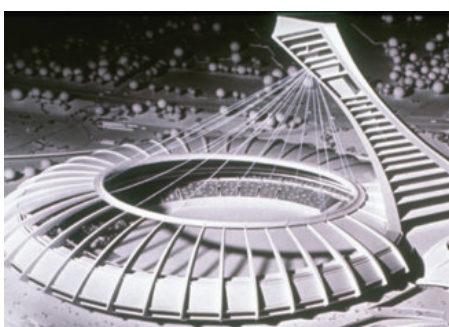
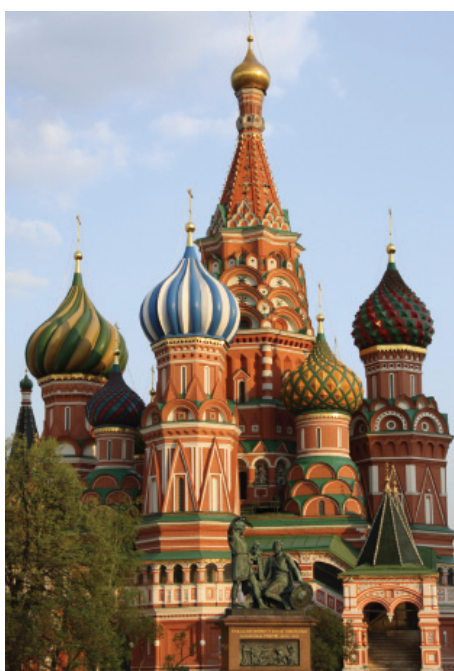
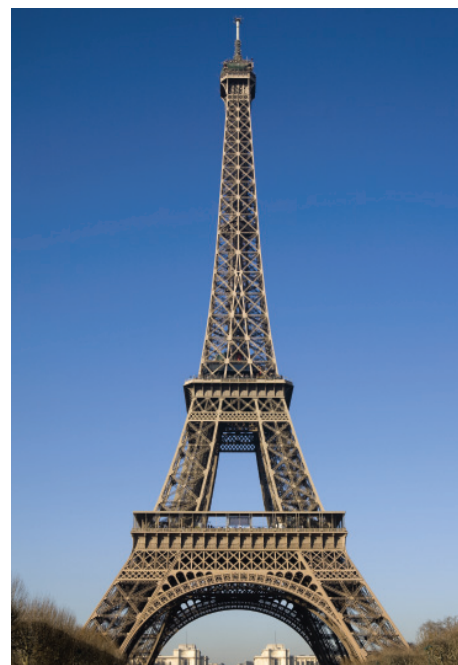


# World Union of Olympic Cities Lausanne Summit 2009

19 - 21 November, Switzerland

## Post-Event Report



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The second annual World Union of Olympic Cities (UMVO) was held in Lausanne, Switzerland, November 19-21, 2009. Organised by the City of Lausanne and the City of Athens, supported by the International Olympic Committee (IOC), and with the International Academy of Sports Science and Technology (AISTS) serving as its academic partner, the three-day conference drew over 30 cities and approximately 150 participants.

UMVO serves as a platform for past, present and hopeful Olympic cities to share and transfer knowledge of the Games, including aspects such as bidding, hosting and legacy building. The 2009 summit particularly emphasised the following aspects: sustainability in regards to the Games as well as the urban development legacy; navigating the transition from host city to Olympic City; the benefits of bidding for an Olympic Games; and, knowledge management, preserving and sharing the knowledge gained from hosting the Olympics.

### **Welcome**

The event commenced with a welcome reception at the Beau Rivage Palace with speeches by Mr. Daniel Bréaz, Mayor of Lausanne, Ms. Sofi Daskalaki-Mytilineou, Deputy Mayor of Athens, Mr. Jean-Claude Mermoud, State Councillor of Economy for the State of Vaud, and Dr. Jacques Rogge, President of the IOC.

### **Opening**

The proceedings held at the Olympic Museum were opened on Friday morning, November 20 by Mr. Urs Lacotte, Director General of the IOC, who highlighted the World Union of Olympic Cities as having the potential to become an effective platform in which cities can access information to aid in the early stages of bid planning, concept and legacy development.

The keynote speech was presented by Mr. Jonathan Edwards, Athlete Representative & Chair of the Athletes' Committee for LOCOG (London 2012 Olympic and Paralympic Summer Games Organising Committee). An Olympic Gold Medalist in the triple jump and a passionate advocate for sustainability, Mr. Edwards introduced sustainability in simple terms relating it to himself as an athlete and how he needed to manage his system - his body - to sustain his career and training schedule. His presentation communicated the life changing effect of the Olympics and accentuated the role of the Olympic Movement and host cities in addressing the urgency of managing the planet's limited resources as one of the greatest challenges facing the world today.

### **Sustainable Urban Development**

Mr. Xia Zhanyi, Vice Mayor of Beijing, shared the lessons Beijing learned to showcase how cities can seize the opportunity to integrate Olympic concepts into the host city's long-term and sustainable development strategies. Speaking from Beijing's experience, he recommended starting early with a comprehensive plan to coordinate and accommodate the relationship between Games preparation and urban development.

Ms. Ann Duffy, Corporate Sustainability Officer for the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), presented VANOC's environmental, economic and social sustainability measures and gave the perspective of an organizing committee, whose goal is to represent their stakeholders and promote a clear vision, which in Vancouver's case is "to build a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability," with a mission "to touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies."

Mr. Geoff Newton, Director of Olympic Opportunity for the London Development Agency focused his presentation on the economic benefits instigated by London 2012 and how the Olympic Games serve as a catalyst not only to change the face of a city, but also the lives and communities within that city. He highlighted and reiterated a common theme, that a massive benefit of hosting the Games is that it accelerates a city's long-term development plans.

The Mayor of Rio, Mr. Eduardo Paes, concluded the presentations on sustainability by highlighting what he believed were a combination of forces that propelled Rio to win the 2016 Summer Games, accentuating the great legacy opportunity for Rio to transform into a fantastic city. He presented Rio's four key priorities which are the transformation of the city, social inclusion, youth and education, and sports, and how the Games will help them to realise these primary concerns.

### **Keeping the Olympic Flame Burning**

Mr. Andrew Altman, the Chief Executive of the Olympic Park Legacy Company, explained the main goal of London's legacy initiatives: how to use the Olympics to accelerate the largest urban transformation in the city's history. He stated that in or-

der to look forward at potential legacy opportunities of the Olympic Games on a city, one must look back at the history of its development. In London's case, the legacy of the Olympics will live on in the sporting venues and educational opportunities, the infrastructure and communities.

Mr. Gilbert Felli, the Olympic Games Executive Director for the IOC spoke on the importance of promoting the Olympic Movement and finding ways to keep the Olympic flame burning and alive. He addressed the importance of being an Olympic City, how the Olympic Movement becomes a part of the city's DNA, as well as the fact that a host city will forever be recognised as carrying Olympic ideals.

A case study on Barcelona was conducted and presented by Professor of Architecture at HEPIA and EPFL, Michael Jakob, in order to shed light on the mission of defining legacy and sustainability in an Olympic City. Professor Jakob concluded that the lesson to be learned from Barcelona was that the Olympic Games can create something completely new, but questioned if we need a city to recreate the memory of the Olympic Games, or be content that the Games were a catalyst for success.

### **Bidding for major events and the Olympic Games**

Ms. Jacqueline Barrett, Head of Bid City Relations for the IOC, presented on the challenges a city should tackle prior to bidding as well as the benefits a city can gain from the bid process, win or lose. She stressed that the biggest challenge for a potential bid city was in identifying their vision, and emphasised that it must be clear, realistic and easily summarised and expressed. Ms. Barrett concluded that the bid itself must be a catalyst for change and leave a positive legacy.

Next, Felipe Goes, Director of Development for the City of Rio, gave the audience insight into Rio's bid strategy and reiterated the need for a city to set a clear message. For Rio, winning the 2016 bid required mastering two things: learning to adapt their story and their approach throughout the campaign as they encountered inevitable problems; and, understanding their electorate and getting to know them very well from the beginning.

### **Knowledge Management**

Mr. Richard Butcher and Dr. Marc-Daniel Gutekunst from the Atlanta Dekalb International Training Center (DITC) shared the successes and challenges from Atlanta's 1996 Games and recommended the need for a Legacy Knowledge Authority, a museum-archive-knowledge centre, in order to retain knowledge from the Olympic Games for the future use of the city and other potential host cities.

An expert on knowledge management, Ms. Sue Halbwirth, Director of KnowledgeScape Pty Ltd, challenged the audience to question their own knowledge gathering paths and techniques in order to look at the various ways in which knowledge can be shared and transferred. She spoke of Australia's efforts in legacy building and knowledge management and cautioned that "knowledge is a resource too valuable to leave to chance. It's not what we know but how we share and use [it]."

Ms. Sofi Daskalaki-Mytilineou, Deputy Mayor of Athens, reminded the audience of the wealth of information available to them through the Olympic Games Knowledge Management programme, the Olympic Games Impact study and the Legacy Guide, and presented how the Games in Athens triggered the transformation of the city within a five-year time frame.

Concluding the session, Mr. Philippe Blanchard, Information Management Director at the IOC, described the role that the IOC has taken to guarantee the availability of information related to the Olympic Movement both internally and externally for use by the Olympic Family. He provided an important differentiation between information and knowledge, and discussed the different dimensions within the life cycle of knowledge management in order to capture, analyse, manage, deliver and evaluate knowledge.

### **Conclusion**

In conclusion, Mr. Philippe Furrer, Head of the Olympic Games Knowledge Management department and representing Mr. Gilbert Felli, gave a wrap-up of the two days. He highlighted that the key messages throughout the conference had been sustainability and legacy but cautioned that there is not one solution which fits all. The IOC is not in a position to teach cities, but wants to stimulate and guide them by providing various resources. Furrer stressed the importance that legacy is about human capital and that the people should be given a voice.

In wrapping up, Mr. Daniel Brélaz, spoke of his vision that in 10 - 15 years the UMVO would become an organisation that could provide its members with interesting, passionate topics while providing a platform to share common experiences. The UMVO should become a global network to promote the Olympic values which exist not only in sport but also in mankind.



*Daniel Brélaz*

**WELCOME SPEECH**

"Ladies and Gentlemen,

Representatives of approximately 35 cities are present today on the eve of the second Lausanne Summit for Olympic Cities.

The cities of Athens and Lausanne cofounded the World Union of Olympic Cities. Last year, during the first Lausanne Summit, the operations and statutes of the Union were presented to you. This year the Union will welcome nearly 20 official members to its General Assembly. From a statutory perspective, this will be the first General Assembly. The Union's Executive Committee will be expanded and within the year all aspects of the Union will be functioning properly.

In light of the recent success of the Union and the high motivation from certain members, we will be able to organise several events per year as of 2011. The Summit for Olympic Cities could be hosted by other cities and alternate events could be developed. For example, we could envision monitoring the development of projects such as the 2016 Olympic Games in Rio de Janeiro.

Thank you for having come in such great numbers. I wish you an excellent second Lausanne Summit for Olympic Cities, which represents the first true General Assembly of our Union."

Daniel Brélaz, Mayor of Lausanne

19 November 2009



*Sophie Daskalaki-Mytilineou*

**WELCOME SPEECH**

"Ladies and gentlemen,

The ideals of the Olympic movement unite our cities and inspire our political resolve for a better world.

The commitment we took last year is to make this Union stronger and at the same time set an example for the whole world to follow.

The ideals we all share should become a code of conduct for the 21st century. They should find their way to the decision making processes of all cities, of all states.

This is because, in times of crisis they inspire hope for all humanity.

We may not be able to do much to tackle the effects of the economic crisis, but we can certainly do plenty for our societies if we remain firm in our commitment to proliferate the ideals of volunteering, of sustainability and of tolerance.

Today, from Lausanne, the Olympic Capital and headquarters of the International Olympic Committee, the City of Athens, the symbolic and historic capital of the World Union of Olympic Cities, we convey the message that with our second meeting we reinforce our commitment to make sure that the Olympic Torch, that is on its way to Vancouver, will not only illuminate the footsteps of international sport for the extent of the Games themselves, but will serve as an eternal beacon which guides the steps of humankind on the paths of peace and collaboration for all time, in a world where the ideals of goodwill and mutual respect will constitute the basis of relations between peoples and countries.

Thank you very much."

Sophie Daskalaki-Mytilineou, Deputy Mayor of Athens

19 November 2009



*Jean-Claude Mermoud*

### **WELCOME SPEECH**

“President of the International Olympic Committee, Mayor of Lausanne, Ladies and Gentlemen, Invited Guests,

In 1915 the Baron, Pierre de Coubertin, chose the city of Lausanne as home to the IOC headquarters; the city authorities and the Canton of Vaud are proud of this recognition. We are also honoured to host the Olympic Museum which in terms of image and enhancement of sporting heritage certainly deserves a visit from you.

The Canton of Vaud has the chance to be the region in the world with the most headquarters of international sport organisations and federations. In fact, we host 23 international sport federations which comprise the majority of the sporting disciplines appearing at the Games. A few examples being: Gymnastics; Cycling; Archery; Table Tennis; Fencing; the Equestrian federation; as well as rowing.

Furthermore, over time we have welcomed 23 international sport organisations including: Naturally, the International Olympic Committee, the Court of Arbitration for Sport, and, the European office of the World Anti-Doping Agency.

The State of Vaud and Lausanne also distinguish themselves by hosting and organising several annual and one-off international sport events. To cite a few: Athlétissima; The Montreux Volleyball Masters; The Lausanne Triathlon; The World Championships of ice-skating, curling, table tennis and disabled cycling; Several Davis Cup tennis matches; and the European Gymnastics Championships. Furthermore, Gymnaestrada and the Orienteering World Championships are on the programme for 2011 and 2012. You can see that the conditions were perfect which led to the first Summit for Olympic Cities in 2008 organised by Athens, the birthplace of the first modern Olympic Games and Lausanne, the Olympic Capital.

The State is happy that this new platform for discussion and the sharing of experiences was set up and that it now showcases as one of the Olympic Capital’s principal events. The main theme which will be followed through the various speeches and discussions of the next two days is that of the Olympic legacy. This is important when integrating sustainable principles in the context of planning and managing venues as well as an urban strategy which is designed when submitting a candidature. The experience of cities that have already hosted the Olympic Games, which will be shared during this Summit, will prove to be invaluable for others with future Olympic ambitions. The themes are current and will address the challenges for the next few decades. We truly wish that this meeting can offer, to future candidates, information, experiences and solutions which can also respond to the continual challenge of improving the organisation of future Olympic Games.

As Gérard de Nerval said: “The experience of each is the treasure of all.”

Thank you for your attention.”

Jean-Claude Mermoud, State Councillor of Economy for the state of Vaud

19 November 2009



*Jacques Rogge*

### **WELCOME SPEECH**

"Ladies and Gentlemen,

Thank you, Mr. Brélaz, Ms. Daskalaki-Mytilineou and Mr. Mermoud, for your warm words of welcome.

I take this opportunity to reiterate the IOC's full support to the World Union of Olympic Cities and to congratulate the organisers for putting together this second summit. This initiative is largely beneficial for all Olympic cities and for the Olympic Movement as a whole.

The Games cannot be organised without the total support and contribution from the city, region and national authorities. The Games must be set in their local context and be an integral part of the long-term and sustainable development of host cities' social, environmental and economic fabric.

This Summit is an important platform and network which facilitates exchange on strategic Games-related matters, especially on legacies and opportunities to keep the flame alight or keep the Olympic spirit alive beyond the 16-day competition. It enables city authorities to better comprehend the Olympic Games' scope, the complexity of the organisation and more importantly the many opportunities provided by the Games for the benefit of the host communities.

This platform will also assist in producing strong future candidates, having legacy targets and peoples' well-being at its core. For this network to play its role and meet its expectations, it must be based on transparency and mutual respect. I therefore invite you over the next two days to share, exchange, suggest and contribute. Contribute to the Games being a catalyst for positive change in all host cities and regions, an inspirational event for youth, and a force for good.

Thank you and I wish you all lots of success at the second edition of the Lausanne summit!"

Jacques Rogge, President of the IOC

19 November 2009

### OPENING SPEECH

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

It is my great pleasure to have the opportunity to welcome you to the 2nd edition of the World Union of Olympic Cities Summit here in Lausanne.

During my opening at the inaugural Summit in October last year, I made reference to the fact that the 2008 Olympic Games in Beijing had ended only a few weeks prior. One year on and I am pleased to announce that in 84 days we will be celebrating the Opening Ceremony of the 2010 Winter Olympic Games in Vancouver. Only six months later in August 2010, we will also welcome the first edition of the Summer Youth Olympic Games that will take place in Singapore.

One year on and the City of Rio de Janeiro has been selected to host the 2016 Summer Olympic Games. I take this opportunity to cordially welcome the distinguished representatives of these four cities who are present amongst us today. This current situation, which is an on-going cycle, clearly illustrates the importance of the World Union of Olympic Cities as an integral platform to facilitate communication and learning between past, current and future Olympic Cities.

In addition to the experience accumulated through the planning and staging of an Olympic Games, past, current and future Host Cities should also give serious consideration to what it means to be an Olympic City and how this status can be put to use for the long-term benefits of its inhabitants, its city image and appeal. Through Olympism, and the catalyst created by the Games, the strong fundamental links between sport, culture and education should be developed and integrated into an Olympic City's strategic future development. "Once an Olympic City, always an Olympic City" .....

All Olympic Cities receive this status however it is how a city makes this come to life, how it is integrated into its social fabric and how it is made accessible that makes Olympic Cities stand apart. The IOC strongly believes that the World Union of Olympic Cities has the possibility to become a highly effective platform that will provide cities with access to information that will enable them to be better informed, and earlier on, in their planning. This will subsequently enable well-informed decisions and stronger concept development, including legacy planning, at the earliest stages of an Olympic bid.

The transparent and timely sharing of information between Olympic Cities is key to maximising opportunities and minimising risk. In addition, early access to high-quality information also allows for more efficient use of public funding for the necessary Games facilities and infrastructure.

This year's program has been compiled with this in mind.

As you are aware, four key themes have been selected for presentation and discussion:

1. The incorporation of sustainability and Olympic legacy into the long-term urban strategy of a Host City;
2. How, and to what extent, the Olympic flame can be kept burning once the Games have concluded;
3. The questions and challenges a city should consider prior to bidding and the benefits that can be gained from the bidding process itself; and
4. Knowledge management – both human capacity and administration

I encourage you all to actively participate in the panel sessions and networking opportunities throughout the next two days; to share your experience and expertise; to ask questions; to query why and to put forward suggestions. It is by doing so that the World Union of Olympic Cities will take form and eventually become an effective and beneficial tool for future Olympic Cities and for the Olympic Movement.

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

20 November 2009



Urs Lacotte

### SUMMARY OF KEYNOTE SPEECH

While he claims to not be an expert on sustainability, Jonathan Edwards, Olympic gold medalist in the triple jump at the 2000 Sydney Olympic Games, is passionate on the subject, especially since becoming a father and looking forward at his children's future. To understand sustainability, Edwards related it to his career as an athlete, when an injury forced him to seriously address how he could manage "this" system, meaning his body, to sustain his career and his training schedule. This analogy rang true as he introduced sustainability as a broad concept, one that is about the overall system.



*Jonathan Edwards*

Edwards recognised that the World Union of Olympic Cities was born from a growing realization that the Olympics touch not only the host city, but the host country as well, and leave important legacies that if well planned can shape the future development of the city. This recognition of the enormous potential and opportunity that hosting a Games can bring, inspires a city's bid to embrace their social, economic and environmental goals. Edwards' objective at the Lausanne Summit was to strongly communicate the life changing effect of the Olympics and to accentuate the role of the Olympic Movement and host cities in addressing the urgency of managing the planet's limited resources as one of the greatest challenges facing the world today.

While the founder of the modern Olympic Movement, Pierre de Coubertin, may not have specifically recognised how closely his goal to create a better future would tie to the goal of sustainability today, but nevertheless, the two are now indelibly linked. Climate change will undoubtedly shape the destiny of all cities and communities across the world and is forcing city planners to revisit old assumptions of how to build and provide for cities of the future.

The modern Olympic Movement drives change. It helped to reintroduce cities, such as Munich and Moscow, back into the international scene, more than any diplomatic efforts had done. It brings people and cultures together, which was seen firsthand during the 2000 Sydney Olympics when North and South Korean athletes marched together under one flag. It has encouraged the acceptance of women in society as the number of female athletes increased from just 19 out of more than 1,000 in Paris in 1900, to 4,000 out of 10,500 in Sydney in 2000, to 43% of the total in Beijing. It helped to conquer Hitler's notion of white supremacy with Jesse Owens' performance at the 1936 Berlin Games. The Paralympic Games have helped to revolutionise the perception of what can be achieved by everyone, both on and off the field. And, today, it is helping to address the importance of acting against climate change and promoting sustainability. The London 2012 Organising Committee fully integrated their vision of sustainability into the bid and subsequently, the planning of the Games. After providing the above examples, Edwards poignantly stated, "The success and far reaching influence of the Games should never be taken for granted or underestimated."

As an athlete, Jonathan Edwards' life was affected by the time and effort people contributed toward his achievements as an athlete. But, he claims, the opportunity to host a Games is so much bigger because it affects millions of lives. "Sustainability ultimately is about people," he states. It is about living and behaving in order to build a better future for our communities, cities, countries and planet. It is having a "profound recognition to balance present needs with those of future generations." London's target toward a One Planet 2012 has been planned and developed on the base of improving the quality of life for its community by using the physical legacies that remain after the Games, such as transportation systems, housing, and commercial facilities. Permanent venues are only being built if there is a proven need for them after the Games. London's Olympic Park has been planned for the benefit of the community in the long term. The catalyst for this regeneration is sport and the Olympics, but the ultimate goal is sustainability.

The Olympic Games cannot cure all social and environmental ills, but they can start to change the landscape and outlook of the community faster than it would have on its own. Edwards' hope is that the London 2012 Olympic Games can "demonstrate the power of the Games to bring the world together through sport to address vital issues and change lives through creating more sustainable ways of living and caring for our cities."

**SPEECH**

“Mr. President, Dear Friends, Ladies and Gentlemen, Good Morning!

A year ago today, Beijing successfully hosted “truly exceptional” Olympic Games and the “greatest” Paralympic Games. In the past eight years, we have witnessed the positive impact of the Olympic Games brought for Beijing. By hosting the Games, Beijing greatly enhanced its economic development and social progress and significantly improved civility for the local residents. It emerged with a brand new outlook and realised a leapfrog advance in its comprehensive strength.



*Xia Zhanyi*

How to seize the opportunity of preparing for the Games, integrate Olympic concepts into the host city’s long-term development strategies and link closely the Games preparation with the promotion of the city’s sustainable development? In this respect, I would like to take this opportunity to share our experiences with the friends from the Olympic cities.

**I. Combining Olympic concepts with Beijing’s urban development strategies to realise mutual coordination and enhancement between Games preparation and urban development**

**(I) Start early with a comprehensive plan to coordinate and accommodate the relationship between Games preparation and urban development**

On July 13, 2001, Beijing won the right to host the 2008 Olympic Games. Beijing must seize the historical opportunity presented by Games preparation for urban development, so as to jump start Beijing into the trajectory of accelerated development centred on the Games preparation.

In August 2001, Beijing initiated the research and compilation work of “Beijing Olympic Action Plan”. With an extensive participation of government agencies and social communities, the Beijing Olympic Action Plan was drafted, refined, finalised and released in six months. This Plan covers urban infrastructure, Olympic venues, environmental protection, transportation, science & technology, culture and sports. It was both an action plan for the Games preparation and a “prospect” for Beijing’s urban building and development.

The objective of this Plan was to speed up Beijing’s social and economic development in an all-round way through unified planning and coordination of the preparation work and urban construction, while delivering on our promise to stage a “high-level Olympic Games with distinguishing features”; to lay a solid foundation for the sustainable development in the Post-Games time and for Olympic Games to leave a legacy that will benefit Beijing in the long run.

**(II) Bridging Games preparation with urban construction under government leadership and with social participation**

Beijing Municipal Government fully participated in the work of BOCOG and worked together with BOCOG to orchestrate and coordinate the preparation work and the accelerated pace of urban construction. Mr. Liu Qi acted as president of BOCOG; the mayor of Beijing served as executive president of BOCOG.

The BOCOG work team was made up of dozens of officials from the departments of Beijing Municipal Government and over a hundred specialists from universities, research institutes and business enterprises. These officials and specialists constituted a key force in preparing for the Olympic Games. All departments of Beijing Municipal Government provided utmost support for the work of BOCOG, while all social circles offered selfless help with great enthusiasm and with a strong sense of responsibility.

During the seven years of preparation, Beijing actively leveraged the wisdom of the government and BOCOG and concentrated all efforts towards tackling the major difficulties encountered in the course of Games preparation and urban construction, and integrated Games preparation and urban construction in a seamless way. The full involvement of government agencies and the extensive participation of all social circles provided more resources and afforded more effective support and more reliable assurance for the Games preparation.

**(III) Guiding Games preparation and urban construction under the concept of “Green Olympics, Hi-tech Olympics and People’s Olympics”**

Based on our in-depth understanding of the Olympic spirit, the needs for hosting the Olympic Games and the long-term strategic goals for urban development, Beijing put forward the concept of “Green Olympics, Hi-tech Olympics and People’s Olympics”.

By vigorously implementing the concept, Beijing not only raised the yardstick of preparation and realised the twin goals of staging a “high-level Olympic Games with distinguishing features” and “Two Games, Equal Splendor”, but also promoted socio-economic development in an all-round way. As a result, the city becomes more beautiful and environmentally friendly; the local residents enjoy more convenient living and Beijing stands out as a more glamorous metropolis.

A United Nations report states that the Olympic Games provides a unique platform for the social progress of the Chinese people, and it will change people’s previous memories of this city and let people remember the enormous changes brought by the Olympic Movement to the city, including improvement in sports, culture, education, public infrastructure and environment.

## **II. Combining Games preparation and urban construction tasks to realise coordinated socioeconomic development**

How to maximise the leverage of the “catalyst” role of the Olympic Games and promote positive change in the host city and bring benefits to the people? Beijing conducted a fruitful exploration in this connection. After seven years of preparation, Beijing saw welcome changes in every facet of urban life; Beijingers truly felt the tangible benefits of hosting the Olympic Games.

**(I) The Olympic Games promoted economic development and industrial upgrade.** Over seven years of Games preparation, Beijing experienced the best and fastest development in history. During this period, the average annual growth rate of Beijing’s GDP exceeded 12%; GDP per capita tripled from US\$3,000 to US\$9,075; fiscal revenue surged 2.4-fold. In the meantime, Beijing accelerated the pace of industrial restructuring and upgrading and eliminated industries with high energy consumption and pollution. High-tech industry and modern service industry garnered rapid development over seven years.

**(II) The Olympic Games promoted environmental improvement and clean urban construction.** Beijing underwent 14 phases of air quality control since 1998. By investing US\$20.5 billion, Beijing significantly improved the atmospheric environment. For eight consecutive years, Beijing significantly reduced motor vehicle emission by imposing stringent control over motor vehicle emission and pollution. As a result, the Beijing Olympic Games won the “United Nations Sport and Environment Award”.

Shougang Group is a large steel maker based in Beijing. It occupies a vital place in Beijing’s economy. To reduce pollution from steel production, Shougang Group has vigorously developed non-steel industries such as electronics, machinery and construction, while moving steel production out of the city proper. By way of technological transformation, Shougang Group has lowered the discharge of various pollutants by 90% and contributed enormously to improving the environmental quality of Beijing. There are many other similar examples.

**(III) The Olympic Games promoted urban infrastructure construction.** During the seven years of preparation, the total length of the urban road in Beijing increased by 49.4%, urban rail lines increased from 4 to 9, thereby forming the world’s largest public transit system in terms of traffic volume. Beijing Capital International Airport has become one of the world’s largest airports in terms of passenger traffic capacity. Over 20 new and renovated Olympic venues provide new places for local residents to participate in sports, fitness, cultural entertainment, tourism and leisure activities.

**(IV) The Olympic Games promoted cultural, education and sports development.** During the past seven years, Beijing’s cultural market enjoyed an unprecedented period of prosperity in which top-notch performance and exhibition added new highlights to city’s life. Local residents demonstrated unprecedented enthusiasm for sport and fitness. Doing exercises, strengthening health and engaging in outdoor recreation have become the new lifestyle of urban residents. Olympic values are incorporated into the primary and secondary education of Beijing. Over seven years, 4 million children in Beijing participated in Olympic education programs. Olympic ideals were popularised and promoted to an unprecedented level, and became a key force inspiring children to grow in a healthy and positive way.

**(V) The Olympic Games enhanced civic quality improvement and social civilization and progress.** Beijing launched the world’s most extensive campaign aimed at improving the cultural and ethical quality of its residents. This campaign sped up the development of volunteer services in China and aroused strong enthusiasm for proactive participation in volunteer services and public welfare activities. Large-scale transformation of urban accessible facilities pushed forward the accessible construction of public facilities and the mission of helping and supporting disabled persons in Beijing. Humanitarianism or

care for disabled persons and support for their causes have become the general consensus of Beijingers, thereby setting an exemplary example for other cities nationwide. The successful hosting of the Games also sparked strong patriotism among the people, strengthened public confidence and pride and became a powerful force encouraging people to create a beautiful future.

### **III. Combining the Olympic legacy with the host city's future long-term development to push forward the comprehensive, healthy and sustainable development of Beijing**

When the Olympic Flame was extinguished at the Bird's Nest a year ago, we had a new dream. That is, to let the Olympic Spirit stay in Beijing forever and let the Olympic legacies benefit the people forever. A year later today, Beijing continues to absorb plentiful nutrients from the Olympic legacies and seamlessly integrate them into its development and construction programs going forward. The Olympic legacies are still playing a positive role in promoting urban progresses.

#### **(I) "Humanistic Beijing, High-Tech Beijing, Green Beijing"-- the strategic option of Beijing's future development**

After the Olympic Games, Beijing put forward the development concept of "Humanistic Beijing, High-Tech Beijing and Green Beijing" and turned it into the long-term strategy for sustainable development of the city. "People Focus, Technological Innovation, Ecological Civilization" will be the direction of long-term development in Beijing. Over 4,000 new regulations and standards conducted during the Games time have become the long-term mechanism governing the urban operation and management of Beijing. The Olympic talents have gone back to their original posts for socio-economic development in Beijing and will play a huge role in improving Beijing's urban management in the future.

#### **(II) Striving to build the recycling economy and an environmentally friendly city by enhancing environmental improvement and ecological construction**

After the Games, Beijing has implemented air pollution control measures in the fifteen phases pursuant to more rigorous standards. The air quality continues to improve. Motor vehicle pollution control is still in place. In the future, it will further boost hybrid car and electric car development. Beijing will continue to expand the public transport system and guide residents to travel in a "green" way. In the future, Beijing will vigorously develop renewable energy and new material industries and strive to construct a recycling economy and build an environmentally friendly resource-saving city with a rational industrial structure.

#### **(III) Continuing to improve urban infrastructure construction and provide maximum convenience for local residents**

The urban infrastructure built for the Olympic Games is now playing an important role in Beijing's urban life. Beijing Capital International Airport registered strong passenger traffic growth in the first half of this year, up 18.17% from the same period last year. The temporary bus routes set up during the Games time are converted into permanent bus lines. The four rail lines built for the Games have a passenger carrying capacity of 3.2 million person times a day. Another new metro line was opened to service this year. At present, Beijing has 13 metro lines (with a total length of 200 kilometres) under construction. In 2015, Beijing will have 22 rail lines with a total length of 561 kilometres.

#### **(IV) Continuing to push forward sport and cultural development and turn Beijing into an international sports culture centre**

At present, Beijing's Olympic venues have become the places for residents to do exercises and outdoor recreation, and for Chinese and foreign tourists to visit. All these venues are managed, operated and utilised by designated personnel.

The Olympic Green is becoming an integrated multi-functional service area integrating sports, culture, education, tourism, recreation and leisure as well as conference and exhibition. During the past year, it has hosted multiple large cultural activities and sports events. "Bird's Nest" and "Water Cube" have to date generated US\$75 million in operating revenue. Olympic venues built in university campuses, urban communities and outskirts have become the places where university students and local residents take part in exercises, outdoor activities and even shopping.

In the future, Beijing is dedicated to vigorously developing the emerging industry clusters and integrated industry chain of sports and culture, tourism, entertainment and media, and turning Beijing into one of the world's most important sports and cultural cities.

#### **(V) Continuing to advocate the humanistic spirit of volunteer service and care for disabled persons**

After the Games, Beijing has retained the 1.7 million volunteers and 500 volunteer service stations established during the Games time, formulated a volunteer service promotion plan under which 20% of Beijing residents will frequently participate in volunteer services by 2013, and there will be no less than 2 million volunteers by that time.

**(VI) Setting up a dedicated agency responsible for inheriting and utilizing Olympic legacies**

In August this year, Beijing set up the "Beijing Olympic City Development Association". Mr. Liu Qi serves as chairman of the association; Mr. Guo Jinlong, Mayor of Beijing, serves as executive chairman of the association. The association is responsible for further integrating and utilizing the legacies of the Beijing Olympic Games, and continuing to push forward the development of Beijing.

Mr. President and Dear Friends,

The Olympic Games has left a permanent branding to Beijing, that is --Olympics. Today, Beijing is integrating the Olympic legacies and concepts into our urban development process so that they can continue to produce a positive impact in the long run and continue to bring benefits to the city and to the people. We hope that the Beijing 2008 Olympic Games will become a permanent driving force behind the long-term development of our city and extend its ramifications far beyond the Games itself, and truly become a logo for Beijing and even China to realise sustainable development and to advance towards an era of modernization.

Beijing is more than willing to maintain and strengthen contact with the World Union of Olympic Cities and all the Olympic host cities, and work together to promote fruitful exchange and cooperation.

Thank you!"

Xia Zhanyi, Vice Mayor of Beijing

20 November 2009

**SUMMARY OF PRESENTATION**

Ann Duffy, Corporate Sustainability Officer for the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) shared Vancouver’s story from the perspective of an organizing committee and provided highlights around the ‘Power of a Compelling Vision.’ According to Ms. Duffy, “sustainability is both a conversation and an application,” and an interesting process to be involved in as each Olympic City determines the appropriate approach to fit their needs.



*Ann Duffy*

For Vancouver, building and subsequently winning the bid was the result of a “thousand conversations.” As they established their own definition for sustainability, they were inspired to think about the long term legacy of the Games. For VANOC, sustainability means “managing the social, economic and environmental impacts and opportunities of our Games to produce lasting benefits, locally and globally.”

As an organising committee is ultimately the sum of its parts, VANOC represents its stakeholders including: four host First Nations, governments, communities, sponsors, NGOs, and athletes. Their vision is “to build a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability,” with a mission “to touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies.”

VANOC reviews their sustainability performance objectives annually to promote public accountability. Objectives fall under areas of interest such as: Environmental Stewardship and Impact Reduction, Social Inclusion and Responsibility, Aboriginal Participation and Collaboration, Economic Benefits from Sustainability, and Sport for Sustainable Living.

Ms. Duffy highlighted Vancouver’s efforts to create sustainable venues in order to provide legacies for host communities, barrier-free facilities, and local benefits. New for Vancouver, they will be applying green building guidelines at a Silver Rating level for their nine new venues. For these efforts, Vancouver has won an award from the Globe Foundation and the World Green Building Council for a project (2010 Games) with low footprint features.

VANOC has also established a ‘Sustainability Star’ recognition program, used to raise the profile of practical sustainable solutions. Their unique Richmond Olympic Oval has received this star because of their environmental efforts which include rainwater capture from the roof to supplement low flow toilets and irrigation, and 1.1 million board feet of pine beetle affected wood used to build its two hectare large roof. Other sustainable efforts throughout Games’ venues include decreasing the size of the Whistler Olympic Park by 30% to avoid impacting surrounding land; using green building design protocols to construct the two Olympic/Paralympic Villages in Vancouver and Whistler, which will also provide 1,250 worker or social housing units after the Games; and at Whistler Creekside, VANOC worked with the International Ski Federation (FIS) to build just one finish corral for all Alpine ski events in order to protect the river adjacent to the course, thereby saving a significant species, a three centimetre long tailed frog.

In relation to venues, Ms. Duffy recognised that while it is “one thing to build them, it’s another thing to maintain them.” To account for this issue, VANOC applied triple bottom line principles, environmental, social and economic, to venue operating guidelines to be left as a legacy for those that inherit these assets, post Games.

VANOC’s social and economic initiatives include the creation of a 30 week training program for out of work individuals to get their Level 1 carpentry apprenticeship certification; an asset dispersion program where they will sell materials after the Games or donate them to community driven groups; a sustainable sourcing program called Buy Smart which awarded the Victory bouquet contract to a social enterprise run by women from challenging backgrounds; and, aboriginal participation and partnership with First Nations, which includes a youth athlete program and a merchandising plan for artwork created by First Nations.

A Sustainable Sport Event includes several attributes. It is accessible, inclusive, safe and secure; it minimises negative environmental impacts and maximises environmental benefits; it requires responsible sourcing and ethical business practices; it provides an excellent customer/client experience, inspiring the hearts of those involved; it encourages healthy living choices; and, it leaves a positive legacy. In partnership with The International Academy of Sport in Lausanne, Switzerland, VANOC created the Sustainable Sport and Event Toolkit (SSET) which provides sport event organisers and organisations with a set of guidelines to follow during their sustainability planning.

While only 1% of Vancouver's total footprint, Vancouver's Torch Relay has become a media darling as the first carbon neutral relay, a strong testament to communicating one's sustainable successes. The circuit travels through 1,037 communities and the route assures that 90% of Canada's population is within a one hour drive from a leg of the relay. The material used to create the torch is 100% recyclable and with aboriginal design and work, the construction of the torch was socially inclusive.

Vancouver's legacy goal is split into three types. The first is in regards to new physical infrastructure, and that it can be used by communities in the future. The second is influencing new approaches and ways in which to work together, which will serve as a model for future organisations. The third is to inspire all those touched by the Games, to make sustainability a part of their everyday lives.

Vancouver and Offsetters, the official sponsor to help offset Games' emissions, initiated Project Blue Sky, a viral communications effort led by Canadian athletes to encourage the non-traditional modes of transportation, such as biking, walking, or utilizing public transportation. Participants clock kilometres travelled with an overall goal to reach 1 billion kilometres by Games time. Vancouver's Mayor, Gregor Robertson, sent this message to the delegation:

"As the Mayor of the official Host City of the 2010 Games and on behalf of all the 2010 venue city Mayors, I would like to invite all of you to join with us in supporting Project Blue Sky. Help us reach our goal of logging 1 billion kilometres worth of carbon reducing activity by the end of the 2010 Games."

"We know the Games can inspire people – at home and around the world. Project Blue Sky is a great way to raise awareness about climate change among our citizens - and it's an opportunity for people to do their part and be counted in Vancouver's 2010 Sustainable Games and beyond."

Vancouver is proving that legacies with sustainable benefits are possible by having "a compelling vision; an invitation to engage face-to-face and on-line; the ability to track progress and adapt; the opportunity to collaborate; the opportunity to recognise innovation and celebrate contributions by the many who helped bring it to fruition."

### SUMMARY OF PRESENTATION

London Development Agency is one of nine regional development agencies to transform England through sustainable economic development. Geoff Newton, their Director of Olympic Opportunity, focused on the economic benefits instigated by London 2012 and opened with a quote from the Mayor of London, "The Games provide a unique opportunity to transform East London. Massive new investment and infrastructure will create local jobs, improve skills and help to get thousands of people into work."



Geoff Newton

Hosting an Olympic Games serves as a catalyst to not only change the face of a city, but also the lives and communities within that city. The London 2012 Games are working to guarantee this by "ensuring communities benefit from new jobs, business and volunteering opportunities; increasing opportunities for people to participate in sport; showcasing London and the United Kingdom (UK) as diverse, creative and welcoming; transforming the heart of East London; delivering a sustainable Games and developing sustainable communities."

A massive benefit of hosting an Olympic Games is that it accelerates the regeneration of an area, exactly what London 2012 is doing for East London. Mr. Newton introduced the physical and socio-economic challenges facing East London, prior to Games related development, from its low employment rate at 61%, compared to a national average of 74%; its high levels of poverty and business failures; and, its poorer health, with this community posting the lowest levels of sports participation. Studies show that life expectancy in London's surrounding boroughs decreases by one year for every tube stop east from Westminster that one lives.

Once London won the bid, as is likely for most cities, the sense of opportunity and responsibility for producing a lasting legacy for the community, really begins to sink in. Projected employment opportunities for the London 2012 Games include: 30,000 construction workers, 4,000 paid staff, 100,000 contractors, 70,000 volunteers, 7,000 temporary jobs due to indirect benefits, and potentially 10,000 continuing jobs in sustainability, upholding the Olympic Park legacy. Over the last two years, approximately 12,000 previously unemployed workers have been placed in some type of work.

The London Development Agency is providing employment advice, mentoring and training throughout the five host boroughs surrounding the Olympic site. To date, one in five workers are local and there are 4,600 local training courses that not only benefit people directly related to the Games, but help them obtain other jobs. An education initiative for women in construction has helped to employ 300 women in construction at the Olympic Park, securing women as 6% of that workforce, compared to an industry average of 1%. In addition, their 'Personal Best Volunteer Programme' has engaged over 8,000 people, targeting disadvantaged communities in London and throughout the UK, helping to build self esteem and confidence through volunteering. Through the 'London Employer Accord,' businesses are being supported to help them become more competitive. "We're skilling up businesses just like we're skilling up people," stated Newton.

Also a goal during the Olympic Games preparation is to highlight the legacy of sport amongst London's communities. The idea is to get people into jobs associated with sport, but also to get people playing. Play Sport London promotes more than 30 sports within the 32 surrounding boroughs and coaches approximately 50,000 individuals per year in new sports, 11% of whom were previously inactive. An additional £4 Million is planned to be invested over the next 2.5 years in sports based interventions.

An opportunity of the Games is to showcase London, telling its story before the Games and after. There is a long journey to go before London 2012, with many opportunities leading up to the Games including employment and cultural offerings. The goal and legacy of the Games will be to continue these opportunities long after the Games are completed. London's vision is that "within 20 years the residents (that surround the Olympic Park) who will host the world's biggest event will enjoy the same social and economic chances as their neighbours across London."

**SUMMARY OF PRESENTATION**

Much more relaxed on this trip to Lausanne after winning the bid to host the 2016 Olympic Games, Rio’s Mayor Eduardo Paes has his plate full with planning for the Games. He believes that a combination of forces helped Rio to win including Rio’s successful hosting of the Pan-American Games, their youth initiatives, and the glaring fact that South America has never hosted a Games. Above all, though, Mr. Paes believes was the fact that Chicago, Madrid and Tokyo were already fantastic cities. The great legacy opportunity of the Olympics would propel Rio to become a fantastic city too.



*Eduardo Paes*

Rio is passionate about the opportunity of transforming through sport and sustainable legacy. Their four key priorities are the transformation of the city, social inclusion, youth and education, and sports. In the eyes of Rio, “the Games should serve the city.” Rio’s municipality plans to:

- Take advantage of the Olympic Games in order to enable strategic projects for the city
- Define and execute strategic projects of urban infrastructure, environmental sustainability and social development
- Maintain permanent dialogue with external stake holders (Federal and State Government, Public Olympic Authority, Organizing Committee and Brazilian Olympic Committee)
- Promote the city and attract new investments
- Demonstrate transparency in relationship to expenditures and actions related to the preparation of the Games
- Communicate clearly to the population the benefits of the Olympics Games

The three main roles will be in the areas of Urban Renewal, the Environment, and Housing and Social Development. Under urban renewal, the plan calls for revitalizing degraded urban areas in the regions surrounding the Olympic venues, amplifying public transport, and integrating the four city clusters. Environmental initiatives include consolidating the largest urban forest in the world by planting 24 million trees, consequently improving the air quality, reworking the sewage sanitation system, and improving the quality and health of the main lake systems in the city. Efforts in housing and social development will be to construct more than 60,000 homes by 2016, promote social integration through sports in at risk populations, and enhance education and youth programmes.

Plans specifically focus on four distinct areas of the city. The renovation of Porto Maravilha has accelerated quickly since Rio won the bid. Investments will total \$1.7 billion to revitalise the entire port region to create a new centre for tourism and headquarters for industry. The Transcarioca region has already seen an influx of \$600 million to construct an expressway connecting the different zones of the city with four express lanes, a Bus Rapid Transit (BRT) corridor, and complete integration with 37 lines of metro and train systems, and 57 kilometres of bike lanes. \$15 million is being invested into Rio Capital Verde to include reforestation of 2,800 acres of forest and integration of the two largest green areas of the city to improve air quality, and therefore, quality of life. The environmental degradation of the Jacarepagua Lakes will be tackled with an investment of \$400 million to clean up the lakes, eliminate flood areas, recuperate vegetation through reforestation, and create greater water circulation. \$150 million is being invested into the sanitation of the west zone focusing on improving the water quality of the rivers and bays, improving sewage treatment, and building roads. Targeting 30,000 youth age 6-16, \$8 million/year will help to promote sports in 600 areas of the city and \$10 million/year will go toward English language courses in public schools, reaching more than 700,000 students.

Mr. Paes closed in saying “Our belief and our amendment is that the Games are a great opportunity for change in our city. We are sure we’ll deliver a fantastic Games, but we want to use it to change the image of the city and to change people’s lives.”

**SUMMARY OF QUESTIONS & DISCUSSION**

Addressing the cities at the summit, Mr. Felli emphasised the importance of cities to participate to keep the Olympic flame alive, which is a key issue at the IOC.

Mr. Sheppard: It seems that the IOC had a vision that sustainability was going to be at the core of the Olympic Games in the future. Is it true that the focus seems to have changed for host cities? That the IOC expects everyone to deliver a good Games for the athletes, but everything else is far more important now? Was that the plan all along?

Mr. Felli: In life, you cannot always say something was a plan. There is sometimes vision and sometimes necessity. A city can no longer afford to just organise a sport event. A city could not be ready to go forward with the cost and burden of hosting a Games if they didn't have a vision of what they wanted to do. The IOC recognises this and now asks first: Why do you want the Games? What is your vision? What are your objectives?

Mr. Sheppard to Mr. Paes: How has the awarding of the Games helped you as a Mayor, to accelerate what you want to achieve for a city?

Mr. Paes: It's amazing. Even being a bid city already meant that a lot of things were happening and there was an acceleration of efforts in the city. The Transcarioca development was a dream in Rio for about the last 20 years. Since Rio won the Olympics, the government has given money for the project and now, it's happening.

Martin Muller – University of St. Gallen

Knowledge transfer between host cities of Mega Events – what degree has there already been knowledge transfer?

Ms. Duffy – A monthly call and bilateral relationship has developed from the beginning between Vancouver, as the first city to plan a sustainable Games, and London. Why? Because you can't add something late to the cycle – it must be established early in the project. Ms. Duffy is also heading to Moscow to discuss the unique opportunities for Sochi. Each country and city is different, but there are many transferable principles that can be discussed.

Mr. Newton: Quite a few of London's ideas were products of other Games. For example, they have worked closely with Vancouver's 2010 Legacies Now. There is no need to reinvent the wheel; just build on the experience to date and think about how you adapt to your local environment. There will clearly be new opportunities and priorities, but it connects strongly with the past.

Mr. Felli: While cities have always talked together, the IOC implemented an internal Transfer of Knowledge system in 1997. Now this has expanded to include the transfer of knowledge for what cities do after the events, their legacies – to use the Olympic Games Impact studies to push cities to say where they were when they started and where they will be 10 years after the Games.

Michelle LeMetre – IOC – question for Geoff Newton.

How did you go about understanding the size and scale of London's opportunity to be able to maximise its legacy?

Mr. Newton: London worked with the Olympic Delivery Authority who is responsible for building and constructing the facilities in the Olympic Park. They asked them to use their expertise to quantify what they needed, i.e. how many people, what skills, etc., so that the London Development Agency could prepare and train people to be able to access those jobs. They did the same for Games time, in order to determine how many chefs, cleaners, etc. so they could get ahead and start planning and training.

Mr. Sheppard: How will you know if you've been as successful as you set out to be?

Ms. Duffy replied that in a way, they know already through their performance reporting, which has been in effect since 2006.

**PANEL PARTICIPANTS**

**Ann Duffy**, Corporate Sustainability Officer, VANOC

**Geoff Newton**, Director of Olympic Opportunity, London Development Agency

**Eduardo Paes**, Mayor, Rio de Janeiro

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



From left to Right: Gilbert Felli, Geoff Newton, Ann Duffy

After they produce the annual reports, they use stakeholder engagement to get feedback and continue an ongoing validation throughout the process. In many cases, such as with venues, they already have a sense of achieving what they set out to do in the bid phase.

Mr. Newton stated that for London, everything will be evaluated at different levels. At the end of the day, for those things that are less tangible, they have targets and should be able to evaluate what they are doing which will then get captured by the knowledge transfer process.

**SUMMARY OF PRESENTATION**

In order to look forward at potential legacy opportunities of the Olympic Games on a city, one must look back at the history of its development. Andrew Altman, the newly hired Chief Executive of the Olympic Park Legacy Company, explained the main goal of London's legacy initiatives, how to use the Olympics to accelerate the largest urban transformation in the city's history. Winning the Olympic Bid represented one of those "great moments in the history of cities where you have the confluence of political will, capital investment and a spirit within the community that come together to create transformational moments." The goal of the Olympic Park Legacy Company is to build the legacy of the Games, today.


*Andrew Altman*

After looking back at the historical development of the city, from Regent Street to London's South Bank, planners looked east for the 21st century opportunity, to ably capture the anticipated population growth. East London was always seen as the next area to grow and revitalise, but it needed a catalyst. The Olympics provided that vehicle, and consequently the Olympic Park in East London will create a new metropolitan core for the city. Because this area was one of the poorest of London, and of England, the challenge from the beginning was how to use the Olympics as a way to address this divide and create a successful regeneration by combining economic, physical, social, and political factors. The Mayor of Newham, Sir Robin Wales, stated in 2006, "The real challenge of the Olympics is to harness the Games as a means of reducing deprivation in our community. The Games offer an exceptional opportunity to dramatically change our society."

The Olympics provide the opportunity to bring together diverse communities of five different boroughs and the opportunity to address economic circumstances of these residents. Without the prospect of the Games, it would have taken decades to get control of this entire 600 hectares of land to renew East London. To overcome the physical challenges of the site, planners looked at best practices from the Munich Games to understand their operations of a park post- Games, and at Barcelona in terms of their building strategy for a large city, using this knowledge in London's development plans. There are three phases to London's planning process for the 2012 Olympic Games, requiring three distinct plans. First there is the planning, preparation and promotion of the event up until 2012. From 2012-2014 is the transformation of the Park beginning the day the Games are over; from dismantling temporary structures to expanding what will remain in its post-Games vision. From 2014-2019 the focus will be on the legacy and maintaining the momentum, excitement and aura of the Olympics while establishing neighbourhoods and new businesses.

Mr. Altman proceeded to present current projects that are in progress, part of the £9 Billion committed to the transformation, stressing the fact that there is "nothing like a deadline to motivate action." One such project is development of the largest urban shopping centre in Europe, 1.9 million square feet of retail and leisure space. The mall's development was confirmed because of the promise of the Olympics, which gives value to the investment and assurance for the future of the area. Massive investment is also going into long-term improvements to public transport connections to the Olympic Park. What is already being put in place is the infrastructure for the community: schools, parks, sports complexes, bridges, etc. Each venue is considered today, in how it will exist post Games. For example, the Olympic village will be the first neighbourhood, with 2800 units of housing post Games, half of which will be affordable housing.

In answer to the typical question of what will happen with the legacy of London, Mr. Altman clarifies, "Legacy is being delivered, it's not something we're waiting for."

The third stage, the Legacy Master Plan Framework considers how the site will become a part of the city and how the neighbourhoods will grow, while keeping the sporting legacy at the centre of this new community. The planning is not to create separate islands of venues, but to create an integrated, unified site. In doing so, more than 30 bridges are being built to connect each of the venues and areas during the Games and beyond. Key elements of the Master Plan include 10,000 new homes, 102 hectares of new parkland, 117,000 square metres of commercial space, one secondary school, three primary schools, two walk-in medical centres, and one primary care facility.

The future vision for the Olympic Park includes making it a must-see destination for all visitors and residents of London. The legacy of the Olympics will live on in the sporting venues and educational opportunities, the infrastructure and communities. Sport will be the "DNA" of what this park is about.

In closing, Mr. Altman stated, "Our vision is to create a new, prosperous and sustainable community for London which celebrates its Olympic legacy."

### **SUMMARY OF PRESENTATION**

Mr. Gilbert Felli spoke on behalf of the International Olympic Committee on the importance of promoting the Olympic Movement and finding ways to keep the Olympic flame burning and alive. The IOC aims to be more proactive in getting cities to think about how hosting the Games can affect their future.

Today there are 46 Olympic Cities since the first Olympics was held in 1896. Beyond the fact that it once hosted a Games, an Olympic city is one that has benefited from the Games and new infrastructure because of them. It is a city that guards the Olympic image and ideals, carries the Olympic memory, and instills these values in their youth through education. During the seven years leading up to and including the Games, an Olympic City carries external recognition and inspires others to host an Olympics in the future.

Why is an Olympic City important? Once an Olympic City, always an Olympic City. The Olympic Movement becomes a part of the city's DNA, and it will forever be recognised as carrying Olympic ideals. The Olympics provide a great return on investment for cities with planned urban development, increased tourism, and employment opportunities. Beijing's Birds Nest was criticised for the lack of need for it after the Games, but it has now become a landmark to be seen in the city. Similar to the Eiffel Tower, it serves as a cultural icon. Hosting an Olympics also provides a community and a nation with a great source of pride and allows them to serve as a role model for other cities. Similar to the way an athlete serves as a role model to aspiring athletes, an Olympic City should inspire future Olympic Cities.

The transfer of knowledge helps to maintain the Olympic ideals and movement from host city to host city. The knowledge transferred should help potential host cities understand what has been done in the past, the opportunities and challenges that were faced, and what kind of legacies remain, for them to determine what might work best for their city and their culture when establishing their own plan. The knowledge transfer process is important for all stakeholders, the IOC, IFs, sponsors, broadcasters, etc., because it will help a city to gain support in the future.

The IOC's objective is to provide a knowledge transfer template to assist future Olympic Cities to demonstrate their planned legacy for the city, which should be different for each area. The IOC is interested in learning about the planned infrastructure, social, and sustainable efforts made by an Olympic City. Have Olympic references and ideals been woven into the city fabric? What is being done to recognise athletes and volunteers? Does the public have access to Olympic memorabilia and commemorative events? In the bidding stage, cities should already be addressing social policies, tourism strategies, future sport events bidding, i.e. World Championships, educational programmes, and infrastructure legacies.

In regards to knowledge transfer, the IOC will try to build up a database with the Olympic Cities to provide for future cities, because ultimately the legacy of the Games is the key to success and if a host city succeeds in their legacy, the success of the Olympic Games will be recognised in the long term.



*Gilbert Felli*

### SUMMARY OF PRESENTATION

Professor of Architecture, Michael Jakob, analysed Barcelona as a case study on the legacy of an Olympic City in order to shed light on the complicated mission of defining true legacy and sustainability. The concept of legacy is very new and not necessarily natural for architects, planners and engineers who traditionally move on to the next job, the day one is finished. Today the emphasis is on the future: how to plan for and build sustainable legacies.

Prof. Jakob described the questions addressed in the case study. Does the Olympic Spirit survive in former Olympic Cities? Can we tell that they are still Olympic or are they something different? What does it mean that a city was Olympic – can we quantify it? Are there norms available after a century's worth of Games to recognise positive ways to create a legacy? The goal of this case study was not to be subjective, but to look for real signs and traces of legacy in the city to see if the Olympic spirit and ideals were still present since the Barcelona Olympic Games in 1992. The first step is in the name. Does Barcelona define itself as an Olympic City in the public eye? Are there living traces upon stadiums, infrastructure, and street names, or has the Olympic name disappeared? A name triggers the memory. What Olympic memories remain years after an event? Urban landscapes last for decades, so their transformation must be carefully planned. Professors, institutes, political parties, and governments will all disappear, but the landscape will last. What must be considered is how will the Olympic Games change a space? According to Prof. Jakob, this is the backbone of legacy planning: constructing, building and planning the strategic direction of the Olympic legacy. There are no simple solutions to these questions.



Michael Jakob

In Barcelona, the area that was the Olympic Village is still called by the same name, but the problem now is that it looks like many other places. One must search for names and traces in order to see something Olympic. One specific sign has vegetation now growing over it which could be seen as a metaphor – “slowly the Olympic presence is overgrown and starts to transform itself into something different.” There is no specific design in Barcelona keeping alive the signs of its past. The existence of the Olympic Stadium allows visitors to sense the history of the Games upon entering, but even here there are signs of wear. Around the city as well, there are places where the name “Olympic” is not well kept, utilised or maintained. Should this be a concern or should it be accepted that those in charge of the Olympic legacy cannot be responsible for everything? Should there be uniform graphic design throughout the city? Would it be better or should we live with different variations in terms of graphics? Should the use of the word Olympic be based upon permission only? These are questions to address in the planning stages.

Barcelona built a new, beautiful, fully functioning Olympic Museum outside of the city centre. Its location is relatively visible but one must be specifically looking for it, however it is a state of the art museum giving visitors a place to come and relive the Olympic Games. Jakob's study concluded that Barcelona does not want to appear as an Olympic City and that reference to its Olympic Games has slowly disappeared. The Barcelona tourism office does not have much information on its Olympic history, likely because the city itself has a lot to showcase without highlighting the Olympic Games. This brings up the question of whether Olympic Cities should name themselves as such, or if the Games should just be a part of their history.

The Olympic Memory is very complex. Jakob looked for four principal forms of the Olympic Memory: Archives, Museums, Events, and Educational programmes. They found the archives to be excellently organised and well kept, and a source for many researchers. Archives are very important and in Barcelona they work extremely well. Museums are one of the central places to promote the Olympic memory, which has been a success in Barcelona as well. The museum is utilised as a venue for seminars, and school classes. Pedagogical programmes are absolutely essential and one of the best ways to promote the Olympic memory. A functioning part of Barcelona's system, the museum and schools hosted Olympic Wednesday, where school classes came to the museum to relive the Games. Simple traces of the Olympics are fine ways to jog the memory, such as athlete footprints in the sidewalks. There isn't always a need for big monuments to keep the memory alive, small signs can work just as well. Hosting events after a Games which commemorates the Games also provide active memories.

Barcelona was completely transformed by the Olympic Games. Barcelona before the Games was a distinctly different city than after the Games. Hosting the event created a new Barcelona. Thanks to the Games it was changed, but now it is in a different reality. Prof. Jakob used the analogy that the new Barcelona is the child of its parents - the Olympic Games. But it's the child that forgets its father or mother. The lesson to be learned from Barcelona is that the Olympic Games can create something completely new, but the question to reflect upon is do we need the city to continue “to recreate the presence and memory of the Olympic Games, or can we be happy that the Olympic Games were the catalyst for something so incredibly successful.”

**SUMMARY OF QUESTIONS & DISCUSSION**

Andrew Altman: No one can learn enough and know enough to guarantee a flawless event. One must take challenges as they come. That being said, however, there are some fundamental prerequisites for success. The Olympics act as a catalyst as they force coalitions to come together for a common cause, and by having a strict deadline it forces decisions and investments to be put into place.

Mr. Sheppard to Mr. Felli: What is the point of having a template if there are no cities that have the same situation?

Mr. Felli: To make the people think about what they can do and make their own choice of what they want to do for themselves. They will look at what others have done and then base them on their own situation, citizens and culture, to determine what might work for their city. It provokes people to ask better questions. The more information that they have, the easier it will be to go in the right direction.

Mr. Jakob: You can generalise what doesn't work, you cannot generalise what will work. There are too many variables to be able to say what will work.

Mr. Sheppard to Mr. Jakob: Do you think that in the past, city architects and engineers looked to create a 500 year legacy, but that today they do not?

Mr. Jakob: This is a recurrent question. Generally critics of modern architecture will look at cities of the 17th century and say that people didn't have a programme or ideology but built beautiful cities. Today planners have wonderful ideas and they make horrible new cities. This is an old argument against planning; before people built because it was a necessity, but now there are too many ideas and so much involved that it cannot be generalised.

Mr. Sheppard to Mr. Altman: How important is the concept of creating beautiful things versus a short term functional approach?

Mr. Altman: It is not an either/or question. There has to be a bold and driving vision of what the city wants to create, otherwise the utilitarian will win out. One must look at the evolution of the city and think in those terms to commit to putting in place the foundation of a great park, streets, bridges, etc.

Felipe Goes, city secretary of development of Rio on Legacy Planning to Mr. Jakob: What is the trend for the future? What is the next level of legacy planning?

Mr. Jakob: One cannot predict the future, but we can look at how the present already says something about the future. Over the last 10 years, people have begun integrating the long term future into their current plans for architecture and landscape architecture. The past is there to teach us about how to do things in the future.

Mr. Sheppard to Mr. Felli: Would you encourage Rio to be very bold in their legacy plans?

Mr. Felli: We don't want to give direction because a city will have different icons that make them successful. What is important is that the Olympic Games can help in a city's long term planning. It's an opportunity and a responsibility to look at where the city can be in a hundred years. For bid cities, what we try to do is to have cities look at how they want to shape their future and how the Olympics can help them do that. For example, the Munich Games helped to change the image of Germany.

Mr. Sheppard to Mr. Altman: What about the job was it that you wanted to do?

Mr. Altman: I never had a second thought about whether this was a great job. Of course it is challenging, of course there is potential for things that could go wrong, but the scale of excitement and enthusiasm is contagious.

Mr. Shepard to Mr. Jakob: Is Barcelona like a typical teenager in terms of relating to their parents, the Olympics?

**PANEL PARTICIPANTS**

**Andrew Altman**, Chief Executive, Olympic Park Legacy Company (London)

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

**Michael Jakob**, Professor in Architecture, EPFL & HEPIA



*From left to Right: Gilbert Felli, Michael Jakob, Andrew Altman*

Mr. Jakob: The Olympic Games were the generation of the fathers. The new generation is no longer the Olympic Games. One central phenomenon with legacy – it does not interest media.

Mr. Felli: Disagrees because before the Olympics begin, the media is interested in the proposed legacies and what has happened. It is important to differentiate between Olympic legacy and the legacies of the city. At the time of Barcelona, the focus on legacy was not as intense.

**SUMMARY OF PRESENTATION**

Jacqueline Barrett, Head of Bid City Relations for the International Olympic Committee (IOC), presented on the challenges a city should tackle prior to bidding as well as the benefits a city can gain from the bid process, win or lose. An Olympic Games bid presents a once in a lifetime experience to host the most unique event, blending sport and culture with a festive atmosphere. The honour of winning the bid was best expressed by one of Rio's heads of state as he proclaimed, "I confess to you if I die right now my life would have been worth it."


*Jacqueline Barrett*

One of the first and biggest challenges for a potential bid city is identifying their vision. Knowing the end result, the inspiration and wow factor, is almost a given, but Ms. Barrett assured the audience that getting there is not as obvious as it seems. Cities need to ask themselves what their motivation is for bidding. What are they trying to achieve and what are the potential benefits for the city, region or country? Communicating a vision that excites and inspires the public, the athletes, and the IOC is often rather difficult to do. Having a clear and realistic vision that can be easily summed up in conversation is a must. From there, the city can create a plan to turn that vision into reality and must identify key supporters throughout the community that will help in this process. By consulting regional and national authorities, sports federations, past event organisers, the private sector, and more, cities can tailor their vision to fit in with existing long term development plans, creating a win-win situation for all involved.

Ms. Barrett stressed the importance of legacy planning as a critical stage that must be carefully approached from day one of the bid process. Creating a bid that will act as a catalyst for change or accelerate existing long-term plans will help the community and its leaders to buy in to the benefit of bidding for an Olympic Games. A clear, beneficial and realistic legacy should be attainable whether the city wins or loses the bid. Legacy planning should include the tangible, the bricks and mortar, and the intangible, as "sustainable development is ultimately about the people." Plans should consider social improvement and inclusion, and building job and volunteer skills to involve and empower the local population. The community pride and confidence gained from having pulled off a bid will create a can-do attitude and the desire to do something great like that again.

Host cities ultimately see the Games as not just an investment, but an opportunity. While each stakeholder has different needs and expectations, everyone must share a common vision, objectives and values. Understanding the different requirements of stakeholders will help to build a concept that matches your objectives and responds to their needs, yet manages expectations. The key is to harness the momentum of all stakeholders working together, public and private, for other future projects. Above all, an unrealistic bid will be seen through by the community, stakeholders, and the IOC; a city should only promise what can realistically be delivered.

Addressing the benefits a city can gain from the bid process itself and how they can implement elements of their vision and projects even if they lose is crucial to obtaining buy-in from the community and investors. As Ms. Barrett acknowledged, obviously the goal is to win, but even if that goal isn't realised, there is still a positive outcome for the city. The IOC now requires this legacy planning to be included in a bid and it often represents up to 10 years of study and planning. The ultimate product of an Olympic Games is much more than 16 days of sport; it is the delivery of a totally unique experience for everyone involved, including athletes, workers, volunteers, and spectators, and the implementation of a plan that will live on in a city for many decades past the event.

Ms. Barrett finished her presentation with examples of tangible and intangible Olympic and bid legacies. The 1992 Barcelona Olympic Games developed a degraded old port area into a thriving tourist destination which was the Olympic Village. Athens realised about 50 years of city development within seven years time and among other things, completely renovated their transportation infrastructure. London too would have eventually regenerated their east side, but the Olympic Games in 2012 have accelerated their plans in the creation of their Olympic Park. A failed 1996 Olympic bid for Manchester helped them to win the 2002 Commonwealth Games and additionally led to the construction of the Manchester Velodrome, the training grounds for Britain's cycling team and channel for their greatest performance yielding 14 medals at the Beijing Olympics. Paris' failed attempt for the 2012 Games led to the opening of a park and green space where the Olympic Village was proposed, an aquatic centre still under construction, and a wildly successful bike rental programme, Le Velib, with more than 10,000 bikes and 320 kilometres of bike lanes throughout the city. Sion's bid for the 2002 Olympic Winter Games was the catalyst for the creation of a charter for sustainable development which is still being used today. Educational programmes

too live on in many cities, such as World Sport Chicago which was a legacy of Chicago's 2016 bid dedicated to supporting the athletic and academic goals of youth in Chicago. Already 300,000 of Chicago's youth have participated in educational activities and programmes resulting from the bid and the spread of the Olympic Values throughout the city.

An Olympic bid puts a city on the international map for at least two years with international focus and media attention, providing a signal that the city is investing in its future. A study in 2009 by Andrew Rose and Mark Spiegel concluded, "Using a variety of trade models, we show that hosting a mega-event like the Olympics has a positive impact on national exports. This effect is statistically robust, permanent, and large; trade is around 30% higher for countries that have hosted the Olympics. Interestingly however, we also find that unsuccessful bids to host the Olympics have a similar positive impact on exports. We conclude that the Olympic effect on trade is attributable to the signal a country sends when bidding to host the Games, rather than the act of actually holding a mega-event."

As Ms. Barrett reiterated in her conclusion, "The challenge is to ensure that the bid is a catalyst for change and that the bid itself will leave a positive legacy."

**SUMMARY OF PRESENTATION**

During the bid process, the first thing that Rio did was to set a clear message, that the Rio Games would be a Games of celebration, transformation and certainty. Like any election, the bid for the 2016 summer Games had only one winner. To achieve that honour, Rio mastered two things: they learned to adapt their story and their approach throughout the campaign as they encountered inevitable problems; and, they understood their electorate and got to know them very well from the beginning.

As Mr. Goes reminded the audience, an Olympic Bid is a long term strategy and needs a clear goal and a winning team. Rio had both, but it was an extended process. Rio first bid on the Olympic Games in 2004 and lost. They then focused on the 2007 Pan Am Games bid and won, putting them on the map as capable of hosting a mega event. Again they bid for the 2012 Games and lost but immediately met to discuss the weak areas of the bid and launched their recent, successful 2016 bid in 2006.


*Felipe Goes*

The Bid Dossier phase presents a fixed time line for a city to get their ideas clear. Rio had more than 600 people involved in creating the bid dossier, bringing in experienced collaborators from around the world to handle more than 300 technical issues, deliver 52 guarantees, cover 17 technical themes, and create a 538 page, three volume report for the IOC. All levels of Rio's government worked together in one clear voice to create a successful dossier with their value proposition based on three pillars: technical excellence in all areas, a unique experience for all participants, and the transformation of the city and of the nation.

Rio's bid committee saw three milestones as the key turning points of the bid competition. First, at SportAccord in Denver in March of 2009, Rio presented the "Olympic Mundi Map" for the first time, clearly highlighting that while Europe had hosted 30 Games, North America 12, Asia five, and Oceania two, there was an empty void over South America (and Africa), which had never hosted an Olympic Games. The second milestone occurred during the IOC Evaluation Committee Visit in April-May of 2009, where everything went perfectly due to Rio's preparation, verification of the project's technical quality, test events, and perfect weather. In June of 2009, Rio's "First Team," including President Lula visited Lausanne for their presentation to the IOC and showed that Rio could deliver on their promises.

These three events led up to Copenhagen, where Rio's final presentation focused on the passion and emotion of their entire country. Rio's bid team that had worked together throughout the entire process were present in Copenhagen, and the relationships with the evaluation committee that had been formed throughout the campaign were solidified as President Lula met again with members of the IOC.

Regardless of the positive outcome, Rio's bid was an important step for the city in creating legacies. The bid boosted the exposure of Rio and of Brazil, and accelerated the creation of an Olympic Training Centre, the revitalization of the Port, transportation improvements, and environmental initiatives.

According to Mr. Goes, the bid process gave Rio the chance to look ahead at what they wanted for the city for the future. Rio's team believes that they already "won the biggest competition of the world." And as Goes acknowledged, it was a long but rewarding process.

**SUMMARY OF QUESTIONS & DISCUSSION**

Roy Sheppard: The bid process has deepened over the years, can you give us a glimpse into the future of what you will be looking for?

Jacqueline Barrett: Looking beyond the 16 days of excellent sport, the bid and Games include the ceremony and celebration, what goes on in the city, everything that goes toward making a unique experience within the city. We are looking for a bid that gives every stakeholder the best experience of their lives.

Roy Sheppard to Felipe Goes: You mentioned that during the bid process you identified your weaknesses. What did you find?

Felipe Goes: In the 2012 bid there were weaknesses around transportation and we began to look for solutions. From there and from the feedback from the IOC we took this information, found solutions, and established one solid goal to work toward.

Roy Sheppard: Is there a magic ingredient when you know that a bid has something special?

Jacqueline Barrett: Definitely, you can feel the cohesion – you can pinpoint what is the vision, what is the concept and you can feel if all of the stakeholders are behind it.

David Simon – Los Angeles – The Mundi Map – was the unveiling at SportAccord of this map strategically planned for this time or was it simply unveiled when you had it?

Felipe Goes: It was planned and something we had for years. The way in which we were going to reveal it changed over time, but it was something we had ready.

Jacqueline Barrett: You shouldn't reveal everything at the beginning; leave certain aspects of your bid to be announced separately and for specific audiences.

Matt Dolf, AISTS, to Felipe Goes: How is the rest of the country involved in the legacy of the Games and in particular with the symbol of the Amazon rainforest and the deforestation problem, is this something you were able to target?

Felipe Goes: Yes, our education and sports programmes involve the entire country, and the Rio story is really the story of the entire country. In terms of the Amazon rain forest, we are not specifically addressing this forest, we are addressing Rio's rainforest and making huge reforestation plans for it.

Stephen McConahey, Denver: In Copenhagen there was a presentation concerning the increased cost of the Olympic Games. Do you think there will be an emphasis on using existing facilities instead of building new venues?

Felipe Goes: I think it is already there, the message we got was to control your investments and use temporary structures.

Jacqueline Barrett: When looking for a legacy, we're looking for a legacy that is right for the city. Temporary is not always cheaper than permanent; the investment must be good for the city afterwards.

**PANEL PARTICIPANTS**

**Jacqueline Barrett**, Head of Bid City Relations, IOC

**Felipe Goes**, Secretary of Development, Rio de Janeiro



*From left to right: Felipe Goes, Jacqueline Barrett*

RICHARD BUTCHER, VICE-PRESIDENT INTERNATIONAL RELATIONS, ATLANTA DITC  
& MARC-DANIEL GUTEKUNST, CO-CHAIR & CEO, ATLANTA DITC

### SUMMARY OF PRESENTATION

The Atlanta 1996 Games brought \$5.1 billion to Atlanta's economy and helped to create many of Atlanta's Olympic legacies, including the construction of the Georgia Dome, built in 1992, attracting professional baseball, football, basketball and hockey teams to the area. Other physical legacies of Atlanta include the \$207 million Olympic Stadium which now operates as the Atlanta Braves' Turner Field; the Olympic Village now serves as dorms for Georgia State University; the Natatorium was renovated to enclose it and add basketball courts, climbing walls, fitness machines and a jogging track; Olympic Rowing keeps a packed schedule of events at Lake Lanier; and, a 1,400 acre park that served as the equestrian and mountain biking venues now hosts many horse shows and festivals.



Richard Butcher

Among these successes, Atlanta also had struggles and challenges with some of their Olympic Venues, including those for beach volleyball, tennis, shooting, archery, field hockey, and the cycling velodrome. Atlanta's Dekalb International Training Center (DITC) is currently fighting to save the tennis and field hockey venues from demolition, proposing to utilise the tennis centre, for example, as a multipurpose venue for youth competitions in various sports, as well as to attract a major tennis competition.

In order to retain knowledge for the future, Atlanta proposes cities to launch a Legacy Knowledge Authority, a Museum-Archive-Knowledge centre, and maintains that an OCOG should commit to hosting the city's OCOG website for 15 years after the Games and post the Final Report for at least five years post Games.

The Atlanta DITC is working to keep the dream alive as the living legacy institution of the Atlanta 1996 Olympic Games. The concept of the DITC was established in 1996 between Prince Albert II of Monaco, Dr. Marc Daniel Gutekunst and Ambassador Andrew Young. The DITC's mission is to promote 'Peace & Reconciliation Through Sports and Education' (PARSE). The DITC serves as a campus for national and international athletes to reside, train and complete educational programmes, making it an Olympic caliber premier training centre and Olympic destination in the state of Georgia, USA. The DITC also hosts national and international events, summer camps, clinics and conferences, and community wellness programmes. Offering the Olympic sports of athletics, aquatics, cycling, team handball and tennis, the DITC has hosted 1,855 athletes from 34 countries from 2002-2009, with DITC athletes competing in both the Athens and Beijing Olympic Games. The DITC's goal is to offer five more disciplines from 2010-2012, and plans to host the Africa-USA Match in Track & Field in 2011.



Marc-Daniel Gutekunst

Fulfilling the mission of peace and recognition through sports and education, the DITC developed the PARSE prize to recognise and motivate individuals to embody peace, education and the Olympic Movement.

**SUMMARY OF PRESENTATION**

Ms. Sue Halbwirth, an expert on knowledge management, began her presentation by challenging the audience with many questions. How do you know what you know? How do you gain knowledge? She would say it is through experience and learning. If we have the same experience do we have the same/shared knowledge? The answer would be probably not, because each person brings a different context and understanding to a situation. There is, however, a community of knowledge so that if one person left, there would be others remaining with lasting knowledge. What is the relationship between your memory and your knowledge? Often people forget the mistakes and challenges and remember only the good things that happened. But, it is through these mistakes that an environment of learning is created, not only for future organisers, but for present organisers as well. Does knowledge have a 'use by date?' It could, especially if it is static. Can knowledge be 'captured?' Ms. Halbwirth recommends looking at what it is that ought to be captured. How many; time lines; what was done; these are all areas that are easy to capture, but tacit knowledge is much harder to demonstrate. Underneath the statistics is the why: why one way was done over another and what was learned from that approach. What makes you want to share your knowledge? Most people will only share their knowledge in a situation of trust. After the old adage 'Knowledge is Power,' most individuals will protect their knowledge as an asset unless they are surrounded by a community where sharing is valued. Can you have too much knowledge? Ms. Halbwirth would argue that yes, sometimes there is if the same mistakes keep being made. Ignorance can lead to innovation. With too much knowledge, there is no need for new ideas. How do you 'manage' knowledge? An interesting resource because knowledge can be given away while still retained, the challenge is to leverage it in the best possible way.


*Sue Halbwirth*

As the primary topic of discussion, Ms. Halbwirth defined knowledge management as "Designing the 'organisation' and its processes for learning, improvement, innovation and competitive advantage."

Australia had its share of challenges that were addressed in past Olympic bid attempts, including their broadcasting times and strict quarantining laws, but which were overcome to host the Sydney 2000 Olympic Games. Sydney's Games were before the IOC's current legacy requirements, but the organising committee saw the need to address legacy issues, especially in a country with such a small population. The OCOG took an immediate interest in managing its information and recognised knowledge as an asset, creating a formal process for documenting their thinking, their management and their resources. By the end of the Games, they had accumulated a huge mass of documentation. Sydney doesn't have an Olympic museum, but they do have their official documentation in state archives, and duplicated documents in national libraries available to the public. The National Library created the Pandora Project to preserve digital records in Australia which captured 173 official and unofficial websites from the time of the Games, creating a piece of historical memorabilia. In addition, a legacy website provides a frozen in time snapshot from Games time, i.e. how was the accessibility, what were the spectator services, etc., as well as the post-Games report.

An additional form of knowledge in action in Australia was the creation of government agencies to manage the promotion, planning and coordination of major events to give advice, promote best practices and create a pool of knowledge and volunteers for event organisers.

A source of pride and sentiment for the community, a physical legacy of the Games is the Sydney Olympic Park which is branded and promoted as an Olympic Park and used for many current activities. The park also provides an example of "knowledge embedded in processes and systems." For example, transport modes that were designed for Sydney 2000 are reactivated every time there is an event in the park.

Business Club Australia uses major sporting events to promote Australian business on an international forum. One city business owner stated in 2009, "The strategic processes we mastered during the incredible time of the Sydney Olympics were influential in the way in which we pro-actively manage our business today." This was a hidden legacy; the Olympics provided a way of thinking and working that encouraged businesses to improve their practices and offer them on a world scale.

In closing, Ms. Halbwirth stated that "knowledge is a resource too valuable to leave to chance. It's not what we know but how we share and use [it]."

## SPEECH

“Distinguished guests,

Ladies and Gentlemen,

The City of Lausanne and the City of Athens took the initiative to organise in October 2008 **the first inaugural Lausanne Summit for the World Union of Olympic Cities** with the objective of creating a knowledge sharing platform between cities that have or are about to host the Olympic Games and for the cities with Olympic ambitions. As was pointed out at the October 2008 summit the Olympic Games offer a unique opportunity for the city that hosts them to improve itself at many different levels ranging from psychological to material. The organisation of the Olympic Games is an international massive event that offers many and different opportunities at the same time:



*Sophie Daskalaki-Mytilineou*

- It is a unique opportunity to **create or update an infrastructure** and implement projects which are often long overdue
- This new infrastructure that involves high amounts of expenditures can be designed and scheduled taking into consideration the needs and aspirations of future societies and their development. How for example can you invest on future infrastructure by not giving priority to the protection of the environment and renewable energy? **Olympic Games are therefore the motor for accelerated urban development, urban planning and thus sustainable growth which becomes the absolute goal!**
- Being a massive international event it requires co-operation and co-ordination from almost everybody, organisers and public alike, it can promote the ideas of **collective action, volunteering**, self confidence and harmony. In short, it promotes internationally the Olympic Values of Excellence, Friendship and Respect.
- When successful they will be a positive point of reference that can inspire **positive action in the future**. In the same way that collective traumas are an obstacle to progress collective success can accelerate it.
- Being a sporting event it can, ideally (!) inspire younger generations to make **healthier choices** as well as bring **best practices** and effectiveness of the sports organisations and business of sport.
- Finally it is an **excellent media opportunity** for the hosting city and the nation involved present the contemporary face of a city ready and having taken the opportunities to reshape its image, motivated by the specific hosting. This reshaped image can be sown on many different levels: sports, economy, tourism, culture, credibility.

Since the Sydney Games in 2000 the International Olympic Committee (IOC) has set up a programme to transfer knowledge from one edition of the Games to the next.

Today, an **Olympic Games Knowledge Management (OKGM)** programme provides organizing 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
- Organizing workshops and seminars with experts
- An observer’s programme which offers the opportunity to discover, learn and experience Olympic Games Operations from the inside.

Additionally, the **Olympic Games Impact (OGI)** was initiated. OGI is a set of a 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 ongoing evaluation and definition processes.

The **Legacy Guide** is also another device that will include perspectives from various OCOGs (co-ordination groups). The guide will highlight the experiences of those who have gone through the organisation process.

Each one of the Olympic cities takes the history and significance of the Olympic Games a step further. Each City and nation involved adds its own unique imprint, sharing with the world its particularity, its strong and – why not – its weak points. It provides a unique lesson for the ones that will follow to repeat its strong points and avoid its weak points. Let us be realistic. Lessons can be both positive and negative. They are lessons nevertheless. A recent international survey proved that the standing of the Olympic Games as an institution is remarkably strong across all nations tested.

### THE CASE OF ATHENS

In 1987 the World Commission on Environment and Development defined **sustainable economic development** as “**development that meets the needs of the present without compromising the ability of future generations to meet their own needs**”. At the **Proceeding of the 1st International Conference on Environmental Economics and Investment Assessment that took place at the Cycladic island of Mykonos in June 2006** a first attempt was made to assess the sustainable impact of the Olympic Games in Athens implementing the methodology shaped by the International Olympic Committee, namely the guidelines of The Olympic Global Impact Project. The principal findings can be summarised as follows:

The most part of the total 11,3 billion Euros spent on the Olympic Project regard activities on the context of the Olympic Event that is not directly related to it, but was needed for providing the infrastructure for staging it. This strong catalyst effect of the Games was mainly funded by public subsidies. The impact of the event on the **regional economy** was significant. During the organisation phase, the volume of labour force presented a greater increase in the Attica prefecture than in national scale, while the unemployment rate presented a higher decrease. The Games also resulted in the growth of the sectors of constructions and hotels/ restaurants in a scale larger than the overall growth of the national economy. The sustainable impact of the Games' event in the **sphere of the environment** was also of great significance. Especially on the issue of transport networks, the Games served as a strict pressure factor that finally resulted in a massive re-engineering of the public transport system and the road network. The underground railway network grew by a factor of 1.74, a new railway and bus lanes network was constructed and 200 kilometres of rather new or upgraded motorways effected a significant decrease of stationary traffic. The resulting **decrease of atmospheric pollutants** after the year of 2000, despite the high consumption of raw materials, is a further documentation of the sustainable impacts of the Games.

### HELLENIC OLYMPIC PROPERTIES

The Athens 2004 Olympics were unforgettable. The Organisation was flawless and the facilities impressive. The legacy is more than dazzling sports venues and an improved infrastructure. It is also a corps of high caliber executives who have the expertise to use this physical legacy to advantage.

A shining example is **Hellenic Olympic Properties S.A.** which was set up to develop Olympic Real estate by promoting new investment initiatives and which owns the 18 venues created for the 2004 Olympics Established as a state company under three ministries – Finance, National Economy and Culture- Hellenic Olympic Properties was charged with a dual mission: creating a long term strategy for utilizing each one of the venues after 2004 and implementing that strategy. In June 2005 a Law was passed ( 3342/2005) that created the legal infrastructure for what officials describe as the ‘sustainable development’ of these Olympic sports facilities through long term leases awarded in international tenders. This Law established land uses for each venue that ensured development within the strategic framework that was adopted. According to the president and chief executive of Hellenic Olympic Properties “Our basic strategy had three components. The first was to respect budgetary constraints – that is to ensure that the Greek taxpayer did not have to pay for maintenance in addition to having paid the huge construction costs, and even to recoup some of the money. Second, we wanted the Olympic venues to act as levers for real economic growth and development, not just fiscal retrenchment. And, finally, we wanted to have an impact on the city's development, on how it is changing, all the while making sure that we preserve the unique intangible value these venues have because of their visual recognition and the prestige of their Olympic origin”. As a consequence it was clear from the outset that all Olympic venues must remain accessible to the public. As a result Olympic venues are being developed for a mix of uses, from a high-end mall, state-of-the-art stage and marine tourism, gateway to a university campus, facilities for public services, and an innovative regeneration scheme tied to the creation of an arts centre.

By 2007 the rents –‘over 1.5 billion Euros in constant 2007 prices’ – secured through the six tenders that had already been awarded guaranteed sufficient funds to maintain the rest of the venues in Games condition, even if these remained locked and unused. The state also saved about 15 million Euros in annual maintenance costs on the tendered venues, while attracting new investment in real estate between 350 and 400 million Euros- almost what the venues cost to build- at sites that ultimately remain in public hands.

**The HOP has tendered seven of its major venues under long-term concession contracts of up to 45 years and awarded six of them to private sector development consortia.**

**The private sector leases have included:**

- The **Badminton Hall**, at Goudi on a 20-year lease for re-development as an indoor theatre for dance and other light theatrical entertainments;
- The **Beach Volleyball stadium**, at Faliron, as an outdoor theatre for pop and rock concerts;
- The **Canoe-Kayak Slalom**, at Hellenikon on a 30-year lease for redevelopment as a water park;
- The **Yachting Marina**, at Agios Kosmas across the coast road from Hellenikon, on a 45-year lease for expansion and of the marina and the development of shore-side retail, entertainment, and cultural facilities;
- The **gymnastics stadium**, at Galatsi on a 40-year lease for redevelopment as a covered mall; and outdoor sporting centre
- The **International Broadcasting Centre**, at Maroussi again on a 40-year lease for redevelopment as a High End indoor shopping Mall, next to the Olympic Stadium
- **The buildings that have been assigned to the public sector include:**
- The **Weightlifting Hall**, at Nikea which is to go to the University of Piraeus as a new campus;
- The **Wrestling and Judo Hall**, at Ano Liosia which is to house the National Digital Archive and be home to a new Academy of Culture with schools of dance, music and drama;
- The **Media Centre**, at Maroussi to be occupied by the Ministry of Health and to house the control centre for the ambulance service.
- The **Shooting Gallery**, at Markopoulos to be assigned for training purposes to the Hellenic Police and the Special Forces and to the passport office.
- The **Taekwondo indoor stadium** at Neo Faliron was tendered by HOP as a **public private-partnership** scheme to create a Metropolitan Convention Centre for the capital.

Finally we can point out the two cases where one can clearly see how Olympic venues have been assigned new public uses that will stimulate lasting regeneration in two economically depressed areas of the metropolis are:

1. **Nikea**, a historically working class area where the former weightlifting arena was given to the university of Piraeus and
2. **Ano Liossia**, an eastern suburb largely populated by Roma where the former wrestling and judo halls will house the National Digital Archive and the newly established Academy of Culture, a series of tertiary-level academies dedicated to the arts.

**To summarise, we can say that:**

**Pre-Olympic Athens** was lacking significant open spaces, transport infrastructure and its cluttered, fragmented administrative system, with large number of local authorities and overlapping responsibilities led to an inability to conceive and implement an area-wide strategy.

**The Games served** as a trigger for the transformation of the city and projects that might otherwise take decades to be completed were delivered only within 5 years. This explains – at least in part- the high cost of the Athens Games.

**The post-Olympic city** was left with a hugely improved road network and public transport system, a high quality hotel accommodation and improved tourism infrastructure, an important architectural legacy of large public access buildings and a re-branding of the country.

**The post-Olympic planning** involved:

- Clarification of the legal situation to allow sustainable development within an integrated legal framework

- Informal but extensive consultation with the private sector, public authorities and certain NGO's ( sports organisations) in order to identify viable and socially beneficial uses that combined city planning, economic and cultural objectives.
- During this process valuable know-how was acquired in private/public partnerships and in operations and technology.
- The objective of Hellenic Olympic Properties to ensure that the portfolio does not generate operating losses and is at least marginally profitable on an operating basis was achieved and surpassed."

Sophie Daskalaki-Mytilineou, Deputy Mayor of Athens

21 November 2009

### SUMMARY OF PRESENTATION

Approximately six years ago, the IOC created a new Information Management department with the objectives of guaranteeing the availability of information related to the Olympic Movement both internally and externally for use by the Olympic Family, including bid and host cities and the academic community; creating content to help provide knowledge for the different departments within the IOC; and, in cooperation with the IT department, defining methods, procedures and tools for other IOC departments to use in their business activities.

Knowledge is transferred both orally and through written communication, the latter being the focus of IOC interest as it is “an element of **knowledge** that can be **represented** via conventions, to be **processed, communicated, preserved.**” Within the elements of information management are the information and knowledge itself, which relates to people, and the rules and tools used to manage the processes. All information is not to be treated the same, the status is important to manage, whether it is public, internal, or confidential, as well as how that status may evolve during its life cycle.



Philippe Blanchard

Mr. Blanchard provided an important differentiation between information and knowledge, and discussed the life cycle of knowledge management via the Russel Ackoff theory. Once external **Facts** are interpreted by an individual, they become information. **Information** is descriptive, it is the “what” in this context. **Knowledge** is supplied by past information to educate and instruct and is how something was done. **Understanding** involves an explanation of why something was done and again is based on past information. These combined experiences yield **Wisdom** in the future.

Many levels and dimensions exist within the life cycle of information management in order to capture, analyse, manage, deliver and evaluate knowledge. A long-term and ongoing process, it takes time to span the many steps. To address the success of an event, one must look not only at what they are willing to achieve, but when they are willing to achieve it. An initial vision is imperative, without which the capture and transfer of knowledge becomes an even more complex process to manage. What must be established at the outset of a bid or project is someone who will ask the how or why and establish steps for this knowledge to be used for future designs and organisations. Throughout the knowledge management process, a key aspect is to address and coordinate with external stakeholders and communities, to understand and align their goals and visions. Ultimately, indicators to measure the results must be in place.

The main goal in creating guidelines for knowledge management is to share experiences from all of the stakeholders involved in a Games, in order to promote the Olympic Values and Spirit. Sharing knowledge from past bids won and lost allows a city from the beginning not only to ask, “What do we win if we lose?”, but to answer it as well.

**SUMMARY OF QUESTIONS & DISCUSSION**

Mr. Sheppard: What did you feel were the most relevant points to you from other presenters?

Ms. Halbwirth: As Philippe mentioned, there is not one way to manage or view knowledge, as we all view knowledge differently especially by different cultures.

Mr. Sheppard: The fundamental for knowledge sharing is creating an environment of trust. Very often groups like to hoard their knowledge, what can be done to encourage an environment of trust and openness?

Ms. Halbwirth: Sometimes there is a need to adapt that concept of trust and build into the processes natural places at which knowledge should be shared and then proceed to value, respond, reward and recognise. Build an organisational culture that expects and rewards people who contribute.

Mr. Mytilineou: Every country is different and each has different needs. A city can look at another with similar needs to look at what can be done for their own.

Audience Question: Does the concept of knowledge transfer include the legacy from the Games not only one year out, but also 5 and 10 years out? Is there a role for the World Union of Olympic Cities to play a role in gathering legacies over the years?

Mr. Blanchard: This must be a collective effort and goes beyond the IOC's sole responsibility. The question of legacy is complex and kind of a relay race; someone needs to take the baton to continue in this role. Information and knowledge management needs to have ins and outs; it must be collective to involve different communities.

Comment from audience: It might be interesting to have each city communicate what they believe was the legacy of their Games.

Mr. Blanchard: Agrees that it is important to share, but one must bear in mind the prerequisites and different circumstances that each city has.

Mr. Gutekunst: Atlanta would like to see an inter-connectivity of resources to be able to understand other cities' goals and outcomes.

Mr. Blanchard: The Olympic Study Centre is also a resource.

Geoff Newton: There is a role for cities, and a role of the World Union of Olympic Cities, to share this type of information and support future efforts.

**PANEL PARTICIPANTS**

**Richard Butcher**, Vice-President  
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**Marc-Daniel Gutekunst**, Co-Chair & CEO,  
ATLANTA DITC

**Sue Halbwirth**, Director,  
KnowledgeScape Pty Ltd

**Sophie Daskalaki-Mytilineou**, Deputy  
Mayor of Athens

**Philippe Blanchard**, Information  
Management Director, IOC



*From left to Right: Philippe Blanchard, Sue Halbwirth, Richard Butcher*

PHILIPPE FURRER, HEAD OF OLYMPIC GAMES KNOWLEDGE MANAGEMENT, IOC  
& DANIEL BRÉLAZ, MAYOR OF LAUSANNE

### SUMMARY OF CONCLUSION

Philippe Furrer, representing Gilbert Felli, touched on the key messages during the two days of presentations. The topic of sustainability and legacy had a prominent focus throughout the Summit, but Furrer highlighted the importance that sustainability is about people first and that the Olympic Movement is humanistic with the objective of making the world a little bit better. Olympic Cities help this effort by hosting the Games and managing the long term legacy. Furrer went on to speak of how the Olympic Games are a platform, a powerful tool, and catalyst for change for the host city and region. To highlight this point, Furrer cited examples taken from Andrew Altman's presentation on how the East London development project would have taken decades had it not been for the Games and Sophie Daskalaki-Mytilineou's presentation on how the face of Athens changed and brought together a unique team to deliver urban projects.

The Olympic Games is a bridge between the different parts of a city: communities, local authorities and political parties working together for a common cause and in the example of the UMVO, a bridge between Olympic cities. Furrer emphasised that legacy is being delivered. He cited Gilbert Felli's presentation, where it was cautioned that it is important to stay humble ahead of this task, every day something new is learnt and no single solution fits all. Furrer posed the question: "Is your Olympic DNA dormant or active? How do you bring it alive and activate it?", but stressed that the IOC is not in a position to teach cities, but they do want to stimulate and guide them through different means, and that they are in the process of collecting case studies which go beyond just the organisation of the Games to also include the long term legacies and how they are being managed. The IOC is currently working on a new template which was first applied to Barcelona, which will be shared with the various cities so that there is a common way of looking at legacy even though the context is different. It must be accepted that not all positive legacies remain Olympic branded, but it doesn't really matter as long as the Olympic spirit and values are still alive for the good of the people. Legacy is about the people, they must be given a voice. The future of legacy planning goes beyond architects and urban planners, legacy is multidisciplinary, including environmental sciences, human sciences, soft and hard skills. Furrer cited the example from Sue Halbwirth's presentation that positive and successful knowledge management brings a competitive edge. Cities need to identify what competitive advantage they can get from hosting the Games in the long term. Furrer used the point brought up from Felipe Goes that Rio and Brazil had focused on passion and emotion to win the bid and hopes that they will continue along this trend to bring passion and emotion to the Olympic Games.



Philippe Furrer



Daniel Brélaz

Daniel Brélaz, in concluding, pointed out that during the Summit, a lot of interest had been raised by cities to hear presentations in follow up to specific projects. In addition, Brélaz reacted to the presentation of Atlanta by saying that more thought should be given to the dissemination of Olympic values which rely on legacy which includes emotion and passion. Lastly, cities have shown a big interest and concern in sustainability even though it is not an Olympic value as such. Brélaz spoke of his vision that in 10 - 15 years the UMVO would become an organisation that could provide its members with interesting, passionate topics while providing a platform to share common experiences. The UMVO should become a global network to promote the Olympic values which exist not only in sport but also in mankind. Brélaz finished up by wishing all the participants a safe trip home and hoping to see all those present in 2010 in Beijing.





Albertville, France (1992 Winter)  
Amsterdam, Netherlands (1928 Summer)  
Annecy, France  
Antwerp, Belgium (1920 Summer)  
Athens, Greece (1896, 2004 Summer)  
Atlanta, USA (1996 Summer)  
Barcelona, Spain (1992 Summer)  
Beijing, China (2008 Summer)  
Busan, Republic of Korea  
Calgary, Canada (1988 Winter)  
Cortina d'Ampezzo, Italy (1956 Winter)  
Denver, USA  
Doha, Qatar  
Lake Placid, USA (1932, 1980 Winter)  
Lausanne, Switzerland (Olympic Capital)  
London, Great Britain (1908, 1948, 2012 Summer)  
Los Angeles, USA (1932, 1984 Summer)  
Mexico City, Mexico (1968 Summer)  
Munich, Germany (1972 Summer)  
Poznań, Poland  
PyeongChang, Republic of Korea  
Qingdao, China (Beijing 2008, Summer)  
Quebec City, Canada  
Rio de Janeiro, Brazil (2016 Summer)  
Rotterdam, Netherlands  
Sarajevo, Bosnia and Herzegovina (1984 Winter)  
Sestriere, Italy (Turin 2006 Winter)  
Singapore (Summer YOG 2010)  
Sochi, Russia (2014 Winter)  
St. Louis, USA (1904 Summer)  
St. Moritz, Switzerland (1928, 1948 Winter)

The World Union of Olympic Cities or Union Mondiale des Villes Olympiques (UMVO) is an association for cities that aspire to associate themselves with the Olympic Movement. The UMVO was founded by the City of Lausanne, the Olympic Capital and home to the International Olympic Committee (IOC), and the City of Athens, host of the first Olympic Games of the modern era in 1896 and of the XXVIIIth Olympiad in 2004.

The objectives of the UMVO are:

- To offer a platform for exchange of experience and competencies between Olympic Games host cities and Olympic Games candidate cities in consultation with the International Olympic Committee;
- To study, in partnership with the International Olympic Committee, the impact of the Olympic Games on host cities, particularly in terms of sustainable development, economic management and urban planning;
- To promote the contemporary Olympic Cities as international centres for sport, culture and international development;
- To promote the educational values of the Olympic movement;
- To increase the link between cultural initiatives and Olympic institutions;
- To support the cities that integrate the Olympic values with the aim of promoting peace.

The UMVO is composed of four different types of memberships: active members, associate members, honorary members and invited members:

- Active Members: Cities that have hosted or are in the process of hosting the Olympic Games;
- Associate Members: Cities selected by the International Olympic Committee as official candidates for hosting the Olympic Games;
- Honorary Members: Persons recognised by the International Olympic Committee as having provided eminent services towards the organisation of the Olympic Games and the Olympic Movement;
- Invited Members: Cities who are not eligible to be Active Members or Associate Members but who have shown special interest and contributions to the Olympic Movement and/or its values.

## Lausanne, a multifaceted city

The capital of the Swiss canton of Vaud is in the midst of a booming region: economy, town planning, public transport, mobility are all sectors undergoing transformation. Lausanne is Switzerland's fifth biggest city with a population of 130'000 inhabitants, whereas Greater Lausanne, the largest region of the Canton of Vaud, has more than 300'000 inhabitants. It is honoured to have been chosen the capital of the Olympic Movement, and is a pioneer in the field of sustainability and known for its educational and cultural institutions.

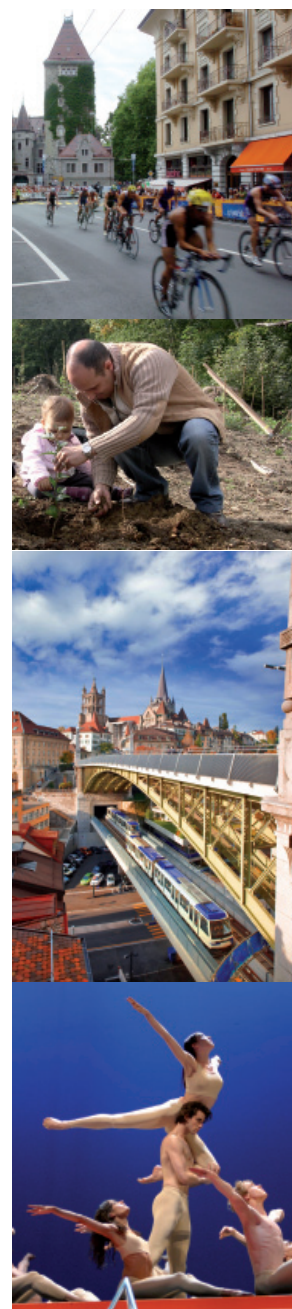
**Olympic Capital** – Lausanne is host to the International Olympic Committee (IOC), and to more than 30 international sports federations and sports-oriented organisations. The *Maison du Sport International* (House of International Sport) provides office space for several of these international bodies. And one should not forget the Olympic Museum, unique in the world. At the local level, 330 sports associations and clubs offer a variety of activities: Water sports on the lake shore, walking, all-terrain biking, Nordic skiing, golf and a large range of field and indoor sports. The city also offers the infrastructure for sports-studies and the training of sports managers. With several sport-oriented companies, sport became an economic activity of the city.

**Pioneering sustainability** – Lausanne is host to the International Federation of Green Regions Associations. With its policies (Agenda 21) and its sustainability fund, Lausanne strives to make the town a prosperous and future-oriented centre of quality of life. Sustainability reaches today all sectors of daily life: energy consumption, education, tourism, or the development of public transport like the recent launch of Switzerland's first automatic metropolitan transport system, the M2. Sustainable housing for 3,000 households and the building of an eco-neighbourhood are proof of this commitment.

**City of Education** – The University of Lausanne and the Federal Institute of Technology, a high tech research centre of world importance, form together one of the biggest university campuses in Switzerland. The international business management institute IMD, one of the most prestigious in the world, the Lausanne Hotel School, the world's leading one, as well as public administration institutes, vocational colleges and many private education establishments and art schools form together a centre of excellence in the field of education and research.

**City of Culture** – Lausanne is a multifaceted and lively town. More than twenty museums display a rich past and modern culture in all its expressions. Visitors are invited to travel through history, to discover scientific progress, admire beaux-arts, contemporary arts, photography, Art brut or learn more about the behind the scenes of cinematography. Lausanne's cultural offer is exceptional. Opera, theatres, among them the Théâtre de Vidy, music with the Chamber Orchestra of Lausanne, dance with the Béjart Ballet and other choreographic groups, festivals, avant-garde stages, jazz cellars, rock scenes and art galleries: all open new perspectives.

The economy of Lausanne is well-diversified with fields of excellence such as health care and biotechnology as well as business-oriented services, finance and asset management. In these fields, research and development are particularly valued. Lausanne is also a favourite tourist destination where many multinational companies have established their headquarters. Quality of life rhymes with economic incentives!



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Official website: [www.lausanne.ch](http://www.lausanne.ch)

When Juan Antonio Samaranch became President of the IOC in 1980, he made it a major priority to create a vast, first-rate Olympic Museum and Olympic Studies Centre in Lausanne which would genuinely correspond to Pierre de Coubertin's wishes and promote the Olympic Spirit.

Samaranch's goal was to make the museum a living cultural centre endowed with modern audiovisual and computer-based presentation techniques. The construction of the present museum began in 1988 following the acquisition of properties located on the slopes overlooking Lake Léman in Ouchy.

President Samaranch's aspirations were recognised in 1995 when the Olympic Museum was honoured with the "European Museum of the Year Award", under the auspices of the Council of Europe. The museum has now become Lausanne's main permanent attraction and has welcomed more than 2,6 million visitors since its opening.

The Olympic Museum is for everyone for whom sport and the Olympic Movement are a passion, anybody fascinated by history, culture and art, and all those who are interested in the future of our society.

In Lausanne, the Olympic Museum enjoys not only its proximity to the heart of the city but also its fame as a haven of peace and quiet on the shores of Lake Léman.



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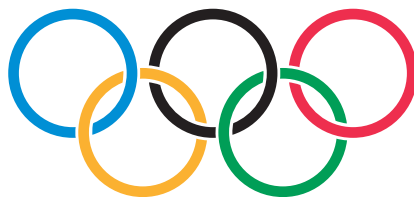
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# World Union of Olympic Cities

## Lausanne Summit 2009

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Organised by:

The City of Lausanne  
Olympic Capital

The City of Athens  
Host of the I and XXVIII Olympiad