Mega-event organization and bidding process: the role of transport

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This “mega-event transport” communication deals with two interrelated domains:

**Part I: Mega-event organization**

**Part II: Mega-event bidding**
Part I: Mega-event organization and transport

Next graph is a simplified illustration of mega-event global organization.

18 generic domains (representing 34 functions in the Olympic case) are shown in three general categories:

- Mega-event governance (6)
- Public sector involvement (7)
- Mega-event support functions (5)
Mega-event global governance

Key generic elements:

Mega-event **OWNER (1)**

**BIDDING PROCESS (2) to select a mega-event organizer**

Mega-event **ORGANIZER (3)**

Mega-event **SPORT PRODUCT (4)**

Monitoring or **COORDINATION COMMISSION (5) controlled by the OWNER to supervise and assist the ORGANIZER**

**TRANSFER-OF-KNOWLEDGE (18) by the mega-event OWNER**
Owner and organizer

Each mega-event has an “Owner” (IOC, FIFA, CGF, UEFA, BIE, etc)

For most continental or world mega-events, after successful “bidding” (see part II) the organization is entrusted to a country or to a City through an “Organizing committee”

The designated “Organizer” or Organizing committee- OCOG in the case of Olympics is the key player for mega-event planning, infrastructure developments with public sector, sport facilities construction or rehabilitation, financing, marketing and on-time mega-event delivery
Public sector involvement

Organizing major mega-event requires strong and reliable public sector support and partnerships:

**GOVERNMENTAL SUPPORT (6):** often massive infrastructure renovation and construction of new facilities, Games deficit guarantee, labor regulations, visas

**AIRPORT (8) and City TRANSPORT (7)** extensions and upgrades

**SECURITY (9)/ Health / Medical**

**VENUE SPORT INFRASTRUCTURE (12+13)** developments and non competition venues: Olympic Village, IBC/MPC, Media Village

**ENVIRONMENT and SUSTAINABLE DEVELOPMENT (16)**
Mega-event support functions

Many functions– only to mention the closest to TRANSPORT:

**ACCOMMODATION** for Olympic Family

**ACCOMMODATION** for general public, spectators, visitors

**MEDIA** Right holding broadcasters, Press, Photographers, new media and mega-event **TECHNOLOGY**

Mega-event **MARKETING** / ticketing

Mega-event **FINANCES** (OCOG and non-OCOG budgets)
Many world or continental mega-events varying considerably for different publics, world or regional audiences:

IOC Summer and Winter Olympics Games, Paralympics, Youth Olympic Games—*many sports in one Host City*

FIFA World Cup tournament, UEFA-Euro, *one sport in many Host Cities*

Commonwealth Games and many others
Mega-event preparation and monitoring

Preparation and monitoring = structured interactions between mega-event Owner and Organizer

Preparation and monitoring aims at “maximizing expectations” and “diminishing risks” with search for contingency (plan B) or alternative solutions when required.

Monitoring is supported by transfer-of-knowledge actions:

- mega-event training seminars,
- test events,
- mega-event / Games delivery observer program
- mega-event overall debrief
Transport planning methodology

3a. Host City Transport Demand Evolution

3b. Olympic Games Transport Demand

1. Olympic Concept and Transport Task
   Foundation + Legacy Planning

4. OCOG Transport
   - Fleet and Bus Operations
   - Venue Transport Operations
   - Transport Overlays
   - Transport Information Support Services

5. Authorities and External Agencies
   - Infrastructure
   - Public Transport
   - Traffic Management
   - Transport Information Support Services

6. TCCCC Integrated Transport Operations

7. Transport Testing

8. Olympic Games Transport Delivery

9. Host City Transport Legacy and Sustainability

2a. Host City Transport Supply Developments

2b. Olympic Transport Supply Complements

TCCCC = Transport Command Control and Communication Center
Transport: challenging mega-event integration task

Presentation in:

“Mega-event transport planning innovation legacy and sustainability”

With examples of:

## Transport priorities per client-group

<table>
<thead>
<tr>
<th>Client Group</th>
<th>Priority</th>
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</thead>
<tbody>
<tr>
<td><strong>Athletes</strong></td>
<td>Highest security, punctuality and comfort</td>
</tr>
<tr>
<td><strong>Olympic Family</strong></td>
<td>Mostly on-demand transport /high security—travel reliability</td>
</tr>
<tr>
<td><strong>Media/Press</strong></td>
<td>24 hours per day service--medias of &gt;200 countries</td>
</tr>
<tr>
<td><strong>Sponsors</strong></td>
<td>Chartered bus systems</td>
</tr>
<tr>
<td><strong>Spectators</strong></td>
<td>by public transport with workforce, volunteers, visitors</td>
</tr>
<tr>
<td><strong>General public</strong></td>
<td>Transport “almost” as usual</td>
</tr>
</tbody>
</table>
Host City Airport(s) = Mega-event gateway

Airport hospitality and protocol functions / customs and visa facilitations / first Host City impression

The gateway Airport shall be a fully integrated air-ground transport hub

Gateway Airport shall be able to handle tremendous additional peak international traffic and huge bump-out loads

For many Games, airport linked to City Centre by new rail line or in the case of RIO by new BRT
Security = global, continuous and permanent task from Country/City entry to accommodations, transport and internal venue operations eventually to “field of play”

Security = tightly linked to transport operations, to venue cluster hard security ring, crowd management, hooligan control, transport hubs and large stations

Security costs can be very high, most often underestimated / tight cooperation always required between national / regional / local and public/private venue security
Olympic Family accommodation

Considerable quantity and quality of Olympic Family bid time reserved accommodations.

For Summer Olympics need for 40’000 pre-booked beds.

Key accommodations for specific Olympic client groups:

• IOC, Olympic Hotel, NOC, IF-International Federations top officials
• Athletes and team officials, Olympic Village
• Media (21000 accredited), sometimes Media Village
• Sponsors-partners

Transport between Olympic accommodations to and from venues is a huge challenge depending on spatial distribution
General public accommodation

In addition to Olympic Family, major other general needs:

• **Out of town ticketed spectators** (total tickets about 8 million for all client groups)

• **Visitors and non ticketed spectators (NTS)**

• **Workforce, volunteers, bus and car fleet drivers and other staff** (generally accommodated at home, campus type, temporary facilities, cruise ships......)

*Transportation—for free-- of spectators, workforce, volunteers is almost 100% done by public transport* – a considerable task. Public transport is re-enforced and times of operations extended to cover very early and late hours.
Venues and transport accessibility

Three venue types: competition, non-competition and training venues

Competition venue “field of play” is the ultimate focal point of mega-events -- all functions and traffic flows converge there

Olympics Games imply diversity of sport and venue types (enclosed arenas, Stadium, open venues, lakes, sea, linear urban, suburban or even rural races like marathon, triathlon, cycling)

Transport shall interlink all venues, with priority traffic measures for specific client groups like athletes
Media and transport

Summer Games have more than 21’000 accredited Media to transmit the mega-event to 4 billion spectators worldwide

- Written press and photographers
- Broadcasting--sending signals + images worldwide
- Internet systems and telecom

Media requires a full spectrum of 24h/24h transport services covering the entire Olympic domain, IBC/MPC, Media Villages and all venues // Media is one of the most demanding function for transport services
Accreditation-Ticketing-Transport

Marketing and sponsoring at all four levels: world, national, regional to local. VIK = Value in kind sponsoring.

ACCREDITATION logistical and security role:

• Persons accreditation (>200 '000 for Summer OG) and
• Vehicles accreditation (Olympic lanes for accredited V.)

TICKETING // marketing and security role of ticketing // Event tickets allowing free 24 hour transport in the entire Olympic domain (City/metropolitan area)
Finance and transport costs

Two fundamentally different budgets:

**OCOG (Organizer) is in charge of the operating budget** including revenues from broadcast rights, sponsoring, merchandising and ticketing // versus all Games operation costs

**Games transport operations cost about 5% of Games operating budget (Summer 100-150 million US$).**

**Non-OCOG (Government) is financing most permanent infrastructures** in sports, transport, some accommodation, City image, environmental projects

**Transport medium and long term City or metropolitan investments vary considerably -- from 2 to 20 billion USD**
GAMES
TRAFFIC
ONLY IN
GAMES LANE
Part II – Bidding process and transport

1. Mega event two stage bidding
2. Stage I - acceptance
3. Stage II – candidature
4. Candidate bid final evaluation
5. Mega-event criticized- legacy contested
Most very large world and continental mega-events are attributed by Owners (franchisors) to Organizers (franchisees) after a bidding process.

Attribution of thousands of sport, commercial, cultural, festive medium-events go through some kind of selection and bidding process / evaluation / choice / franchisor-franchisee contracts.

All Olympic bidding procedure and reports are public and can be found on www.olympic.org.
World bidding competition

The Olympics Games are subject to world bidding competition. Bidders shall compete according to IOC terms and fulfill such requirements as:

• The Olympic charter

• Olympic advanced orientations towards environmental protection, development legacies and sustainability

• Olympic best mega-event management practices and pragmatic and constantly updated transfer-of-knowledge from previous successful Games

• Olympic demanding Applicant and Candidate bidding questionnaires and guarantees on deliverables
Applicant and candidate bidding

Olympic Games bidding is a two phase process:

- **Applicant or first stage bidding**
- **Candidate or second stage bidding**

**Applicant or first stage bidding** aims at assessing bidding City “mega-event organization potential”

It seeks at **selecting bidders potentially ready** in seven years to organize, finance and manage successful Olympic Games.

In a highly competitive sport mega-event environment, succeeding to be Olympic Candidate at first trial is very rare // most successful Cities are multi- time applicants
Applicant bidding

**Applicant status** is an «costly» but rewarding learning experience

**Applicant is a « real scale » trial** to assemble a robust Olympic bid dossier in all its dimensions: from City’s future, finance, logistics, security, infrastructure and transport developments, sport legacies

**The Applicant phase implies the construction** of a technically and financially resilient Olympic Master Concept responding to the latest Olympic applicant bid questionnaire

**Applicant bidders shall be able to gain the combined support of local/regional/national entities and publics** and to draft a proposal fullfilling Olympic applicant requirements susceptible to win IOC acceptance to candidate status
Candidate bidding

Candidate or second stage bidding pre selected applicants aim at developing their full candidature operational and financial dossier

Candidate bidders shall analyze critiques made by IOC to their own Applicant bid----- but also to other successful and non-successful Applicant competitors (Applicant comparative assessment by IOC is made public)

The second stage bidding is a decisive operation in the build-up of Olympic Games concept detailing most 34 Olympic functions (IOC Technical Manuals), structuring Games governance, proposing infrastructure development programs and operating budgets, legacy and sustainability orientations
2. Stage I- Acceptance questionnaire

**ONE City proposal per country** presented by the National Olympic Committee (NOC) of that country

**Large countries might have an internal domestic pre-selection process.** For 2016 --13 initial US candidates, narrowed to 3--Los Angeles, San Francisco and Chicago and then selection of Chicago. For 2018, France had 5 pre-bidders.

A **“Bidding City Seminar”** is organized by IOC to present the Games orientations and visions, structure, main organizational functions with best available updated transfer of knowledge
Acceptance questionnaire themes:

1. Vision, concept and legacy
2. Sport and venues
3. Environment and meteorology
4. Accommodation
5. Transport
6. Medical Services
7. Safety and Security
8. Technology and Energy
9. Legal aspects and custom and immigration facilities
10. Government and public support
11. Finance and Marketing
Applicant questionnaire main themes

1. **VISION, CONCEPT AND LEGACY** // Games dates // Games motivation and vision // Concept description // **MAP “A”**

2. **SPORTS and VENUES** // Main characteristics and capacities of all competition venues and non competition venues // Venue construction status: Existing—Existing with permanent works--Planned to be built permanent—Additional for Games

3. **ENVIRONMENT AND METEOROLOGY** // Most significant environmental parameters // Ambient air and water quality // Temperatures, humidity // Snow levels

4. **ACCOMMODATION** // Hotels 5,4, 3 stars and other categories // existing, planned, additional // within 10km and more // Media accommodation
5. TRANSPORT // MAP B // Transport infrastructure developments // Transport construction status: Existing—Existing with permanent works--Planned to be built—Additional Games dependent // Airports // Transport challenges // Distances and travel times

6. HEALTH SERVICES and DOPING CONTROL // All health services—Hospital and First aid // Doping Control laws, facilities and logistics

7. SAFETY and SECURITY // Risk analysis // Human resources // Police force training and quality // Legislation

8. TECHNOLOGY and ENERGY // Telecommunication // Wireless broadband services // Private radio networks // Frequency controls // Energy supply and developments
9. LEGAL ASPECTS AND CUSTOMS AND IMMIGRATION // Legal aspects // Candidature committee // Organizational structure // Country entry regulations // Work permits regulations // Import and exports of goods

10. GOVERNMENT AND PUBLIC SUPPORT // Government Support and Commitment // Institutional Support // Public support

11. FINANCE AND MARKETING // Olympic Games budget // OCOG and Non OCOG Budgets // OCOG Revenue generating potential // TOP Program and other IOC marketing programs // Bid budgets for first application phase and second candidature phase
Applicant assessment grading

Grading of Applicant themes

Grading scale is 0 to 10: with “0” being totally unsatisfactory, “5” average, “10” excellent

Theme grades are often given with a span. For example 5.0 to 7.0 reflects uncertainty. The larger the gap the higher the risks

Since the Applicant evaluation report is made public, all applicants can assess their own Olympic proposal versus all others.

Grading helps bidders in assessing their own bid and, if pre-selected, improving their bid pertinence and coherence during the Candidate phase. Substantial changes may take place!
Applicant bid theme assessment

Taking example on the **2020 Summer Games applicant proposals** (IOC, 2020 Working Group report, 5 April 2012) assessment of five of the eleven parameters are as follows

<table>
<thead>
<tr>
<th></th>
<th>Games Concept</th>
<th>Sports Experience</th>
<th>Accommodation</th>
<th>Transport</th>
<th>Finance Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTANBUL</td>
<td>6.0 - 8.0</td>
<td>5.5 – 7.0</td>
<td>6.0 – 8.0</td>
<td>5.0 – 7.0</td>
<td>6.0 – 8.0</td>
</tr>
<tr>
<td>TOKYO</td>
<td>7.0 – 9.0</td>
<td>7.0 – 8.0</td>
<td>9.0 – 10.0</td>
<td>8.0 – 9.0</td>
<td>7.0 – 8.0</td>
</tr>
<tr>
<td>BAKU</td>
<td>4.0 – 7.0</td>
<td>3.5 – 5.5</td>
<td>3.0 – 5.0</td>
<td>4.0 – 7.0</td>
<td>4.0 – 6.0</td>
</tr>
<tr>
<td>DOHA</td>
<td>5.0 – 8.5</td>
<td>5.0 – 7.5</td>
<td>5.0 – 8.0</td>
<td>6.0 – 8.0</td>
<td>8.0 – 9.0</td>
</tr>
<tr>
<td>MADRID</td>
<td>8.0 – 9.0</td>
<td>7.5 – 8.5</td>
<td>8.0 – 9.0</td>
<td>8.0 – 9.0</td>
<td>5.0 – 8.0</td>
</tr>
</tbody>
</table>
Acceptance evaluation results

Official IOC Applicant report is made public

Olympic bidding learning process—successful and unsuccessful bidders can compare their theme by theme assessment with others.

Applicant evaluation shows in what domains the candidate bid shall mostly be adapted, modified and improved

Decision of acceptance to candidature level is taken by IOC Executive Board.

Bids with the highest potentials and the least risks have the best chances.
Acceptance Games concepts

Critical Map B illustrate the proposed Games territorial venue layout and transport development concepts for each applicant bid

**ISTANBUL:** 7 Olympic Zones, 6 on European side and 1 Trans-Bosphorus on Asian side; proposed strong transport system build-up

**TOKYO:** 2 compact Olympic Zones called Heritage Zone and Tokyo Bay Zone within an 8km radius; very strong existing rail transport

**BAKU:** 4 Olympic Zones and dispersed venues; proposed considerable transport system expansion

**DOHA:** 5 Olympic peripheral zones to be interconnected by totally new high performance rail transport system

**MADRID:** 2 vast Olympic Zones on each side of Madrid Centre connected by existing strong expressway and public transport networks
Plan B - Infrastructures et sites olympiques de Bakou 2020

Map B - Baku 2020 Olympic Venues and Infrastructure
3. Stage II : candidature questionnaire

The full candidature evaluation process is based on 14 themes/group of questions to be answered with requested full documentation and precise maps and tables totaling about 600 pages in two official IOC languages (English and French).

The candidature dossier covers the same general themes as the Applicant bid but in deeper and more elaborate fashion.

In candidate phase, all projects and systems shall be planned, quantified and simulated to estimate infrastructure and operational costs.

Theme required presentation sizes with annexes are indicated as: S= Small, M= Medium, L= Large, VL = Very Large
Candidature evaluation themes

1. Vision, legacy and Communication  (S)
2. **Overall concept of the Olympic Games**  (S)
3. Political and Public Support  (S)
4. Legal aspects  (S)
5. Environment  (M)
6. Finance  (M)
7. Marketing  (M)
8. **Sport and Venues**  (VL)
9. Paralympic Games  (M)
10. **Olympic Village**  (M)
11. Games Safety, Security, Medical Services  (M)
12. Accommodation  (L)
13. Transport  (L)
14. **Media Operations**  (M)

**Legend:**
- Themes similar to Applicant bid themes with some expansion
- Themes much more developed than in Applicant bid
- New theme for Candidature dossier
Candidate Cities receive a large amount of material from IOC on how to plan and conceive the bid:

- **Technical manuals on 34 Games functional domains**
- **TOK / Transfer-of-knowledge from previous Games**
- **Games Observer Programs / Games debriefing**

Candidate Cities also rely on the “acceptance” evaluation to orient, adjust, improve their bid coherence and quality. Substantial international expertise is available in the most complex domains.
OLYMPIC TRANSFER OF KNOWLEDGE AND GAMES OBSERVER PROGRAMS

Legend:
- Red: Summer Games Preparation
- Blue: Winter Games Preparation
- Orange: Host City Selection
- Black: Basic bidding training
- Red with 1: Observer Programs for 2016

Olympic Games Knowledge Management (OGKM) Seminars and more than 40 Olympic Function Technical Manuals complete the Transfer of Knowledge (TOK) global program.
Bid strategic plans

Two fundamental overview maps:

MAP A -- general map of the Games Sport Venue Strategic Plan articulated on metropolitan transport system

MAP B -- key Transport system map according to their types and level of development:

(Light blue) existing in service

(Dark blue) to be renovated - improved

(Green) new - planned to be built

(Red) new - put in place for the Games
Chart 3 - Existing, planned and additional transport infrastructure

The infrastructure items should be listed in numerical order with a unique colour-coded number as shown in the table.
Please note that all infrastructure items listed should appear on Maps B1, B2 etc. with the unique number attributed to it in Chart 3.
Please identify the location of each infrastructure item by stating where it begins and ends.
Please provide all costs in USD 2007.

### EXISTING transport infrastructure, NO PERMANENT WORKS REQUIRED

<table>
<thead>
<tr>
<th>Type of transport infrastructure</th>
<th>Length (km) + capacity (n° of traffic lanes or tracks)</th>
<th>Construction/upgrade</th>
</tr>
</thead>
<tbody>
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</table>

### EXISTING transport infrastructure, PERMANENT WORKS REQUIRED

<table>
<thead>
<tr>
<th>Type of transport infrastructure</th>
<th>CURRENT length (km) + capacity (n° of traffic lanes or tracks)</th>
<th>Construction/upgrade</th>
</tr>
</thead>
<tbody>
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</table>

### PLANNED transport infrastructure

<table>
<thead>
<tr>
<th>Type of Transport Infrastructure</th>
<th>Length (km) + capacity (n° of traffic lanes or tracks)</th>
<th>Construction</th>
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</table>

### ADDITIONAL transport infrastructure

<table>
<thead>
<tr>
<th>Type of Transport Infrastructure</th>
<th>Length (km) + capacity (n° of traffic lanes or tracks)</th>
<th>Construction</th>
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</table>
Transport bid core questions

The transport Candidate level questionnaire has 6 generic transport domains covering 23 question areas..

The whole exercise is a simulation of:

- **Host City general transport and travel conditions after transport system re-enforcement and extensions**
- **Superposition of Olympic Games required multi-client transport services for the Olympic Family and Games logistics**
- **Olympic spectators, workforce, volunteer generated movements amounting to 1-3 millions per day**
Transport theme exhaustive questions

Transport strategy and Authorities OCOG constitution and Games transport governance

Airport, arrivals and departures Airport data and flight networks, port of entry

Transport supply and infrastructure network developments, transport infrastructure plan, road and public transport system Maps, fleet and rolling stock, distances and travels times.

Transport demand and client requirements Spectator and workforce travel demands, Olympic Family transport services

Transport operations (4Q: Traffic management, Olympic traffic priorities and reserved lane network. Training and testing

Games Traffic Command and Communication, Games time responsibilities, Information and communication strategies
Olympic global transport concept

To optimize Olympic and City general transport, **some venues are grouped in large zones and operational clusters**—the biggest being the **Olympic Park** (not in all Games)

**Well planned Games have venue clusters near high capacity public transport facilities with “no” parking at venues**

Olympic transport shall interconnect all competition venue clusters to other venues (OV, OH, MPC-IBC, MV) and to main Host City activity centers. **An Olympic Route Network with a variable share of reserved Olympic lanes is most often required to insure reliable reasonable travel times**
4. Candidate bid evaluation

Evaluation Commission appointed by IOC President (6-8 IOC members and 4-5 experts):

• Candidate bid dossier detailed multi-functional analysis

• Conduct of a 4 day dossier and on-site audit with visits of most significant Olympic sites

• Theme by theme multi-disciplinary qualitative risk evaluation mostly based on Olympic Games past experience and relevant transfer-of-knowledge inputs

• Clarity of Olympic Games vision coherent with Host City and Host country long term development orientations considered very important
Candidate phase bid evaluation

Intelligent use of past Olympic operation recognized best practices … the “do not re-invent the wheel” approach …. is an asset limiting mega-event operational risks

High consideration for Games induced environmental policies and better health programs

Capital importance of legacies resulting from Games induced urban and transport infrastructure, sport programs and new sport facilities

Sustainability of all components of the Olympic development plan is a major asset in the evaluation process
2020 Olympic 3 step choice

Five Applicants for 2020 Summer Games:

Istanbul, Tokyo, Baku, Doha and Madrid

Three Candidate Cities preselected in May 2012:

Istanbul, Tokyo and Madrid

Final choice made by IOC session in Buenos Aires, Sept, 7\textsuperscript{th}, 2013: Tokyo
Olympic bidding documents for 2020


IOC, *2020 Candidature Procedure and Questionnaire* Games of the XXXII OLYMPIAD, IOC Lausanne, May 2012


IOC, *2022 Candidature Acceptance Procedure* – Games of the XXIV Olympic Winter Games, IOC Lausanne, May 2013

http://www.olympic.org/host-city-elections
5. Mega-event criticized-legacy contested

2012 London Olympic Summer Games, 2014 Sochi Olympic Winter Games, 2014 FIFA World Cup in Brazil, 2016 Rio Summer Olympic Games and others.......have been and are strongly criticized and contested for pharaonic public money expenditures, lack of clearly proven social and economic legacies, often poor environmental record, political mis-management and corruption, etc

In Germany and Switzerland, voters turned down Winter Olympic bidding for their regions. Brazil had severe Spring 2013 riots.

In “Bidding for Development”, a January 2014 book published by Springer, the four authors critically analyse world mega-events such as the Olympics and the FIFA World Cup (both 4 billion TV viewers events).
Mega-event criticized - legacy contested

The authors note that very large mega-events can be very positive catalyst for “long term sustainable development” particularly in transport on the condition that mega-event Owners make sure:

Cities demonstrate that Olympic specific transportation plans within the bid align with pre-existing city transportation strategies and long term development master plans

Proof of citizen engagement and support for the bid’s urban planning agenda is obtained to ensure support for the Games and a positive Olympic Legacy

Olympic and mega-event transport bibliography 1997-2014 and mega-event transport papers to be downloaded from www.mobility-bovy.ch