hotels covers Youth Olympic Games accommodation needs.

Minimum	Maximum
6.0	7.0

Security Responsibility is established through the Polish Government's Act on Safety of Mass Events. No clear structure of control and command has been provided. Poznan has limited experience in securing large events.

The guarantee is signed by the Mayor of Poznan, which is would not be sufficient to cover IOC requirements.

Finance and marketing The Mayor of Poznan guarantees to cover a potential economic shortfall of the YOGOC budget.

Poznan presents a YOGOC budget of approximately USD 17.5 million.

The Panel of Experts questions Poznan's ability to deliver the required service levels and operational requirements of the Youth Olympic Games within the proposed financial envelope.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
4.0	6.0	2.0	3.0	5.0	6.0

Overall project The minimum and maximum grades assigned to this criterion are:

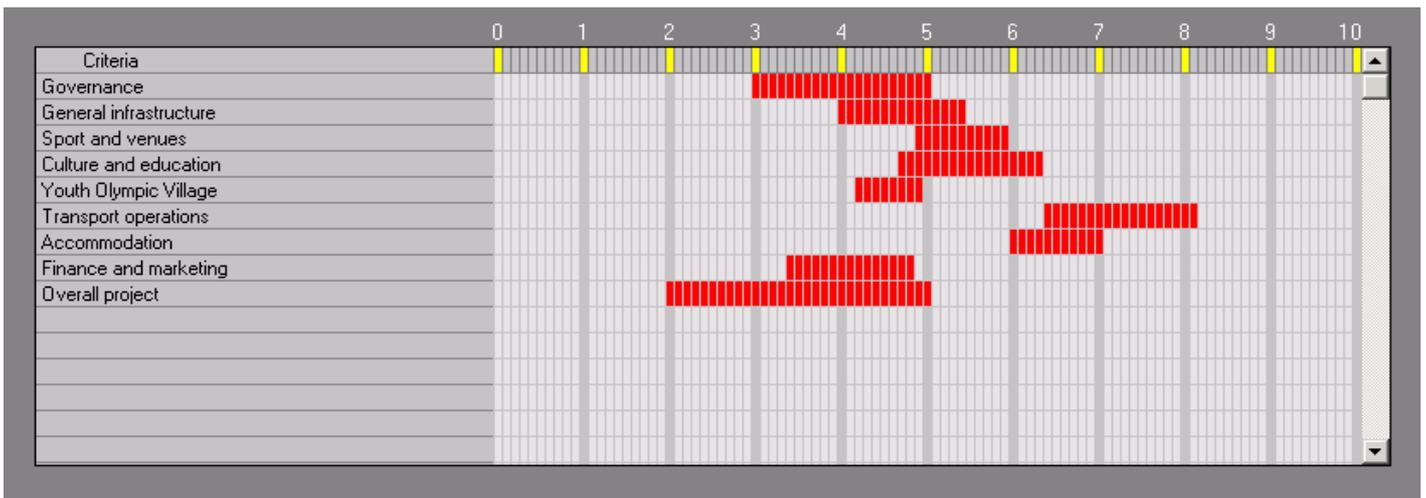
Minimum	Maximum
2.0	5.0

Continued on next page



POZNAN REPORT, Continued

POZNAN's grades in graphic form:





8 → SINGAPORE

SINGAPORE REPORT

Governance

As a city state, Singapore has a single tier political system and all relevant government ministries are integrated and involved in the bid.

Strong government support and relevant guarantees have been provided.

The Bid Committee states that the legal status of the YOGOC would be that of the Government of Singapore.

Minimum	Maximum
9.0	9.0

General infrastructure

Singapore has developed one of the densest high performance transport systems in the world. The metro is fully air conditioned. All venues are served by public transport and no additional transport infrastructure would be required for the Youth Olympic Games.

Singapore's Changi International Airport offers ample capacity to meet Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues and technology services. The implementation of some additional technology services such as mobile devices is foreseen.

The Main Media Centre (MMC) would be located at the Marina Bay Sands Resort, close to the Marina-Kallang cluster (13 sports/disciplines). It would be part of a new exhibition hall and meeting room facility of approximately 100,000 m², due for completion in 2009. The MMC work area would be at least 4,000m² with the flexibility for expansion up to 6,000m². Rental costs for the MMC would be covered primarily by the Singapore government.

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
9.0	9.5	6.0	8.0

Continued on next page



SINGAPORE REPORT, Continued

Sport and venues

Of the 24 competition venues proposed, 19 venues exist (including 3 venues requiring permanent works), one venue (equestrian) is planned to be built by the end of 2009 and 4 venues are to be built as temporary venues. It should be noted that 6 sports are planned within the halls of the International Convention Centre, for which significant temporary overlay would be required.

The compact venue plan proposes one large cluster of 13 sports located in four different sports complexes. The bid committee states that travel times to all venues would be within 30 minutes.

Singapore has hosted Continental and Regional championships in a variety of sports, and a high number of international sports events, within the past ten years but has no recent experience in hosting large multi-sport events.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
6.5	8.0	7.0	9.0	6.0	7.0

Culture and education

Singapore proposes a dynamic, professional and well thought-out education programme which would clearly integrate sport with culture and education. Community interaction and flexibility are demonstrated in the concept. The proposed initiatives are varied, interactive and innovative, including both learning and fun elements. An interesting motivational and recognition programme for participating athletes is proposed.

Singapore proposes to make good use of existing cultural programmes for youth. The link with the Youth Olympic Games would, however, have to be further developed.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
8.0	10.0	6.0	7.0

Continued on next page



SINGAPORE REPORT, Continued

Youth Olympic Village

Singapore proposes to house the Youth Olympic Village in a new residential university campus to be constructed on a former golf course of 19 hectares, approximately 13 km from the city centre. Accommodation would consist of eight residential colleges of 5 to 9 storeys, split into 4- to 6-bedroom apartments.

The government of Singapore is funding the new campus project at an estimated cost of USD 400 million.

The total capacity of the Youth Olympic Village would be 5,000 beds, mostly in single rooms. Singapore proposes a single temporary dining hall with a capacity of 2,500 seats. The Youth Olympic Village would have an urban university campus atmosphere.

The Panel of Experts would like to underline the risk involved in completing a project of this magnitude within the timeframe of 2.5 years available for the organisation of the 1st Summer Youth Olympic Games (construction is due for completion by February 2010) and has expressed its concern through a feasibility factor applied to Singapore's grades.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
8.0	9.0	0.7	7.0	8.5

Transport operations

Distances between venues and the Youth Olympic Village average 16 km with no venue more than 27 km away. Singapore proposes average travel times of 20 minutes based on an average commercial speed of 48 km/h.

An Event Transport Operations Centre (ETOC) would be set up to manage the Youth Olympic Games transport system. It would work closely with the existing Intelligent Transport Systems Centre (ITSC) operated by the Land Transport Authority - LTA - to monitor traffic conditions and ensure efficient information flows. Further information would be required regarding transport operations strategy and the proposed Olympic lane system.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
7.0	8.5	7.0	8.5

Accommodation

The city's total existing room capacity is 39,120 rooms of which 2,710 are guaranteed. Singapore has guaranteed a further 1,600 rooms in hotels planned to be built making a total of 4,310 guaranteed rooms. Although the number of existing guaranteed rooms is slightly lower than Youth Olympic Games requirement, Singapore's overall hotel capacity is considered more than adequate to cover Youth Olympic Games accommodation needs.

Minimum	Maximum
7.0	10.0

Continued on next page



SINGAPORE REPORT, Continued

Security

Responsibility would lie with the Singapore Security Agency. The command and control structure is clearly stated. Singapore has extensive experience in organising large conferences and moderate experience in multi-sports events.

The guarantee provided by the government covers IOC requirements.

Finance and marketing

In addition to covering a potential economic shortfall of the YOGOC budget, the Singapore Government has guaranteed the YOGOC's total revenue budget of USD 75 million.

Singapore presents a YOGOC budget of approximately USD 75 million.

Revenue targets appear achievable and cost items should reasonably allow for the delivery of the required Youth Olympic Games service levels and operational requirements.

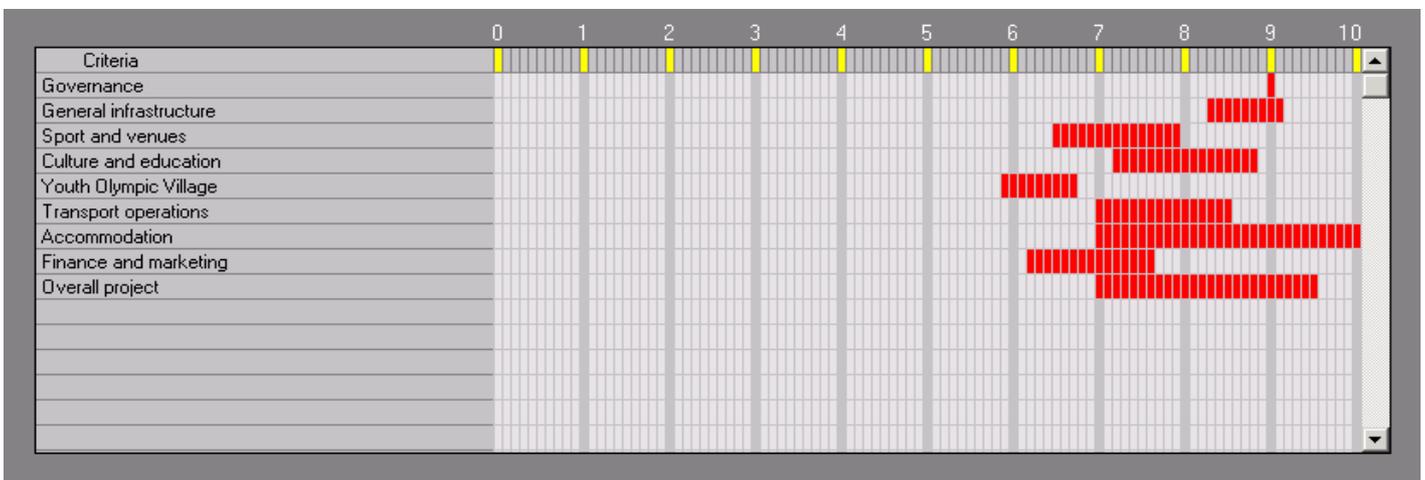
Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
6.0	8.0	6.0	7.0	7.0	8.0

Overall project

The minimum and maximum grades assigned to this criterion are:

Minimum	Maximum
7.0	9.5

SINGAPORE's grades in graphic form:





9 → TURIN

TURIN REPORT

Governance

The bid is driven and underwritten by the City of Torino with the active involvement of the Province of Torino, The Piedmont Region and the NOC, leveraging on the legacy of the Torino 2006 Olympic Winter Games.

Written support has been provided by the province and region as well as by the national government through the Prime Minister.

The YOGOC would be established as a non profit organisation with the participation of the city, province, region and NOC.

Minimum	Maximum
6.0	7.0

General infrastructure

With the exception of one outlying venue (90 km), all Youth Olympic Games venues are located within the Torino City transport perimeter. The transport system in place during the 2006 Olympic Winter Games would be complemented by an extension of 4 km of subway to serve the Lingotto area which includes many Youth Olympic Games venues.

Upgraded for the 2006 Olympic Winter Games, Torino Caselle International Airport offers connections to Italian and most important European air hubs. Milano-Malpensa International Airport, 140 km and approximately 1h30 away, would serve as an additional airport for long haul flights at Games-time to cover Youth Olympic Games needs.

Telecom infrastructure and network backups exist but further information would be required to understand the level of inter-connections between competition and non-competition venues and technology services.

The Main Media Centre (MMC) would be located at Lingotto Fiere close to competition venues for seven sports. It would be part of an existing venue of approximately 52,000m² which was the site of the MMC for the 2006 Olympic Winter Games. The MMC work area (pavilion 5) would be 7,950m².

Transport systems		Technology	
Minimum	Maximum	Minimum	Maximum
7.0	9.0	6.0	8.0

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TURIN REPORT, Continued

Sport and venues

Of the 21 competition venues proposed, 19 venues exist (including 9 venues requiring permanent works), 1 venue (aquatics) is currently under construction and 1 venue is to be built as a temporary venue. It should be noted that 3 sports are planned within the Oval Lingotto, for which significant temporary overlay would be required.

The venue plan proposes no large clusters, but several smaller groups of sports spread across the city. The venues for three sports would be located outside the city boundaries (Canoeing, Rowing and Sailing - 1h35 from the Youth Olympic Village). The bid committee states that average travel times would be approximately 30 minutes.

Turin and Italy have recent experience in hosting international multi-sport events (2006 Olympic Winter Games) as well as numerous World Championships, Continental Championships and international sports events.

Quality		Masterplan		Experience	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
6.5	8.0	5.0	6.0	6.5	8.0

Culture and education

The education programmes focuses largely on local & national youth and non-athlete participants rather than Youth Olympic Games athletes.

A creative culture programme is proposed with a significant number of initiatives appealing to young participants and local youth. A good balance is achieved between targeting the youth of the city and the Youth Olympic Games athletes. Turin's cultural programme would help to create festive atmosphere in the city.

Education programme		Culture programme	
Minimum	Maximum	Minimum	Maximum
5.0	7.0	7.0	8.5

Continued on next page



TURIN REPORT, Continued

Youth Olympic Village

Turin proposes to house the Youth Olympic Village in a new urban residential complex covering an area of 17 hectares, approximately 11 km from the city centre. Residential accommodation would consist of apartments.

Whilst the bid committee states that the Municipality of Torino and the owner of the residential area guarantee delivery of the village, no information has been provided concerning the cost of construction.

The total capacity of the Youth Olympic Village would be 5,005 beds, in single (15%), double (15%) and triple rooms (70%). Turin proposes two dining halls with a capacity of 5,200 seats. The Youth Olympic Village would have an urban university campus atmosphere

The Candidature File does not clearly explain how beds would be allocated as it seems that the living rooms may be used as triple bedrooms. This would have to be further investigated.

The Panel of Experts would like to underline the risk involved in completing a project of this magnitude within the timeframe of 2.5 years available for the organisation of the 1st Summer Youth Olympic Games (no delivery dates proposed) and has expressed its concern through a feasibility factor applied to Turin's grades.

Concept			Location	
Minimum	Maximum	Feasibility	Minimum	Maximum
4.0	5.0	0.6	5.5	7.0

Transport operations

Distances between venues and the Youth Olympic Village average 19 km with one venue at 90 km. Turin proposes average travel times of 30-35 minutes (1h35 for the outlying venue) based on an average commercial speed of 35 km/h.

A transport mall is proposed next to the Youth Olympic Village.

The Transport Operation Centre would coordinate transport activities at Games-time and interface with all internal and external stakeholders. Coordination between the dedicated YOGOC transport system and the city's public transport will be directed by the GTT - the public transport group of Torino - in its capacity of main contractor for YOGOC bus operations. The general transport operations concept is well described.

Management		Distances and travel times	
Minimum	Maximum	Minimum	Maximum
7.0	9.0	5.5	7.0

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TURIN REPORT, Continued

Accommodation The city's total existing room capacity is 8,148 rooms of which 3,753 rooms are guaranteed. The number of guaranteed rooms, combined with the city's ample inventory, would more than adequately cover Youth Olympic Games accommodation needs.

Minimum	Maximum
8.0	10.0

Security Responsibility would lie with the Prefect of the Province of Torino and the command and control structure has been clearly stated with financial responsibility well defined. Turin has a high level of experience in security management acquired through the organisation of the 2006 Olympic Winter Games.

The guarantees provided by the Prime Minister and the Prefect of the Province of Torino cover IOC requirements.

Finance and marketing

The Mayor of Turin and the Italian government guarantee to cover a potential economic shortfall of the YOGOC.

Turin presents a YOGOC budget of approximately USD 112 million.

Some USD 27.2 million, or 24% of the revenue budget, are to be financed by local sponsors and suppliers. The Panel of Experts believes that reaching such levels of revenue may be challenging.

On the expenditure side, Turin could reduce certain cost line items to reduce revenue needs.

Revenues		Expenditure		Shortfall	
Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
4.0	6.0	6.0	8.0	5.0	6.0

Overall project The minimum and maximum grades assigned to this criterion are:

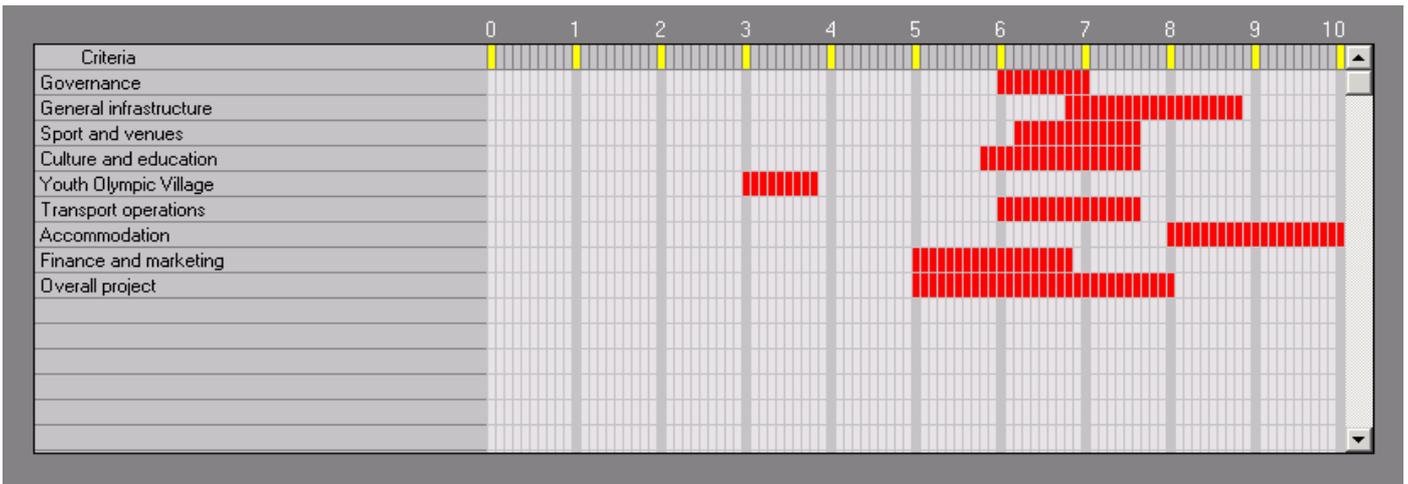
Minimum	Maximum
5.0	8.0

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TURIN REPORT, Continued

TURIN's grades in graphic form:





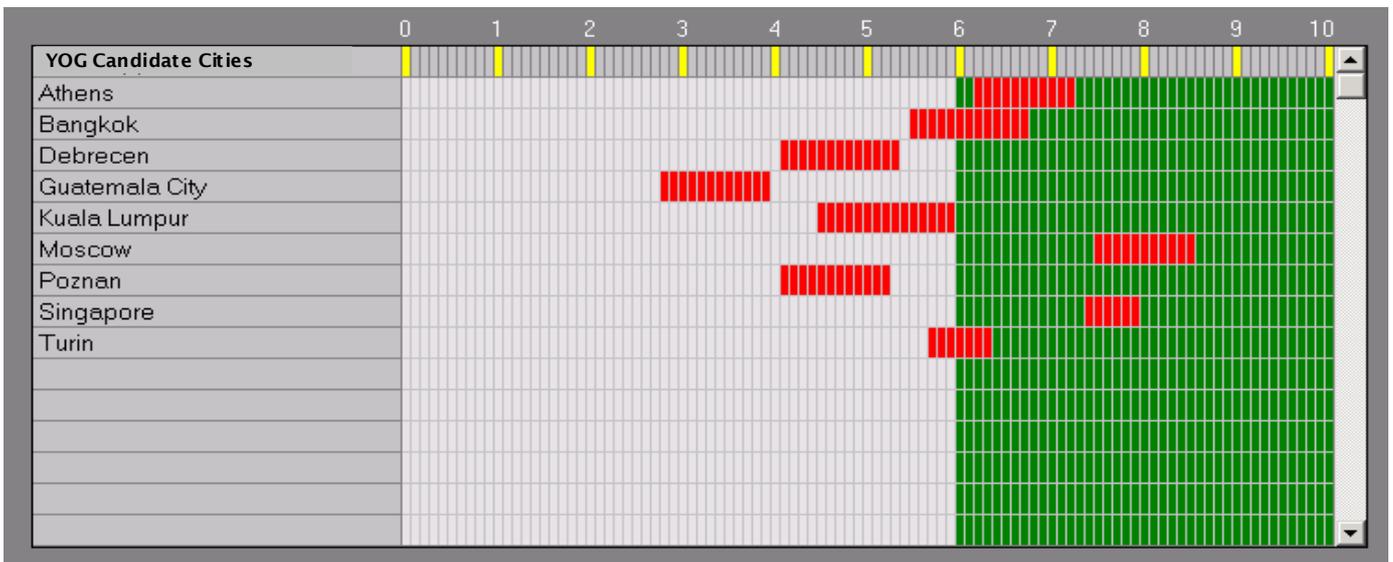
Conclusion

Conclusion

The Olympic Movement is particularly fortunate to have nine cities applying to host the 1st Summer Youth Olympic Games and the IOC would like to take this opportunity to once again congratulate all YOG Candidate Cities, their NOCs and the public authorities involved in each bid, on embracing the concept of the Youth Olympic Games and the considerable efforts involved in producing candidature files in a very short time.

The responsibility of the Panel of Experts has been to make an assessment of the risk associated with each project based on the timeframe of 2.5 years available to organise the 1st Summer Youth Olympic Games and to determine the robustness of each city's project in terms of their ability to host successful Youth Olympic Games in 2010.

The panel's conclusion reflects the overall assessment of each city as described in this report in relation to the benchmark that was set and is shown graphically as follows:



The short listed YOG Candidate Cities, listed in alphabetical order, are:

- Athens (GRE)
- Bangkok (THA)
- Moscow (RUS)
- Singapore (SIN)
- Turin (ITA)

The short listed cities shall be further evaluated by an IOC Evaluation Commission.