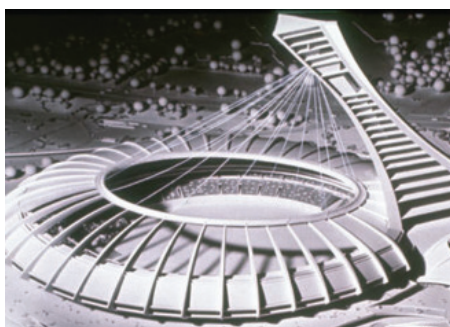
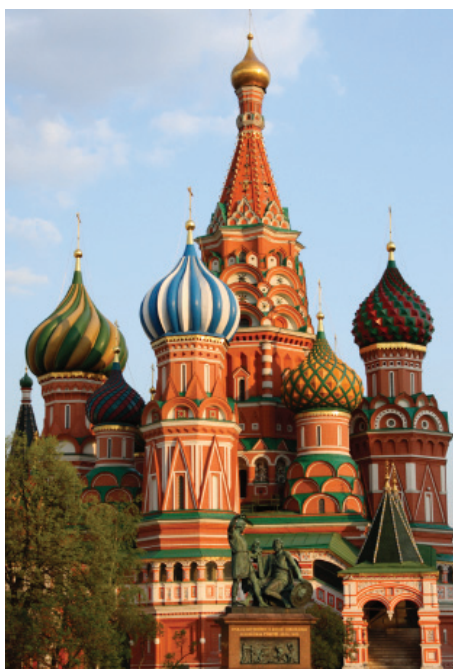
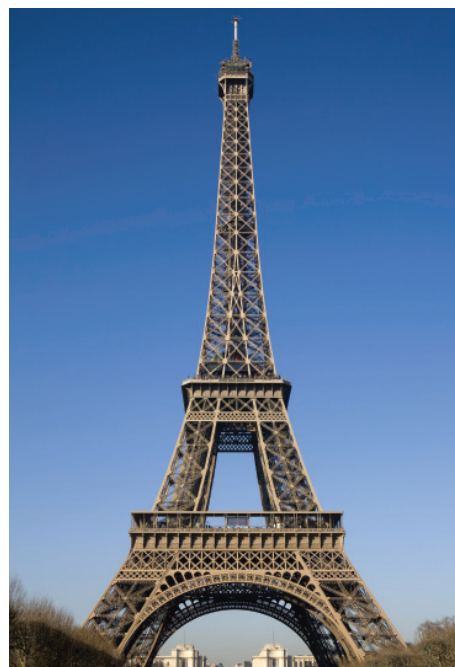


# World Union of Olympic Cities Lausanne Summit 2008

October 9 - 11, Switzerland

## POST-EVENT REPORT



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The inaugural Lausanne Summit for the World Union of Olympic Cities (UMVO) was held from the 9th to the 11th of October 2008. Organised by the City of Lausanne and the City of Athens and supported by the International Olympic Committee (IOC), the summit attracted over 100 participants representing more than 40 cities. The initiative to create the UMVO was conceptualised by Athens and Lausanne with the objective of creating a knowledge sharing platform between cities that have or are about to host the Olympic Games and for cities with Olympic ambitions.

## Welcome

The Summit was launched at a cocktail evening on the Thursday night, where the master of ceremonies, Elizaveta Bracht-Tischenko, 2 times Olympic silver medallist and former captain of the Russian Women's Volleyball team, spoke briefly on how as a former Olympian, she fully supported the initiative to share and pass on knowledge related to organising the Olympic Games. Speeches from the two organising cities, firstly by Daniel Brélaz, Mayor of the city of Lausanne, and then by Polychronis Akritidis, Deputy Mayor of the city of Athens, welcomed participants to the inaugural Lausanne Summit. Lambis Nikolau, First Vice President of the IOC, representing Jacques Rogge, President of the IOC, spoke of how the IOC welcomes the initiative as it compliments their Olympic Games Knowledge Management efforts.

The first session of the Lausanne Summit began on the Friday morning with an introduction by Urs Lacotte, Director General of the IOC. He started by commending the cities of Lausanne and Athens for their efforts of bringing the Olympic Cities together to create a knowledge sharing platform, and then continued by highlighting the key success factor being to ensure a sustainable legacy for the host city, region and community, and how this legacy could take several forms: urban, environmental, social, and sporting. Lacotte concluded by reminding the audience of the Olympic values being excellence, friendship, and respect, and the importance of upholding these values.

## City and Nation Branding

Simon Anholt, independent consultant and an expert on the topic of city and nation branding spoke to the audience on how the Olympic Games is the only world event which provides a city and nation an opportunity to reshape their image, by providing a media opportunity. It puts the focus of the world on a city and nation for a brief but intense period. He spoke of the importance of reputational or brand legacy, a topic that is not given much focus. He related the importance of managing a city's brand image like running a marathon opposed to running a sprint, with more of a long term focus.

The following discussion panel included Simon Anholt, Oon Jin Teik from Singapore, Philippe Masure from Albertville, Pere Alcober from Barcelona, and Philippe Furrer from the IOC. Masure and Alcober spoke of the positive impact the Games have had on their cities in helping to increase their cities' image both internally and externally, while Oon spoke of their long term approach to managing Singapore's image. Furrer spoke of the Olympic Games as a brand and how although it is fragile it has managed to survive for over a thousand years. Anholt wrapped up the panel by stating that it is not the Olympics by itself which revives a city but the process of having set specific goals in place and giving the city something to work towards.

## Political Opportunities

The second session began with a keynote speech from Michael Knight, former Minister of the Olympics for the Sydney 2000 Games and President of Sydney Organising Committee for the Olympic Games (SOCOG). He related how the governance structures changed significantly from when Sydney won the bid in 1991 to when the Games were held in 2000 with one central governing body put in place. Seven major changes were put in place, which still exist today: changed work practices in the construction industry, improved environmental practices especially in the construction industry, up-skilling people especially in the public services, development of practices for other events in Sydney, security upgrade, improving the rail system, and, implementing substantial reforms to the planning regime.

The following discussion panel included Michael Knight, Polychronis Akritidis from Athens, Josip Jurisic from Sarajevo, Vladimir Afanasev from Sochi, and Christophe Dubi from the IOC. Knight emphasised the importance of not necessarily having the immediate answer in testing circumstances, but rather knowing who was responsible to make that decision, and then building the structures around that position. Akritidis echoed Knight's comments by highlighting how the governance structures in Athens had changed too.

## Urban and Environmental Sustainability

Jerome Frost, Head of Design at the Olympic Delivery Authority (ODA), presented a key note speech on urban and environmental sustainability. Frost spoke of how the Games of 2012 are being used to clean up a part of London which is completely run down and effectively merging the east and west parts of the city to create a vibrant place for people to live while minimis-

ing the carbon footprint.

The following discussion panel included Jerome Frost, Carolien Gehrels from Amsterdam, Sam Sullivan from Vancouver, Chen Gang from Beijing, and Gilbert Felli from the IOC. Felli spoke of how in the 80s sporting facilities for the Winter Games underwent a lot of criticism due to a lack of understanding on other aspects outside of the sporting frame, however today the IOC is leading the drive towards urban sustainable design.

### **Socio-Economic Opportunities**

On the Saturday morning, Geoff Newton, Director of Opportunity at the London Development Agency (LDA), spoke about the importance of delivering a lasting legacy due to the high amount of expenditure. During his keynote speech he focused on the social and economic perspective by engaging the local population, creating jobs, and the importance of engaging the youth.

The following discussion panel included Geoff Newton, Harry Hiller from Calgary, Barry Sanders Los Angeles, Paolo Bellino from Torino, Ana Gabriela Guevara from Mexico City, and Gilbert Felli from the IOC. Sanders spoke about not using tax payers money, using existing facilities, and the importance of integrity, for example if a city states the Games will cost a certain amount and they end up spending three times as much, they lose credibility in the eyes of the public. Hiller cautioned that just because the public support the idea of hosting the Games, it does not mean that they are giving their leaders a blank cheque. Guevara gave an interesting insight of somebody who has experienced the legacy of the Olympic Games as an athlete and now as an administrator.

### **Debrief of the Games of the XXIX Olympiad (Beijing 2008)**

Chen Gang, the Vice Mayor of Beijing, gave the audience a debrief of the recent Summer Olympic Games held in Beijing. During his speech, he touched on similar topics which had been covered during the previous sessions, focusing on the developments in infrastructure as well as the huge environmental sustainable projects aimed at cleaning the pollution in and around Beijing and providing clean energy.

### **The Olympic Games from the past to the future**

Gilbert Felli, Executive Director of the Olympic Games at the IOC, provided an account on where the Olympics have come from, where they are today and the direction that they are heading. Felli emphasised how the Olympics are a catalyst for change, providing the motivation and stimulation for cities to plan and implement projects which are often long overdue. In addition, he touched on the importance the IOC attaches to continually improving the support mechanisms to help cities during the implementation phase, which includes: bidding, planning, compliance monitoring, risk assessment, evaluation, impact of the Games, and a guide to planning and managing the legacy.

### **Conclusion**

In his closing speech, Felli spoke again of how the Olympics provides a reason to implement long overdue projects, as well as accelerate urban development. He specified that the Games are not just a sporting event which takes place over 2 weeks, but should be viewed as a long term project in itself. Felli added that even cities that bid but do not necessarily win the right to host the Games benefit from the process. He made specific reference to the recent bid for the 2012 Games between London and Paris. Although Paris eventually lost, they have subsequently implemented many of the projects that were stipulated in their bid document.

Daniel Brélaz, the Mayor of Lausanne, closed the Summit, by declaring that it had been a success. He based this on several discussions he had had with participants, where the general impression was that it had been a useful knowledge sharing platform and that more of the same was needed. To finish, he wished the audience a good end to their stay in Lausanne, the Olympic Capital, and a safe trip back to their respective cities, hoping to see them back in 2009.



*Participants of the Lausanne Summit 2008*

**MESSAGE OF SUPPORT**

“The City of Lausanne is pleased to welcome all the participating cities to the inaugural summit of the World Union of Olympic Cities. The Olympic Games and other major international sporting events require host cities to be dynamic and exhibit accelerated urban development. They generate considerable impact on the local and national economy, urban planning and infrastructure, more specifically transport. In addition, mega sporting events also influence the society and play a key role in a city’s image and its global standing. Of late, the principles of sustainable development have become a top priority for every state; and that must be taken into consideration in the framework of any international sports events, which has economic, social and environmental dimensions.



*Daniel Brélaz*

Sustainable development is a fundamental element of the candidature process and also a vital cog in the organisation of the Olympic Games. The Lausanne Summit will enable cities to jointly identify ways of integrating the issues concerning sport events, and also to exploit the economic, social and environmental outcome from such events with the objective of providing sustainable development for their city. The City of Lausanne, Olympic Capital, is committed to this development and welcomes it with open arms. Above and beyond the policy of Agenda 21, which has been in place for several years, we want to actively contribute to reinforce the importance of these factors by the sharing of knowledge and experiences. In the capacity of the Olympic Capital, we are hoping to play a unifying role between the participating cities.

The authorities of the City of Lausanne extend a warm welcome to all the participants. We hope that all the efforts will result in concrete and meaningful projects and wish everyone a pleasant stay on the shores of Lake Geneva.”

A handwritten signature in black ink, which appears to read "Daniel Brélaz". The signature is fluid and cursive.

Daniel Brélaz, Mayor of Lausanne

**POLYCHRONIS AKRIDITIS, VICE MAYOR OF ATHENS  
(ON BEHALF OF NIKITAS KAKLAMANIS, MAYOR OF ATHENS)**

**WELCOME SPEECH**

"Ladies and gentlemen,

It is a great honour for me, as the Alternate Mayor of Athens, to share this historic moment with you.

Unfortunately, an important commitment has kept Athens Mayor Nikitas Kaklamanis in Athens, though he wishes to have been here today. He has therefore authorised me to convey his warmest regards and wishes for every success with our summit and to communicate his thoughts to you.

Ladies and gentlemen, dear colleagues, the 9th of October is a historic day for the Olympic movement.

It is historic for all of us who act as trustees of the Olympic ideals. It is historic for all the other cities of the world who wish to become members of the great Olympic family. This is because, for the first time, the chain of Olympic Games history is being linked through the first Lausanne Summit of the cities which have hosted the event.

Ladies and gentlemen, each one of the Olympic Cities has taken the history and significance of the Olympic Games a step further. And this is because passing the baton of the historic legacy and great responsibility for the successful organisation of the Olympic Games encompasses the bestowal of the entire cache of Olympic values.

Today, from Lausanne, the Olympic Capital and headquarters of the International Olympic Committee, and the City of Athens, the symbolic and historic capital of the World Union of Olympic Cities, conveys the message that the participation of all Olympic Cities automatically signals their participation in a celebration of values, ideals and hope.

It marks a new endeavour in support of the concepts of fair competition, the rewarding of participation and hope for the sacred Olympic truce. With our participation, we unite our voices to reinforce our efforts to stage credible sporting activities and allow the athletic spirit of "fair play" to prevail. And, of course, the eternal responsibility which we assumed from the moment we hosted the Games does not end with the Closing Ceremony. The honourable title which our cities possess should act as a shining example, and a motive for other cities to emulate our methods.

For this reason, we are obliged to keep the ship of global sport on a parallel path with the Olympic ideals and create a world free of hate and intolerance, terrorism and war. A world where the ideals of peace, goodwill and mutual respect constitute the basis of relations between peoples and countries.

So that we can hope that the light of the Olympic Torch does not only illuminate the footsteps of global sport during the course of the Games but serves as an eternal beacon which guides the steps of humanity on paths of peace and cooperation for all time.

Thank you very much."

Polychronis Akriditis, Vice Mayor of Athens

9 October 2008



*Polychronis Adriditis*

LAMBIS NIKOLAOU, FIRST VICE PRESIDENT IOC  
(ON BEHALF OF JACQUES ROGGE, PRESIDENT IOC)

### WELCOME SPEECH

"Ladies and Gentlemen,

The President of the International Olympic Committee, Jacques Rogge, regrets that he is unable to join us today. He has asked me to represent him and to give you this message.

I would firstly like to express my best wishes for this 1st Summit for Olympic Host Cities. I would like to extend my thanks to the authorities of the cities of Lausanne and Athens, and to the organisers, for this initiative, as well as to each and every one of you for your participation.



Lambis Nikolaou

The IOC has two reasons to welcome this initiative of the World Union of Olympic Cities.

Firstly, because it was born and is taking place in Lausanne, the host city of the IOC headquarters and more than 40 International Federations and sports organisations, underlining the excellent relationship between the sports movement and the City of Lausanne.

Then, because the presence of delegations from more than 30 Olympic cities is an obvious sign of the interest in this theme, which is important to us all: the integration of the Olympic Games into a development strategy which aims to leave the best legacy possible, notably in terms of sport and urban life. This Summit is the ideal springboard for exchanging and sharing information, experiences and knowledge regarding this theme.

Following the example of every host city that has enriched Olympic history, the IOC has a role to play in guiding the cities, avoiding past errors and orientating them on the road to success. Since the Sydney Games in 2000, the IOC has set up a programme to transfer knowledge from one edition of the Games to the next, acting as an intermediary in this regard.

Today, an Olympic Games Knowledge Management (OGKM) programme provides organising committees and their partners with a platform of services, such as:

- An extranet with more than 20,000 documents from the last editions of the summer and winter Olympic Games;
- Organising workshops and seminars with experts;
- An observers' programme which offers the opportunity to discover, learn and experience Olympic Games operations from the inside;

...as well as many other elements that will be described in more detail by our Olympic Games Executive Director, Mr. Felli, on Saturday morning.

Another important point for the IOC is to ensure that organising the Games has a positive impact in order to leave an urban, economic or social legacy to the city, its population and the host city. Every city that hosts the Olympic Games becomes a member of the Olympic Movement. It is also a great responsibility. The host cities must ensure the continuity of a unique and universal event. It is also a great opportunity for these cities, which thus attract worldwide attention. For all of them, it is a unique chance to celebrate the human spirit. And they all can create a unique legacy programme, which is at once environmental, social and economic, which can change a community, region or nation for ever.

Numerous examples illustrate what the Olympic Games can produce in terms of sustainable legacy for a city. Lillehammer, Nagano, Torino and Beijing for the environment. Barcelona, Athens and Torino for infrastructure. Barcelona and Sydney for tourism. Creating a legacy in the context of the Games does not happen by chance. Programmes must be managed and followed for many years. The process starts the moment the city becomes a candidate to host the Games. It is not enough to plan the organisation of the Games. It is also necessary to know how to plan and communicate their legacy and how to safeguard it in the years to come. This requires close cooperation between all the parties involved, and also leads to positive changes, even for the cities which were not lucky enough to be selected to host the Games. More than ever, our objective is to show the cities that, with good planning and management, the Olympic Games can contribute to redesigning, remodelling or rejuvenating cities.

The Olympic Games are not only 16 days of competition. If they are well thought-out and developed, the Games can become

a great catalyst for developing a city and contributing to responding to its challenges, be they urban, environmental or social. This must not however concern only the organising committees, but also their partners, including the public authorities of host cities and regions. After all, it is first and foremost the candidate city that becomes the signatory of the Host City Contract. The city becomes a partner of the IOC even before an organising committee is set up. It is therefore the city and its authorities which develop the long-term vision and the role that the Olympic Games can play in the development and evolution of their city.

I will end this speech by hoping that this first edition of the Summit for Olympic Host Cities will allow us to strengthen the spirit of sharing experiences and transfer of knowledge between cities and various public entities, and contribute to the increasing quality of future candidates, thus ensuring an optimal legacy for local communities and young people in particular. By remaining attentive to the management of the Games and not losing sight of the values of sport, we can hope for many more magical moments.

And this is our main challenge.

Thank you for your attention.”

Lambis Nikolaou, First Vice President of the International Olympic Committee

9 October 2008

**OPENING SPEECH**

“Mr. Chairman and Mayor of Lausanne,  
Deputy Mayor of Athens,  
Excellencies,  
Ladies and Gentlemen,

Let me first thank and praise the cities of Lausanne and Athens for their commendable decision to found the World Union of Olympic Cities and for the organisation of this first Summit here in Lausanne. This initiative to bring together cities which share a wealth of experience from hosting the Olympic Games or which simply share some of the Olympic spirit, can only reinforce our movement and our ability to leave sustainable legacies in each and every Olympic city. The authorities in each host city are major partners for the IOC. Without you and all your public and private partners, we simply could not organise the Games. From signing the Host City Contract to actively managing the Games legacy after each edition of the Games, city leaders are crucial for the Games’ sustainable success. With both Lausanne and Athens initiating this new Association and Summit, conditions for success are in place. Both cities mean a lot to the Olympic Movement:



*Urs Lacotte*

**Athens:**

- Capital of the country that celebrated the Olympic Games for ten centuries. Despite social, political and technological changes the Games have been organised from 776 BC until 261 AD without any interruption.
- After the proclamation to re-establish the Games on 23/06/1894, it was Demetrius Vikelas, delegate to the Pan-Hellenic Gymnastics Society, who was appointed the first President of the Organising Committee for the first Olympic Games in Athens, which were held in April 1896.
- In 2004 the Games returned to Athens, which organised unforgettable Games.

**Lausanne:**

- Olympic Capital and headquarters of the IOC.
- In 1899, Coubertin made friends with Godefroy de Blonay, an Egyptologist from Vaud living in Paris who was an ardent supporter of the Olympic cause. With Blonay, Coubertin discovered Switzerland and the Vaud region.
- Vaud offered several advantages for Coubertin:
  - A cosmopolitan region
  - The French language
  - It was outside France, where he was much criticised at that time
  - And inside Switzerland with the ideal political configuration: federalism and neutrality
- In 1915 he launched a “salutary coup d’état” and named Lausanne as the seat of the IOC.
- The IOC took root little by little on Vaud soil.
- Today the IOC administration in Lausanne has just over 400 employees, not forgetting Atlanta and Madrid.
- The annual expenditure for our operations has risen to CHF 110 million.
- The economic impact generated by the presence of the IOC and many IFs in Lausanne is almost CHF 200 million a year.

Both cities are key to the World Union of Olympic Cities. Athens brings in its history, the culture, the Olympic spirit. Lausanne, being the “Silicon Valley of Sport”, the network and the know how of the modern sports world.

Ladies and Gentlemen, the Games are meaningful, successful and exciting.

Although the 2008 Olympic Games in Beijing ended just a few weeks ago, it is clearly not too early to claim that they were a resounding success for the Olympic Movement and for our hosts. A recent international survey proved that the standing of the Olympic Games as an institution is remarkably strong across all nations tested. In addition, in all countries tested, opinions of China improved from our pre-Games to our post-Games survey. Faced with intense scrutiny well before the 16 days of competition, the 2008 Summer Games were delivered efficiently and with spectacular flair by the host country.

### What are the Key Success Factors for successful Games?

The joint interest we, the IOC, share with any host city is the need to ensure a sustainable legacy for the host city, region and community. This legacy can take several forms which you will be discussing over the next day and a half:

- **Urban and Environmental Legacy:** Transport infrastructure, venues, cultural preservation, use of renewable energy and more efficient building techniques, new environmental awareness, etc.
- **Social Legacy:** Education through sport and the Olympic values, the fight against juvenile delinquency and obesity, promoting volunteerism, national pride and confidence, etc.
- **Sporting Legacy:** Event best practices and knowledge, participation in sport, effectiveness of the sports organisations, business of sport, etc.

Obviously there can be many other less tangible benefits for a host city, but ultimately, if the quality of life of the host city's inhabitants can be improved, and if this improvement is permanent and can serve as an example for other cities in the host country and beyond, then we can really consider hosting the Games as an undisputed success.

### I see the key role for the World Union of Olympic Cities as follows:

A sustainable legacy must result from a clear and early vision. It must be carefully nurtured and maintained after the Olympic spotlight is gone. Organising excellent Games is no "blank cheque" for valuable, long-term legacies. It is an ongoing endeavour.

I strongly believe that organising the Olympic Games is first of all adopting the values of olympism, its adopting a humanitarian concept, a spirit which can be expressed in three words: Excellence, Friendship and Respect. Each Olympic Games is unique – they are all different but all Olympic Cities have one thing in common – a commitment to the Olympic values:

- **Excellence:** This value stands for giving one's best on the field of play or in the professional arena. It is about making continuous progress based on clear objectives.
- **Friendship:** This value encourages us to consider sport as a tool for mutual understanding among individuals and people from all over the world. Sport as a tool of integration.
- **Respect:** This value incorporates respect for oneself, for others, for the rules and regulations, for sport and the environment. It's about fair-play and equality of chances with no discrimination.

The World Union of Olympic Cities is the ideal platform to keep this Olympic spirit alive among all of you - past, current or potential future host cities. This platform is here for you to exchange information, to share experiences and best practices and contribute to the launch of new projects. Then, if we and you manage to achieve that, we will be able to proudly call this first Summit a success. Needless to say: the IOC is ready and willing to support this initiative and make its knowledge and expertise available.

Thank you for your attention, and let me wish all of you, Ladies and Gentlemen, a very rich, interesting and fruitful Summit!"

Urs Lacotte, Director General of the International Olympic Committee

10 October 2008

### SUMMARY OF KEYNOTE SPEECH

In this age of globalisation, nation brands are as important to a nation's progress and prosperity as the brand images of mega corporations are to their shareholders.

The City Brands Index (CBI), measures the impact of a number of events on the image of several cities. The results showed that almost no amount of deliberate activity could change the image of the city. The only exception was the Summer Olympic Games, although even they can't change the image of a country for very long. The CBI also measured how long this Olympic reputation lasts. The answer: it varies enormously. In some cities, it disappears almost immediately and people no longer associate the city with the Olympics. For others, they are remembered decades after the event took place; the 1964 Tokyo Games for example.

What the Olympic Games do offer is a media opportunity. It puts the focus of the world on a city and nation for a brief but intense period. It is up to the country to decide how it wishes to best convey its image to the world. The Olympic Games can be an important part of the narrative of emerging economies, Beijing is a good example of this.

It is difficult for world renowned cities to redefine their image through the Olympics because people think they already know all there is to know. It is no wonder that two of the most impactful Olympics in recent memory have been Sydney and Barcelona. Barcelona's image was hugely impacted by the Games as they took place just as Spain was redefining her image in a post-Franco era.

#### Reputational Legacy

People talk about legacy strategies, urban legacies, the cultural legacies and social legacies. They do not talk enough about reputational or brand legacies. The question should be "how does a city maintain and keep those expressed values as part of its image once the Olympic show leaves town?"

Reputational legacy is absolutely critical and cities who want to manage their reputation have to become obsessive. They need to continually assess their position and think about their next actions. They must carefully devise policies and strategies that ensure managing the brand image of a city or country is run like a relay race and not a sprint; in other words adopting a long term approach as opposed to short term solutions.

Governments should also recognise that they are not just policy makers, but brand managers. The reputation of their country is the most valuable asset that governments have. Only a positive brand image can fetch the instinctive acceptance from people. An example of this would be people's automatic perception of Switzerland being well-governed, neutral, safe, and producing goods with a high standard of quality.

Cities should coordinate a number of sectors to enhance their national image, not just sport. An example would be to form a committee comprising foreign and economic affairs, law, education, sport, culture, people, civil society, and non-profit organisations, all working in a common direction.

The media is not interested in a city's history. They are interested in what the city is doing now in terms of originality, innovation, coordination of the city's investments and policies, and actions as part of the bigger picture. Cities need to find ways for their actions to be genuine and inspiring to find resonance with the media and the people. A city hosting the Olympic Games has the opportunity to use this powerful tool to increase its fame and respect around the world.



Simon Anholt

*"The cities have to very carefully devise policies and strategies that ensure managing the brand of a city or country is like running a relay race and not a sprint."*

**SUMMARY OF PANEL DISCUSSION**

Discussion panel participants were asked to discuss on the topic of city and nation branding and what their cities had done or were doing in this regard. Several questions were raised by the moderator as well as from the audience.

“Where do you draw the line between the use of the Olympic Games for lasting legacy and for national or political propaganda?” asked a member of the delegation from Tokyo.

Simon Anholt replied: “People instinctively know the messages they receive from a country, whether they are sincere or not. Any government’s position which is not shared by the citizens is bound to fail. If a government uses the Olympics to promote its own agenda, nobody will care as they will immediately realise what is going on. But if fundamentally the purpose is to offer great Games, to serve well, to offer benefits for athletes, participants and the people, the benefits of hosting the Olympic Games will automatically follow. Therefore, it is important for the governments and stakeholders to ensure that the legacy is permanent and is shared with a large majority of population.”

Philippe Furrer said that the Olympic brand had been vulnerable to an extent but at the same time showed enough resilience to survive. “The brand ‘Olympics’ has lived over a thousand years and has survived many ups and downs to become as resilient as it is today. However, at the same time it can be extremely fragile. The media platform that it gets is incredible in terms of outreach. Unlike other brands, we own the franchise and hand it over to a city which becomes the franchisee, so the brand is managed by this franchisee in a sense.”

Furrer added that the IOC cannot compromise on the core value of the Olympic Movement (i.e. universality.) “The moment you start setting boundaries about human rights or any other aspects, you limit the number of countries that will be able to host the event and we don’t want that to happen” he added.

Anholt stressed that it becomes the responsibility of the state authorities to properly use the opportunity that a city gets through hosting the Games. “The extraordinary thing about the brand of the Olympic Games is that it renews and refreshes itself on a regular basis. If a city does not look after that well, it becomes a sidelight, so it is the city that suffers. This will be the case, particularly, for a city which was not known much before the Olympics.” Citing the example of Albertville, he added “It treated the Olympics as the beginning of the story that it was planning to narrate to the world, but not only about sport. The art of this kind of brand management is to use the Olympics as a starting block.”

Oon Jin Teik concurred. Citing the example of his own city (Singapore), he said: “We are looking at a 25-year circle; we look at the project to see what we can do to make better use of it and what the project leads to. I often ask my team: ‘what happens when the Olympic circus leaves town?’ In order to sustain the momentum, a city has to keep working on it. We have targeted high performance and training as one of our focus areas. We had 32 teams from 22 countries across 10 sports, which stopped by Singapore ahead of Beijing for training. It spread through word of mouth. It has happened over a period of time after dedicated and focused efforts.”

David Adam, from the London delegation, raised the point that the bigger cities like London which already have a positive international reputation still benefit from hosting the Games, not so much from an external perception but rather from an internal, local perception.

Anholt added: “London’s biggest opportunity in 2012 is internal branding and not external branding. External perception hardly fluctuates but internally the effects can be absolutely dynamic. The best example was Germany’s football World Cup. Like the U.K., the German populations’ view of Germany is a little unstable. During the Football World Cup we saw that the Germans were proud to be Germans. So bigger cities can use this as a platform to send across a message to their own people.”

Barcelona’s Sports Councillor, Pere Alcober, stressed the confidence that his city

**PANEL PARTICIPANTS**

**Simon ANHOLT**, Independent Consultant, City & Nation Branding

**OON Jin Teik**, CEO, Singapore Sports Council

**Philippe MASURE**, Mayor of Albertville

**Pere ALCOBER**, Sports Councillor, Barcelona

**Philippe FURRER**, Head of Olympic Games Knowledge Management and Special Projects, Olympic Games Department, IOC



*From left to Right: Philippe MASURE, Philippe FURRER, OON Jin Teik*

gained as a result of the 1992 Games. “The self-esteem of Barcelona was reinvigorated. In Barcelona, the city and the people recovered their own pride and the sense of belonging. However, we have to be careful that Olympism is not just a product; it has to be at the core of the intrinsic values that the city wants to achieve. It is not a race for the biggest and best. It is just a medium for what you want to achieve in the long run.”

Supporting Alcober’s statement, Furrer added: “A major, well managed event can re-address the image of a country. The Games are one-off event and so its goals should be enshrined into a longer term strategy.”

In concluding, Simon Anholt said: “The cities that don’t get the Games have got to set themselves a task. What really galvanises and renews these places is not that Olympics have made them famous but the fact that they have been united in a very difficult and exciting task. If the Olympics do not choose your city, set yourself a task. That’s what makes people come alive and that is what makes people become themselves.”

### SUMMARY OF KEYNOTE SPEECH

The administrative structure for the Sydney Olympic Games has evolved significantly from the bid in 1991 to the organisation of the Games in September 2000 and underwent a significant shift in governance.

Initially, it was intended that an organising committee under the Australian Olympic Committee would deliver the Games but later the state government moved to a central position in the organisation of the Games. With a change in the political environment, the Olympic Committee was only able to appoint four of the 15 directors with a veto over the choice of president and Chief Executive Officer (CEO). The New South Wales (NSW) State Government on the other hand, was able to appoint seven of the 15 directors and also had veto power over the choice of CEO. A single minister for the Olympics was appointed and the five existing authorities were merged into one new Olympic Coordination Authority (OCA).

Two significant changes were made by Sydney after the Atlanta Olympics. A new statutory body, the Olympic Roads and Transport Authority (ORTA), was created under the Minister for the Olympics. The Sydney Organising Committee for the Olympic Games (SOCOG) legislation was amended to make the Minister for the Olympics the president of SOCOG.

The three core Olympic agencies, SOCOG, ORTA and OCA, started operating under the banner 'Sydney 2000'. The director-general of the OCA, David Richmond, was designated Director General; effectively becoming the CEO of the Sydney Olympics and Paralympics. At the same time, the Games Coordination Group (GCOG) was also established to run the games.

There are some obscure yet significant long-term legacies from the Olympic Games. One of these is the administrative legacy. Although formal administrative structures were dismantled after the Games, many of the practices continued. The concept for a GCOG, a powerful and centralised coordinating body, re-emerged a few years after the Games.

The seven main long-term impacts of the Sydney Olympic Games are:

#### 1.) Changed work practices in the construction industry

The state government sought the cooperation of the biggest trade union body in NSW to have it commit to stable industrial relations for Olympic projects, an essential component of Sydney's successful bid. Consequently, construction projects finished on budget and ahead of schedule.

#### 2.) Improved environmental practices, especially in the construction industry

Emphasis on ecologically sustainable development resulted in energy conservation. This was done through a range of energy efficient building designs and technologies. The Olympic Village for example was the largest solar powered suburb in Australia. Recycled building materials were frequently used in venues and facilities. Today, they are the norm.

#### 3.) Up-skilling people, especially in the public services

Within NSW, those who joined the Olympic team continue to spread their knowledge to other events.

#### 4.) Development of practices for other events in Sydney

Many practices have been adopted in other major events in Sydney since 2000. This has helped the country to successfully bid and organise other events, both locally and internationally.

#### 5.) Security upgrade

Post 9/11 it was much easier for Australia and NSW in particular, to respond rapidly and effectively to a changed security environment.

#### 6.) Untangling the rail system

During the Games, a simplified timetable was put in place which required commuters to change trains more frequently. This ensured that each rail line operated independ-



Michael Knight

*"The domestic political context of the Olympics makes it difficult to manage expectations. The idea was to under promise and over deliver."*

ently and if there was a problem on one line the other lines would not be affected. Since the Olympics, NSW has progressively separated each of the main rail lines in the Sydney network.

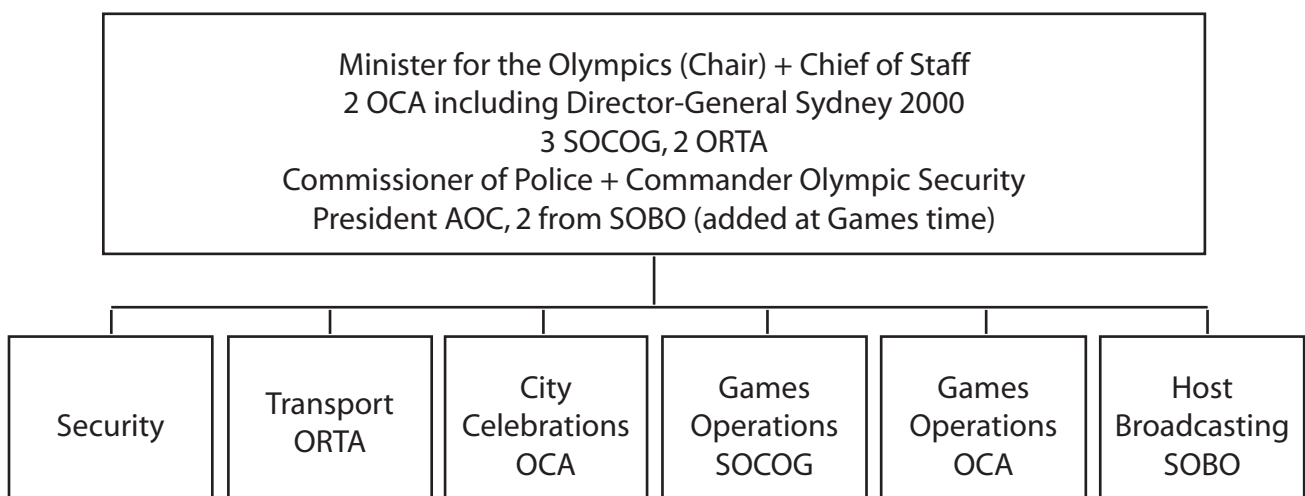
### 7.) Implementing substantial reforms to the planning regime

Legislative changes were put in place for Olympic projects which led to the state government modifying its planning laws. For example, a state project like the construction of a power station can now be declared 'critical infrastructure'. This minimises third parties obstructing or delaying the approval process.

Since taxpayers of the state were underwriting the Games, they expected their elected representatives to protect interests. This encouraged the government to play a central role in the Games development and implementation. As the domestic political context of the Olympics made it difficult to manage expectations, the organisers adopted a policy of 'under promise and over deliver'.

The Sydney Olympics also provided an opportunity to advance the reconciliation with indigenous Australians. For example, the first torchbearer was the also the first aboriginal person to win a gold medal, Nova Peris Kneebone. The lighter of the cauldron was Cathy Freeman, one of the most celebrated athletes in Australia and also of indigenous descent. Indigenous culture was also showcased during the opening and closing ceremonies.

## Games Co-ordination Group (GCOG)



Source: Michael Knight

**SUMMARY OF PANEL DISCUSSION**

Discussion panel participants were asked to discuss on the topic of political opportunities and how their cities' political structure had changed as a result of hosting the Olympic Games, as well as if any of those changes were still in place today. Several questions were raised by the moderator as well as from the audience.

The organisational structures created during the process of hosting the Olympic Games have changed significantly over the last two decades. From Sydney to Athens to Torino, Beijing, Vancouver and London, each has been unique and at the same time incorporated best practices from previous games.

In response to a question on what should be the ideal leadership during the Games' organisation, Knight posed a hypothetical question:

"It is 20 minutes before the start of the opening ceremony; there has been a problem with transport. There are long queues of people outside the stadium. You have three choices:

- a. Start the opening ceremony on time with the stadium half-full
- b. You delay the opening ceremony, delaying broadcast to billions of television viewers
- c. You dramatically downgrade your security procedures to let people in quicker

The question is not which of those three things you do, but who makes the decision. And when you can answer that question then you can start working back on how you run your Games."

Talking of the difficulties faced in getting everyone on board for the Games, Michael Knight, the Minister for Olympic Games at Sydney said: "The process evolves over time and in Sydney it changed from complete control of the Australian Olympic Committee (AOC) to a majority control by the New South Wales government, and it worked wonderfully well."

Deputy Mayor Polychronis Akritidis was closely involved with the organisation of the Athens Olympic Games in 2004. According to him "It was a fascinating experience to see how the Games accelerate the cohesion of different public and private sectors. And not only that, the Games also forced us to change the processes of our different operations, be it transportation or infrastructure development, just to name a few. We adopted a lot of those changes as permanent and they continue to be a part of what we call a political legacy of the Games."

The Mayor of Sochi, Vladimir Afanassenkov, spoke to the process of getting people involved "In the last three to four years that we have been preparing for the Games from the bid stage until now, we have brought in a lot of changes in our communication policy which has helped us in getting a lot of people on board. In fact, a continuous communication with communities is a part of our policy to set up an agenda for the Games. We have been quite successful with this and I am sure we will continue with this even after the Games."

Christophe Dubi, Sports Director at the IOC, said that it was important for the cities to drive changes irrespective of whether they get the Games or not. "It is about development through the Olympic Games. When Lillehammer made a bid for the Winter Games, they put on the agenda that all the promised changes on the bid will take shape. Only the time frame for sport and festivities may change from seven years to fifteen years. This is something that the IOC appreciates."

Responding to a query over the political threat posed by the construction of new facilities, those built from tax payers' money, Dubi said: "We have good examples of Beijing and now London. All the facilities in Beijing, including the swimming pool, have been built with dimensions for future use. This is something the cities have to put forward in their bid document. There is no way a city can build infrastructure that is not sustainable in the long run. The answer lies in dimensions for future use and temporary structures."

**PANEL PARTICIPANTS**

**Micheal KNIGHT**, Former Minister for Olympic Games and President of SOCOG, Sydney

**Polychronis AKRITIDIS**, Deputy Mayor, Athens

**Josip JURISIC**, Deputy Mayor, Sarajevo

**Vladimir AFANASENKOV**, Mayor, Sochi

**Christophe DUBI**, Sports Director, IOC



*From left to Right: Michael KNIGHT, Polychronis AKRITIDIS, Josip JURISIC, Vladimir AFANASENKOV, Christophe DUBI*

On the question of how one should make a decision in the face of massive media and public scrutiny, Knight replied that the leader should ask themselves a question: “Will the Games will be better off with or without the change? If the answer is yes, I would suggest go ahead with it. During the Games, criticism becomes your friend and it keeps guiding you but it is the call of leadership to decide which path to take.”

### SUMMARY OF KEYNOTE SPEECH

2012 will mark the third time London will host the Olympic Games. The brand for London in 2012 must reflect the changed world, the present day world of economic challenges and the climate change.

The bid has put long-term legacy and regeneration right at London's heart. East London, especially Stratford, was perceived to be a place of decline, degradation and social deprivation. London 2012 wishes to harness the power of the Games to address this issue. It has decided on five themes to bring about the change: focus, ambition, innovation, momentum, and pride.



Jerome Frost



Source: Jerome Frost

#### Focus

Stitch together East London, joining up the communities on either side of the Olympic Park. London 2012 aims to add infrastructure and activities to make it a vibrant place for people to live. An example of this is the procurement of Bullet trains from Japan that will reduce commuting times between Kings Cross and Stratford from 40 minutes to seven minutes.

#### Ambition

London 2012 has set ambitious targets in the field of environmental sustainability. These goals include a carbon reduction plan with 20 per cent of energy through renewable sources onsite; reduced carbon footprints of buildings by using fewer materials and proper insulation systems; and a no-waste to landfill policy for construction of venues.

The Olympic Delivery Authority (ODA) is also putting in place a combined heating power plant. This plant will be open to the public and will educate people on changing their behaviours and uses of energy. The plant is designed to provide energy to approximately 10,000 people after the Games.

#### Innovation

Structures will be a combination of permanent and temporary buildings. An example of this is the Olympic stadium. It is being built to accommodate 80,000 people and after the Games, 55,000 seats will be removed. 20,000 construction workers are needed at the ODA site in Stratford and special provisions have been implemented to take care of them. There will be onsite health facilities and schools, including a new job skills school to train workers on how to operate heavy construction machinery. They have also put in place a new electronic technique for tendering contracts aimed at supporting smaller businesses. 540 of 730 contracts have gone to small and medium sized companies. Other public bodies are already adopting this system across London.

#### Legacy Transfer Planning

In the immediate period post-Games, there will be a number of massive developments in the Olympic Park including a target to build 9000 new homes. These developments will take time and one of the challenges will be to keep facilities utilised during the transition period. The solution lies in using the spirit of London 2012 to find new platforms for temporary uses such as festivals and events until the build-out is complete.

The 2012 Olympic Games allow for a rethink of differently about what the future holds for a site of this scale. It provides us the opportunity to step back from our everyday thoughts on regeneration and think about ambitions that start to challenge the status quo and raise the bar in terms of what we can achieve.

*“Stitch together East London, joining up the communities on either side of the Olympic Park. London 2012 aims to add infrastructure and activities to make it a vibrant place for people to live.”*

### SUMMARY OF PANEL DISCUSSION

Discussion panel participants were asked to discuss on the topic of urban sustainability and how their cities' were approaching the challenge, what new practices and processes were being put in place and the importance that their city places on the topic. Several questions were raised by the moderator as well as from the audience.

According to Gilbert Felli, "In the 80's especially, the sport facilities for Winter Games have been at the focus of such criticism. I admit that at that time we did not understand other aspects of organising the Games besides the sporting aspects. But today I am glad to say that the IOC is at the vanguard of leading sustainable urban development through the Games. Today, we fully understand the risk associated with a lack of vision for the future."

Felli went on to cite examples of visionary sustainability projects undertaken by the organisers of Beijing and London. For example, in London, training the staff who will clean the Olympic Village and provide them with training certificates to assist them in finding jobs after the conclusion of the Games. "We (the Olympic Games) are the only event where a future organiser needs as much understanding of the urban development of city as the sustainability of the project. This has to come out clearly at the bid stage itself," said Felli.

Vice-Mayor Chen Gang, who was responsible for Olympic Venues and related facilities at the Beijing Olympic Games, said that Beijing had a clear idea of where it wanted to build the new facilities and also the purpose behind making them. "The Olympic Park was built in the northern part of the city with a long term vision to create a new centre for Beijing. The old town of Beijing has been expanding at a rapid pace. It was in conflict with Beijing's interest to develop new cities. It was a daunting challenge for the Beijing municipality. We were criticised for building new structures with old. The Olympic Park has created job opportunities which, to an extent, have been successful in attracting people from the old town to the new areas. The impact of the Games has been obvious, our prime objective was to develop the city beyond the old city. I am glad to say that we are on the right track," said Gang.

Gang went on to say that "It was important for us to have a clear vision of how the major facilities will be utilised after the Games. We have a clear cut agenda to keep using the facilities for a multiplicity of functions over the coming years. So those who missed the onsite experience this summer, I am sure even if you come after five years we will be able to offer that experience to you. That is the biggest legacy of the Games to me."

In answer to the question from the moderator "Will the Olympics really help in accelerating urban development?" Mayor Sam Sullivan provided a series of examples of how the Winter Olympics in 2010 have already been a catalyst in putting the wheels of urban development in motion. "The transit line project in Vancouver which had been shelved for four years, has been pushed ahead using the Paralympics. The South East False Creek<sup>1</sup> was talked about for over a decade to be a model of sustainability but only the Olympics forced us to make a decision. The Olympics set an artificial deadline and gives the cities a good tool to negotiate with the government and other stakeholders to push for reform."

Jerome Frost believed that urban development was more of an integration of the development of the city and should also include key elements of social responsibility. "You can make all those physical changes but still not make a difference as long as you don't make some cultural change," he said. "London 2012 is addressing issues like unemployment, education to engage, and having a tangible social legacy of the Games. London is facing the major problem of affordable housing. The work we are doing with local authorities is about meeting and addressing affordable housing needs. 35 per cent of new housing that we built in the Olympic Village will be affordable. Long term programmes that we will deliver at the Olympic sites might unlock opportunities for new housing opportunities outside the Olympic sites."

Replying to a question posed by a delegate from Tokyo about how Olympic cities should tackle the paradox presented by economic progress and environmental concern, the Beijing Vice-Mayor said: "We tried to cut down carbon emission by relocating some industries. Those industries which were not considered fit for Beijing's future developments and were relocated to other parts of our country. Therefore it was important that the host city and other parts work together to deliver the Games."

### PANEL PARTICIPANTS

**Jerome FROST**, Head of Design, ODA

**Carolien GEHRELS**, Deputy Mayor, Amsterdam

**Sam SULLIVAN**, Mayor, Vancouver

**CHEN Gang**, Vice Mayor, Beijing

**Gilbert FELLI**, Olympic Games Executive Director, IOC

<sup>1</sup> The South East False Creek Project will be the biggest sustainable housing community project in North America meeting the LEED sustainable housing certification requirements.

Amsterdam Deputy Mayor Carolien Gehrels answered that organisers are obliged to be innovative. To think beyond the obvious to stay relevant and motivate people to come on board, it is important to educate all stakeholders. Gehrels gave an example of Amsterdam looking to incorporate the cultural aspect of sustainability by bidding to host the prologue of the Giro d'Italia where the cyclists would start on the stage of the Amsterdam concert hall and finish in the Olympic Stadium.

Felli added that the IOC was also in the process of educating the NOCs, the IFs and the IOC members to drive home the advantage of long term vision for urban and environmental sustainability.

### SUMMARY OF KEYNOTE SPEECH

London 2012 is aware that to deliver a successful Olympic Games, it needs to have a very pro-active OCOG (Organising Committee for the Olympic Games) as well as non-OCOG structure. The challenge for London 2012 is to define how the vision is going to be translated into reality and how it will deliver a suitable legacy. It will need to have the right kind of support and relationship between OCOGs as well as public and private sectors. Part of the answer lies in aspiring to inspirational Games. This is at the heart of the Vision of 2012.

London 2012 is a shared vision of the UK Government and of the London OCOG (LOCOG). The ambition is not just the delivery of a magnificent Games but the delivery of a meaningful legacy. For an investment of over 9 billion pounds, the organisation needs to deliver a lasting legacy, both physically and socio-economically.

Challenges that need to be addressed:

- Employment for 70,000 people from the local area,
- Sport participation at least 30 minutes 3 times a week in a bid to develop a healthier population,
- Education opportunity to develop skilled labour and to make small businesses more competitive,
- Inspiring a generation of young people around the world to become involved in sport,
- Regeneration of East London, a unique opportunity to use the power of the Games to accelerate regeneration of a low socio-economic area.

### Social Perspective

For the success of the London Games, it is absolutely vital to reach out and engage the community. As an example, a National Training Academy for Construction has been created to train people that will allow access to important skill funding. Of the 2,700 strong workforce currently working at the Olympic Park, a quarter come from East London. Through its Opportunities Fund, the LDA is investing £11 million over the next three years in 27 community-based projects. The aim is to reach communities with high levels of unemployment and to assist them with skills development and support into work.

It is a priority for London 2012 to find ways to improve employment skills, train people, and use the volunteer programmes and opportunities that come out of these programs. These efforts require active co-operation between private and public sectors. Another London 2012 programme is the National Skills Academy, a 20 million pound investment into a virtual academy designed to train people and drive innovative thinking. London will also focus on the Paralympics to create opportunities for individuals with disabilities.

### Economic Perspective

London 2012 is an opportunity to re-enforce the image of London. The 'London Calling' campaign was launched by the Mayor asking people from all over the world to share ideas on how London should translate the legacy of the Olympic Park and its surrounding area successfully. Businesses will be able to access contracts, support and training to promote growth and leave them better placed to compete globally. Approximately 10,000-15,000 jobs will be created at the Olympic Park post-Games with opportunities also expected to follow in the adjacent developments in East London.

*“The ambition is not just the delivery of a magnificent Games but the delivery of a meaningful legacy.”*

### Engagement

In a bid to engage the youth, a cultural Olympiad has already been launched in London constituting 600 events across the UK. The goal of this event is to inspire people to make life-long changes in their approach to physical activity and sport.

The success of London 2012 will hinge on being not just be a celebration of sport but also on bringing a meaningful legacy to the population of the UK both physically and socio-economically.



Geoff Newton

**SUMMARY OF PANEL DISCUSSION**

Discussion panel participants were asked to discuss on the topic of socio-economic opportunities and how their cities' had tackled the challenges, what solutions were put in place and if any practices were still in place today. Several questions were raised by the moderator as well as from the audience.

One of the biggest challenges facing London 2012 is to address the diversity of 175 nationalities and 300 languages cohabiting in the capital and being made to feel as equals during the biggest celebration London has ever had.

Barry Sanders commented: "The living legacy that comes from the Olympic Games of 1984 is the great social experiment that Los Angeles is. The diversity of people need not be submerged but, rather, we allow them to maintain their distinctness and what we do is seek every opportunity to overlay the things that we have in common. There can be few bigger common goals than the Games themselves."

Harry Hiller suggested that people may be supportive of the broader idea of the Olympics. However, there is always a sense of caution, suspicion as well as opposition. "Being supportive of the idea of the Olympic Games does not mean people are giving their leaders a blank cheque. It is very important that people see Olympic organisers as people with their feet on the ground and above all that they are not trying to pull the wool over taxpayer's eyes. I think a little bit of self-criticism is good; a matter of honesty is good," he added. Hiller went on to suggest that the future organisers of the Games must be prepared to be realistic.

"People respect integrity; they do not want to be viewed as being marshalled for supporting something which they are not totally comfortable with. So continuous flow of information is vital for having all on board," he added.

Citing the example of the Calgary Winter Games he said citizen partnership was the biggest gain from the Games. "What made it possible for the people at the grassroots to become involved in the Olympic Experience? Calgary did not just act as a container for the Olympic caravan. The local people made folk heroes out of losers. Eddie the Eagle<sup>1</sup> made us look at the Olympic Games with a perspective that everyone can play the Games and everyone is a star," he added.

Paolo Bellino said that the biggest surprise of the 2006 Winter Games for him was the turnaround in public perception of the Games. "From 50 per cent approval rating a year before the Games, it touched 100 per cent approval during the Games. Nothing can be a bigger source of strength than the citizens of the city."

Bellino admitted that Torino committed an error of judgment by not realising the temporary nature of the TOROC. "I will say we missed an opportunity there, had the city played a major role in planning the legacy of the Games we would have reaped more benefits. Although Torino Olympic Park is working as a centre to help new generation of athletes who can win medals in 2014 at Sochi."

Jeff Newton stressed the importance of clarity of vision about what needs to be delivered in order to keep people engaged and on board. "You cannot talk only in generality. The difficulty of getting the information right down into the communities should not be underestimated. It is challenging; we have to be innovative."

Gilbert Felli pointed out that the biggest goal for any future organiser should be to get the Games out of the stadium for the benefit of general population. "It is very important to communicate very strongly about what you are doing. The organising committee has to be very open and keep citizens informed. Through the open bid process, the IOC is forcing them to have the support of the public. If an organisation wants to have (the public's) support, then you have to explain what they plan to do and it will be open to the public."

According to Newton "the return should cut across socio-economic legacy along

**PANEL PARTICIPANTS**

**Geoff NEWTON**, DIRECTOR of Olympic Opportunity, ODA, London

**Harry HILLER**, Macro & Urban Sociologist, University of Calgary

**Barry SANDERS**, Chairman, Southern California Committee for the Olympic Games, Los Angeles

**Paolo BELLINO**, Director General, Olympic Park, Torino

**Ana Gabriela GUEVARA**, Director Sports Institute, Mexico City

**Gilbert FELLI**, Olympic Games Executive Director, IOC



*From left to Right: Geoff NEWTON, Gilbert FELLI, Harry HILLER, Barry SANDERS, Ana Gabriela GUEVARA, Paolo BELLINO*

1 Eddie the Eagle was a Ski Jumper of UK nationality that was celebrated during the Calgary games for his lack of success, finishing in last place.

with the physical legacy. We won't succeed but we have to set the bar high." He added that with the amount of investment going into the Games it was the responsibility of the leaders to deliver value for investment as much as possible.

Sanders added that future organisers should be realistic with investments. They call for accountability and credibility of the organising team. "If you tell someone that it is going to cost X and it cost 3 times X, it will certainly not be accepted well. The governments do pitch in on shortfall but it becomes a question of credibility," he concluded.

**COMPLETE SPEECH**

"Distinguished Guests,

Ladies and Gentlemen:

Good Morning!

In this beautiful golden season of autumn, I am very delighted to come to Lausanne for the first summit of the World Union of Olympic Cities and to exchange ideas with all of you on the issues of common interest. I would like to take this opportunity to brief you on the impact of the Beijing Olympics on the development of the host city.



*Chen Gang*

Modern Olympics play a significant role in promoting the development of host cities. Preparing and staging the just concluded summer Olympics represent an important opportunity for Beijing. Over the 7 years of preparations for the Beijing Games, the city has been committed to running a green, high-tech and people's Olympics, facilitating the Games with continuous development and in turn promoting development with the Olympics. As a result, great progress has been made in urban and social development. An increasingly modernised Beijing of long history and rich culture displays a good city image and unique charm .

A number of plans have been devised to preserve Beijing's cultural heritage. Since 2000, close to 6 billion Chinese Yuan (USD1 billion) have been invested in schemes intended to preserve cultural heritage. Significant progress has been made in the repair and renovation of cultural heritage sites. More than 290 renovation projects are under way. The Drum Tower, among a number of cultural relics, was resorted to what they originally were. The Yongding Game of Old City reemerged in the South Axis. The cultural relics located in the Beijing Olympic Park were renovated and preserved, showing the unique charm of the Beijing Olympics to the international guests. In 2007, Hutong (back alleys) and traditional Chinese courtyards in old town were remodelled to make them look like what they did in late Qing Dynasty. This and other projects add glamour to Beijing.

A comprehensive approach has been adopted to tackle the environmental ills in Beijing to create a clean and beautiful city. In the mean time, Beijing was decorated before the Olympiad with an emphasis on the Olympic element. Key parts and streets including the Tian Anmen Square, the Olympic Park, Changan Avenue, the Axis and commercial districts were meticulously decorated with Olympic-themed landscapes to create a passionate, peaceful and friendly atmosphere.

During the 7 years of preparations for the Beijing Games, the city witnessed the leapfrog development of its infrastructure. In the fields of transportation and energy, development is of unprecedented scale. The infrastructure system in Beijing is capable of meeting growing demands.

The transportation in Beijing has been rapidly motorised amid a sustained boom in car consumption. Over the past 8 years, the number of motor vehicles has grown at annual average rate of 11%. An estimate put the number of motor vehicles in Beijing at 3.39 million as of late August, 2008. Under such circumstances, Beijing has adopted an integrated approach to tackle the surface and root traffic problems by working on development as well as management to boost transport infrastructure's capability to absorb ballooning traffic and to improve service provision. Consequently, traffic congestions have been effectively alleviated.

First, transport infrastructure in Beijing has been developed at a faster pace, leading to a more sophisticated network of transport. With 4 new subway lines put into use recently, the metro mileage in Beijing increased from 54 kilometres to 200 kilometres. The total mileage of urban and suburban roads and expressways were drastically increased. Terminal 3 of the Capital Airport, New Beijing South Railway Station and Express Railway Linking Beijing and Tianjin were constructed and put into operation to ensure the city's fast and smooth connection with the outside world.

Second, public transport is prioritised to make the citizens transportation cost cheaper. The non-profit public transport has established a strategic position in Beijing's endeavour to pursue sustainable development. Public transport is given preferential treatment in terms of land use, investment allocation, and distribution of road rights, fiscal resources and taxation. Public transport fare was made affordable while its operational efficiency and service quality has been improved. Passengers opting for public transport accounted for 34.5 % of the total traffic in 2007 as compared to 28 % in 2002, outnumbering private car drivers and passengers combined.

Third, comprehensive measures have been taken to ease urban traffic congestions on the phase basis. From 2004 to 2008, efforts were taken to ease urban traffic congestions over the course of five phases, which resulted in smoother traffic around the city. Vehicles are now running on the streets of Beijing at a 20 % faster speed while consuming 10% less fuel on average.

Power supply was guaranteed during the Beijing Olympics. Meanwhile, the energy structure has been optimised. The 1st phase of Guanting wind power plant was put into use. Solar power is widely used around Beijing. The proportion of quality energy in the overall energy consumption has been further increased. At the Beijing Olympics, the supplies of water, electricity, gas and heat were well organised. Energy of all kinds had sufficient inventories and supply facilities were functional to make sure the needs of the Olympic competitions and the city's everyday operation were met.

Beijing has never wavered in its commitment to a green Olympics and made tremendous rewarding efforts in this regard. The sky is bluer, water cleaner, air more refreshing.

Beijing launched a large scale campaign to tackle air pollution in 1998. Ten years on, Beijing planned and executed more than 200 measures over the course of 14 phases to curb coal-fire pollution, vehicle discharge, dust from roads under construction and industrial pollution. These measures have made a huge difference. The annual average proportion of major pollutants in the atmosphere has been significantly reduced. And the air quality of Beijing has been improved for 9 straight years. The air qualities throughout the Beijing Olympics met the requirements, the best performance at the same period in 10 years. Beijing fulfilled all its bid commitments to air quality for the Olympics.

In recent years, Beijing has closely tied all its efforts to the objective of running a green Olympics and building up an eco-friendly city. Vigorous efforts have been made to green Beijing resulting in an improved eco-system and environment as well as notable changes in the city's appearance. 51.6% of the city had been afforested by 2007 with 43% of the downtown area covered with trees and plants. Per capita space of park and green land amounted to 12.6 square metres. Beijing's bid commitments to greening for the Olympics were fulfilled. In addition, housing compounds were cleaned up, work places greened and beautified. Streets are flanked with trees or plants. Green belts are within the reach of 500 meters for Beijingers. Three layers of forests were planted around the city of Beijing. Nine of tenths of barren mountains and hills were covered with 200,000 hectares of trees.

The living standards and quality of life for Beijingers have been notably improved. Per capita net income of urban and rural citizen in Beijing has increased at an annual average rate of 11.1% and 9.7% respectively. An employment service network covering urban and rural areas of Beijing has been put in place. The urban registered unemployment rate has been kept below 2% for years. There is virtually no household with zero jobs in Beijing. The efforts to deliver social security are picking up steam. The urban and rural citizens of Beijing are now covered with retirement and health care security. Beijing is also making greater efforts to make compulsory education balanced and accessible to all. No school age child is not enrolled in school. Meanwhile, the government is focused on improving the service system and contingency mechanism for public health. Basic health care service has been expanded to almost all urban and rural communities. The overall health conditions of Beijingers have been significantly improved.

Beijing is committed to the value of a people's Olympics with emphasis put on raising the level of civility. The government launched a campaign to encourage citizens to embrace the Olympics with better social manner and positive social trends and to participate in, contribute to and enjoy the Olympics. Consequently, citizens became enthusiastic about the Olympics and their civility was significantly improved, contributing to greater development and prosperity of the socialist culture of China and giving a spiritual boost to the sustainable development of Beijing. In the past seven years, five civility-specific drives have been launched along with three popular events of culture, sport and health care with a view to delivering good social manner, orderly and sound environment as well as quality service. In the meantime, efforts have been taken to present the citizens of Beijing as a untied, friendly and inclusive host of the Olympics. Thanks to the Olympics, good social manner pervades Beijing.

Young people represent the future of China and hope of the Chinese people. Youth causes are an important part of Beijing's modernisation drive. In preparing for the Beijing Games, young people were part of the Olympics by serving and experiencing the Olympics. Youngsters contributed to the realisation of the strategic vision of New Beijing and Great Olympics while receiving the Olympic education. Young people play an increasingly prominent role in promoting the social and economic development of the capital city.

Volunteerism characterised by devotion, care, mutual help and progress is consistent to such traditional virtues Chinese hold as unity, care, giving help with pleasure, sense of justice, respecting the elderly and caring for the young, respecting teachers

and valuing teaching, etc.. We take advantage of hosting the Olympics to aggressively advocate volunteerism. Volunteerism is now considered a lofty cause to which people from all walks of life including youngsters are drawn. Traditional Chinese virtues are carried forward with volunteerism. We selected from the young people in Beijing and trained a team of volunteers for the Olympic competitions in addition to mobilising and organising the populace to work for the Beijing Games as volunteers. At the Beijing Olympics, there were a total of 1.7 million volunteers including 100,000 venue volunteers, 400,000 street volunteers, 1 million part-time volunteers and 200,000 cheerleaders. Volunteers provided service in spectator service, security, awarding ceremony, information, language, emergency and on-site atmosphere at venues.

Volunteers are widely credited for their professional, passionate and well-thought service. IOC President Mr. Roger took note of and gave special thanks to the volunteers for the Beijing Olympics at the opening and closing ceremonies and other important occasions. Volunteers lead a great number of people to pay attention to, support and serve the Olympics. Volunteers move the society and win the understanding and respect from all walks of life with their concrete actions. The smile of the volunteers for the Beijing Olympics is truly the best name card of Beijing.

The Olympic Movement is a precious spiritual treasure ancient Greeks left to the mankind. These days, the Olympic Movement goes beyond sport completion in essence to become a cultural gathering and legacy in civilization for humanity. Prior to the opening of the Beijing Olympics, young people in Beijing were encouraged to be part of volunteerism and taught the Olympics-related knowledge. During the Olympics, 480,000 students from 2,300 schools and universities were organised to watch 323 competitions of 22 sports, cheer athletes and experience the Olympic spirit as on-site spectators. In so doing, students experienced hands-on a high-standard Olympic Games with distinctive features and received the vivid Olympic education.

Distinguished guests, Beijing succeeded in staging a high-standard Olympic Games with distinctive features to fulfil the solemn commitments we had made to the international community and to realise an age-old dream of the Chinese people. Beijing Olympic Games left behind rich tangible and intangible legacy, which we treasure and strive to carry forward. The Beijing Olympics is not the end point of the development of China's capital, but a higher start point from which Beijing will proceed with its modernisation drive. With the goals put forward at the 17th National Congress of the Communist Party of China in mind, we will unswervingly hold high the great banner of the socialism with Chinese characteristics, go ahead with reform and open-up, promote the harmony of society in a bid to build up a prosperous, sound, harmonious and environment-friendly capital city.

Thank you all."

Chen Gang, Vice Mayor of Beijing

11 October 2008

### SUMMARY OF SPEECH

The value of partnership lies at the heart of the Olympic Movement and is vital for the success of the organisation of the Olympic Games as it helps to ensure legacy. It is often assumed that the Organising Committee is solely responsible for the Olympic Games. In fact, a stakeholder partnership with the city and state authorities is critical for planning and ensuring a sustainable legacy of the Olympic Games.

### Change Catalyst

The Olympic Games provide a platform for a city, region and nation to implement a vision, implement changes and ensure legacy. These changes need preparation, flexibility and nurturing. For maximum impact, partners should speak the same language and remain on the same page throughout the 11-year phase, two years in the bid process, seven for organisation and two after the Games.

Governments can also effect change in other parts of the country besides the host city. For the success of the 2008 Summer Games, the positive impact was not just on Beijing but on China as a whole.

The IOC seeks to continually improve its support mechanisms to help cities during the complete Games' organisation process.

**Bidding:** The IOC understands the need to assess each city differently and keep them informed. It divides the bidding process in two phases: the candidature acceptance phase and the bidding phase. During the candidature acceptance phase, the IOC will gauge the intent for a bid to ensure that there is larger plan of development for the city, and not just an idealistic pursuit. Cities at the bidding stage should demonstrate a serious consideration of the investments that go into the organisation of the Games beyond the two-week event.

**Planning:** Continuous interaction between the IOC and the OCOG is vital to ensure both parties maintain a shared vision. The IOC acts as a guardian of the vision of the organising committee and is therefore responsible for guiding the OCOG on internal communications among its partners.

**Compliance Monitoring:** During this phase, the IOC monitors whether the hosts are in compliance with the requirements set out for the organisation of the Games. These rules and guidelines are set out primarily through the host city contract and technical manuals. Ongoing evaluations are crucial.

**Risk Assessment:** To assess risks involved with the preparation, the IOC has evolved a Master Plan which defines what an OCOG needs to do over seven years. It includes a generic Master Plan and a specific Master Plan. Three weeks before the Games, a Games Time Co-ordination Office is established and it decides on the day-to-day operations until the end of the Games.

**Evaluation:** The Olympic Games Knowledge Management programme (OGKM) helps maintain the unique value and success of the Games product and experience through transfer of knowledge and expertise from one edition of the Games to the next. Debriefing sessions are continually held with managers from the OCOGs and future bidding cities as well as representatives from IFs, NOCs and the media.

**OGI:** To measure the impact of the Olympic Games objectively, the IOC has initiated a study using what are called the Olympic Games Impact (OGI) guidelines. OGI is a set of 100+ indicators and a methodology that attempts to measure, over a 12-year period, the impact of the Games through contextual and event data collection and analysis. Key spheres of sustainable development – social, economic and environmental – are broken down into themes such as human development, water, air, tourism, and transport. The IOC uses the information as part of its on-going evaluation and definition processes.

**Legacy guide:** To foster the process of transfer of knowledge, the IOC is creating a legacy guide that will include perspectives from various OCOGs. The guide will highlight the experiences of those who have gone through the organisation process.



Gilbert Felli

*“It is the responsibility of the host city to ensure a lasting legacy of the Games. The legacy must be planned, monitored and nurtured by established organisations.”*

Athens, Greece (Summer Games 1896, 2004)  
Lausanne, Switzerland (Olympic Capital)  
Albertville, France (Winter Games 1992)  
Amsterdam, Netherlands (Summer Games 1928)  
Annecy, France  
Barcelona, Spain (Summer Games 1992)  
Beijing, China (Summer Games 2008)  
Busan, Republic of Korea  
Calgary, Canada (Winter Games 1988)  
Chicago, USA  
Copenhagen, Denmark  
Cortina d'Ampezzo, Italy (Winter Games 1956)  
Denver, USA  
Garmisch-Partenkirchen, Germany (Winter Games 1936)  
Geneva, Switzerland  
Grenoble, France (Winter Games 1968)  
Helsinki, Finland (Summer Games 1952)  
Innsbruck, Austria (Winter Games 1964, 1976)  
Lake Placid, USA (Winter Games 1932, 1980)  
Lillehammer, Norway (Winter Games 1994)  
London, United Kingdom (Summer Games 1908, 1948, 2012)  
Los Angeles, USA (Summer Games 1932, 1984)  
Madrid, Spain  
Mexico City, Mexico (Summer Games 1968)  
Munich, Germany (Summer Games 1972)  
Oslo, Norway (Winter Games 1952)  
Poznań, Poland  
PyeongChang, Republic of Korea  
Qingdao, China (Summer Games Beijing 2008)  
Quebec City, Canada  
Rio de Janeiro, Brazil  
Sarajevo, Bosnia and Herzegovina (Winter Games 1984)  
Singapore (Youth Summer Games 2010)  
Sochi, Russia (Winter Games 2014)  
Squaw Valley, USA (Winter Games 1960)  
St. Louis, USA (Summer Games 1904)  
St. Moritz, Switzerland (Winter Games 1928, 1948)  
Sydney, Australia (Summer Games 2000)  
Tokyo, Japan (Summer Games 1964)  
Torino, Italy (Winter Games 2006)  
Vancouver, Canada (Winter Games 2010)

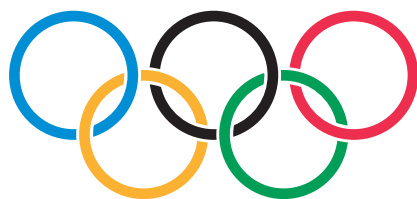


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# World Union of Olympic Cities

## Lausanne Summit 2008

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Organised by:

The City of Lausanne  
Olympic Capital

The City of Athens  
Host of the I and XXVIII Olympiad