

2022 Intramural Emory Global Health Case Competition

Envisioning a New Olympic Era: Using the Olympic Games to Promote One Health Preparedness



Emory Global Health Institute

This case is a re-envisioning of the 2014 Intramural Emory Global Health Case Competition case challenge. Characters and plots described within this case are considered *fictional*, though the case topic and descriptions of circumstances are accurate representations of what is available in the literature.

There is no one, perfect solution for this case challenge as it is complex and requires a judicious balance of creative yet perceptive approaches based on environmental and geopolitical context.

The case authors have provided informative facts and figures within the case and exhibits to aid the teams in developing their solutions. The data provided are derived from independent sources, for use in this case, and are clearly cited such that teams can verify or contest the findings within their recommendations, if it is pertinent to do so. Teams are responsible for justifying the accuracy and validity of all data and calculations that are used in their presentations and case solutions, as well as defending their assertions in front of a panel of knowledgeable judges representing different stakeholders.

Introduction

Since its inception in 1894, the modern Olympic Movement has stood for peace, unity, friendship, and fairness. A former world champion fencer, Thomas Bach, became the International Olympic Committee (IOC) President in September 2013. Almost a decade into his tenure, extreme weather events have become common across the globe, and the world continues to struggle through the COVID-19 pandemic. The Olympic Games were directly impacted by the pandemic when the 2020 Tokyo Summer Olympics had to be postponed a year. And even in summer 2021, no foreign or domestic spectators were allowed at the events due to COVID-19. The global upheaval of recent years caused Bach to consider what future Olympic games could do to achieve positive social change, specifically regarding One Health preparedness.

He thought about the importance of the world achieving the United Nation's (UN) Sustainable Development Goals 2030, universal health coverage, and global preparedness goals.[1-4] He also considered the ingenuity and collaboration that would be required to achieve these goals. He believed that there was no better symbol for the potential of the human mind and spirit than the Olympic Games. But how could he, in his role, put these broad, ambitious goals into more tangible action with lasting impact? After careful consideration, he imagined an Olympic Games that would engage audiences and the host nation in developing One Health preparedness initiatives that would dramatically improve the health outcomes of a country's people, wildlife, and natural environment. These initiatives would help address the health threats that COVID-19, future pandemics, and a changing climate presented to the world. Bach's goal for his remaining years as IOC president was to use the Olympics as a platform to encourage host nations to contribute to One Health preparedness efforts to help themselves and their global neighbors.

Bach's first opportunity to promote change would be with the 2036 Summer Olympic Games. The IOC decided to request bids from Olympic-hopeful countries and—for the first time—the IOC would partner with the UN to evaluate bids. This partnerships would ensure that countries submitting bid packages demonstrate not only the regular aspects of an Olympic games bid such as the logistical and financial feasibility of hosting, but also include sustainable One Health initiatives that addressed the need for One Health preparedness in the host country. Bach believed the One-Health preparedness proposals should be nationwide initiatives, especially since it was becoming more typical for countries to submit nationwide or multi-city bids.[5,6] Countries' bids would have to make clear how hosting the Olympics would have a significant positive impact on one or more components of One Health preparedness in their country.

Bach felt energized by this prospect, and looked forward to the transformative change the IOC, the UN, and future Olympic games could make. The summer 2016 games would usher in a new, more socially responsible era for the Olympics and help protect the world from existing and emerging global health threats.

Case Prompt

Intramural Emory Global Health Case Competition (IEGHCC) teams will play the role of country representatives bidding to host the summer 2036 Olympic Games. Each team must select one of three host countries: India, Mexico, **or** South Africa. **Each Team must select its host country by 12:00 pm EST, Sunday, January 30 via this [link](#).** While the deadline for country selection is January 30 at noon, teams will select their host country on a first-come, first-selected basis. To that end, the earlier that teams make their host country selection, the more likely they will obtain their first choice. Each team may choose one or more cities within the selected host country for its Olympic bid and One Health preparedness initiatives.

Teams should operate under the assumption that their country's bid has already passed an initial IOC review that included an evaluation of the logistical and financial feasibility of their country hosting the 2036 summer Olympics. Now that the IOC has ascertained that the country has the capacity to host the 2036 games, it has requested that the country present its One Health preparedness plans for a second review of its Olympic bid. Representatives from the IOC and the UN will review the team's One Health preparedness initiatives to determine if its plans meet the needs of the country's population, contribute to addressing existing and preventing future health threats, are feasible, and sustainable.

Recognizing that this will require a multisectoral and transdisciplinary approach because of the interconnection among people, animals, and their environment, teams should include plans to ensure collaboration with and buy-in from relevant stakeholders such as: industry; the scientific, human health, and animal health communities; and appropriate city, state, and national governments. Teams' One Health initiative proposals should include: need and/or rationale for the plan; specific interventions; anticipated outcomes; partnerships; communications strategies; and monitoring and evaluation plans for the following time periods: 2-, 5-, and 10-years. Teams should include in their proposals plans for securing funding to sustain their One Health initiatives.

Teams should include a summary of the total budget that they have already successfully proposed to the IOC during the first round of reviews. These initial Olympic bid budgets should be commensurate with the country's revenue base, population, level of industrialization, infrastructure, and natural resources. Teams should present a detailed budget for their One Health preparedness initiatives. Teams should plan to use 5%-7% of their total Olympic bid budget on their proposed One Health preparedness initiatives budget. All budget amounts should be presented in US dollars.

One Health preparedness initiatives typically address the needs of the target populations and geographic regions, incorporate the interactions of humans, animals, and the natural environment, and employ multidisciplinary approaches. Case competition teams should consider the country's local environments, wild and domestic animals, agricultural practices, and diet and food security issues when crafting their One Health preparedness initiatives. Teams should also consider the socioeconomic status, health care systems, and cultural practices of the country and cities that they select.

Proposals should illustrate how the 2036 games will be harnessed for measurable short- and long-term public good. For One Health initiatives to stand out, the local positive impact must be meaningful, measurable, and clearly causally linked to the games. The One Health plans should focus on the summer Olympics and do not need to include a specific plan for the Paralympics.

Teams will present their bids (case solutions) to a panel of judges representing the IOC and the UN.

Background

One Health Definition

The current One Health approach to prevent global health threats began in earnest in 2004 when the World Health Organization (WHO), the Food & Agriculture Organization of the UN (FAO), and the World Organization for Animal Health (OIE) met to discuss ways to combat the increasing threat of emerging infectious diseases (EIDs). Members of these organizations sought a more holistic strategy to respond to EIDs rather than continuing to focus solely on human health, medicine, and surveillance.[7] Participants concluded that this new way to respond should include new surveillance approaches (e.g., syndromic surveillance), new tools (e.g., geographic information systems, remote sensing data, molecular biology), and new multidisciplinary collaborations (e.g., medical, veterinary, population biology, information technology, economics, social science, and diagnostics).[7] Since 2004, the concept of One Health to promote health has been widely adopted by numerous researchers and agencies around the world.[7]

The Centers for Disease Control and Prevention (CDC) describes One Health as encompassing the idea that the health of people and animals are closely connected due to their shared environment.[8] The WHO defines One Health as an approach to designing and implementing programs, policies, legislation, and research in which multiple stakeholders collaborate to achieve better public health outcomes.[7, 9] According to the World Bank, the One Health approach proactively engages different disciplines such as human medicine, veterinary medicine, and environmental health sciences to attain optimal health for people, animals, and the environment. It is especially relevant for work in food safety, the control of zoonotic diseases (diseases that spread between animals and humans), and combatting antibiotic resistance.[10]

Rationale for One Health Preparedness Approach

As COVID-19 has illustrated in the two-plus years since its emergence, the human and economic costs of a pandemic are enormous. As of this writing, the WHO has reported 5.57 million deaths globally due to COVID-19.[11] The World Bank estimates that the global costs of COVID-19 in 2020 were \$3.6 billion USD, which represented a 4.3% contraction of the global economy.[10] While the global economy rebounded in 2021, The World Bank indicates that the rapid spread of the Omicron variant will likely disrupt economic activity in the near term of 2022.[12]

The One-Health approach to preventing future epidemics and pandemics is essential today due to the many changes in the way people and animals interact with each other. Human populations are expanding into new geographic areas where they live in close contact with both wild and domestic animals, which provides more opportunities for diseases to pass between them.[8] Climate change,

environmental degradation, and changing agricultural practices have caused environmental conditions that are also providing new opportunities for diseases to pass between humans and animals.[8] Additionally, the migration of people and animals and the transport of animal products have increased dramatically due to international travel and trade, resulting in increased risk for diseases to spread quickly between animal and human populations.[8] All of these changes can lead to the spread of existing zoonotic diseases and the emergence and swift spread of novel ones such as COVID-19, which was classified as a zoonotic disease in 2020.[13]

According to The World Bank, zoonotic diseases affect more than two billion people and cause more than two million deaths annually in a typical year, which negatively impacts the health of both people and economies. For example, the individual costs of SARS, H1N1, and Ebola were in the billions.[10] Foodborne diseases and antimicrobial-resistant infections (AMR) also pose a considerable threat to the health of people and economies. The Safe Food Imperative estimated the annual costs of foodborne diseases in low-and middle-income countries to be \$110 billion USD.[10, 14] The World Bank estimates that the annual costs of antimicrobial-resistant infections could be as high as \$3.4 trillion USD by 2050.[10]

Using the example of vaccinating dogs against rabies as the most effective way of preventing the disease in humans, the WHO contends that the One Health approach is needed because efforts by one discipline or sector alone cannot prevent or eliminate a problem that has the potential to affect both humans and animals.[9] Additionally, information on viruses in animals is important in the selection of viruses for the development of human vaccines to be used in potential pandemics. Drug-resistant microbes can be transmitted between animals and humans through direct contact and/or contaminated food. Therefore, a well-coordinated approach among multiple relevant disciplines is necessary to prevent disease and promote the good health of people, animals, and economies.[9] This makes the argument for a One Health preparedness approach compelling for preventing future disease outbreaks, epidemics, or pandemics and ensuring the health of animals, people, their environments, and their economies.

IOC Background

"Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles." - Olympic Charter, Fundamental principles[15]

The IOC is a Swiss-based non-profit, non-governmental organization created in June 1894 as the organizing body for the modern Olympic Games. The Olympic Charter serves as IOC law and defines the rights and obligations of the IOC, the International Federations (IFs), National Olympic Committees (NOCs), and the Organizing Committees for the Olympic Games (OCOGs).[15] The IOC consists of 100 active members, 32 honorary members, and 1 honor member who convene at an annual IOC Session to adopt or amend the Olympic Charter, elect IOC members, elect the IOC Executive Board, and elect the host city of the Olympic Games. Each member has one vote and all decisions are final.[16]

Financing the Games

From the inception of the modern Olympic Games, financing has been a challenge for host cities and the IOC. Both institutions struggle to balance ambition with feasibility. Over the years, city organizers have experimented with varying approaches. Below are details of five Games, each regarded for its respective successes or failures in their approaches to financing the Games.

MONTREAL, 1976: One of the most infamous busts, the 1976 Summer Games in Montreal had the legacy of taking three decades to repay its debts. These Games became so notorious that they deterred many other countries from bidding for the Olympics for many years. Before the Games, the city's mayor, Jean Drapeau, declared: "the Olympics can no more have a financial deficit than a man can have a baby." But the debt from these Olympics rose to \$1.5 billion and it took Quebec province until 2006 to pay it off, by which point the Olympic stadium had been given the nickname "The Big Owe." The Olympic stadium was not completed by the time the Games began due to problems with the unusual design and strikes by workers. During the Games and for 11 years afterwards, the stadium had neither a tower nor a roof, both of which were finally completed in 1987.[17]

LOS ANGELES, 1984: Los Angeles can be credited with changing the way the modern games are run and became the first Olympics since 1932 to make a profit. Under business savvy Peter Ueberroth, the head of the organizing committee, Los Angeles did not have to pump money into new stadiums, but made adjustments to existing ones. Only a velodrome and aquatics center were newly built for the Olympics. Although the Games cost the city around \$546 million, taxpayers did not bear the burden. Corporate sponsorship, television rights, and ticket sales allowed the Games to make a \$222.7 million profit, 40 percent of which was channeled into youth sports organizations. The wider positive economic impacts of the Games on Southern California have been estimated at \$3.3 billion.[18]

BARCELONA, 1992: Barcelona remains a model for how to stage a successful Olympics, but also for using the opportunity to create a legacy and modernize a city in the process. The 1992 Games are widely credited with transforming the landscape of Barcelona and rebranding a city that has become one of Europe's most popular tourist destinations. Barcelona spent \$9.4 billion on its Games, which was a record at the time; however, the money helped revitalize the city and earned a reported \$5 million in profit. Barcelona is now considered a center for commerce and in 2012 was named the fourth best European city in which to do business.[18]

SYDNEY, 2000: Although Sydney put on a very well organized and popular Olympic Games, the benefits to the city have been small. The organizers of the Games overshot their budget in a familiar Olympic fashion: the budget almost tripled to \$3.8 billion before the competition had begun, and the public ended up with a bill for nearly one-third of the cost. The centerpiece for the Games, the Sydney Olympic Park, remained unused until 2005. Studies have also shown that the Olympics did not do much to attract tourists to Sydney or boost participation in sports.[18]

ATHENS, 2004: Although Athens put on a popular Games, their \$4.6 billion starting budget ended up falling well short of what was needed. Many believe that the debt accrued—\$14-15 billion according to Stephen Wenn, Professor of Sport History and Olympic studies at Wilfrid Laurier University—contributed to the country's subsequent financial crises. In the process, Athens lost the chance to

change the face of the city by failing to keep up with modernization efforts initiated by the Olympics. Many of the venues lie vacant, promised parks never materialized, and new transportation infrastructure has caused problems like flooding and increased traffic. The government financed the full cost of the Olympic venues without developing a strategy for post- Games use.[18]

TOKYO, 2020 (2021): Due to COVID-19, Tokyo was forced to delay its Games for a year., Despite costing \$1.8 billion less than expected,[19] the Tokyo games cost \$15.4 billion, [20] making them one of the most expensive summer Olympic games ever.[21, 22] Because the pandemic prevented tourists and domestic fans from attending events and caused bars and restaurants to close early, Tokyo was unable to recoup the costs of hosting the Olympic games in the usual ways.[21] However, the Olympics have generated some positive economic activity in Japan, especially in the construction, housing, and electronics industries.[21]

Social Impacts of Hosting the Games

Aside from the opportunity to renovate housing and transportation infrastructure, experience suggests that hosting the Olympics can generate energy that galvanizes social change, revitalizes a city's image, and even increases residents' happiness, while decreasing rates of depression.[23, 24] Bach recognized that though the social impacts of the Games have been difficult to measure over the years, they have not gone unnoticed—from improved race relations between Aboriginals and Australians after the Sydney Games to increased awareness and accessibility for handicapped citizens and tourists in London after the 2012 Games. London's Games are also credited with unifying native and immigrant communities with its representation of immigrant athletes as part of its country's delegation.[25] Numerous Games have been recognized for their positive social impacts, including increased national pride and community spirit, bridging of social grievances and ethnic disparities, and increased national interest and participation in sports.[26]

Still, the potential negative impacts of the Games have featured increasingly in the public's perception of the Olympics, perhaps most notably during the buildup to the 2008 Beijing and the 2016 Rio de Janeiro Games. Olympic Games have been credited with disrupting and displacing existing communities in host cities, human rights violations against construction workers,[27] increasing congestion, causing environmental degradation, and distorting property values.[24, 28] As awareness of these long-lasting effects has grown, organizers have had to overcome ever-greater obstacles to win the support of the IOC, commercial sponsors, and even their own city's population in order to secure a bid and run successful Games.

Case Studies

Past Olympic Games can provide models and lessons for future Games (for a review of past Olympic Games from 1964 to present, see **Exhibit A**). In particular, there were four Games that offered unique case studies, in terms of the distinctive geographic, cultural, and political contexts in which these Games took place; the approaches taken to host; and the impacts they have had on their host cities and countries.

MEXICO CITY, 1968

Building on its rapid economic growth in the 1960s, Mexico began to invest in the industrialization and modernization of Mexico City and other major urban areas, while social progress, including land distribution, health, and educational programs lagged behind.[29, 30] Also, as a part of their economic development plan, officials promoted tourism as a way to increase national earnings. As a result, Mexico City became a serious competitor and won the bid over Buenos Aires, Lyon, and Detroit to host 1968's Summer Games. These were the first—and until Brazil in 2016, the only—Games to be held in Latin America and the first to be held in an emerging market country. Conscious of being the first low-middle-income country to host of the Olympics, the Mexican government and elites sought to project Mexico as a stable, modern industrial country with unique, distinctly Mexican cultural traits.[31, 32]

While many Mexicans felt proud to host the Olympic Games, there was growing dissent from student movements and worker's unions over the amount of public spending going toward the construction of Olympic venues instead of social programs that could help alleviate the city's poverty.[33] Ten days before the Olympic Games started, thousands gathered to protest. Police opened fire on the protestors, resulting in an estimated 300 deaths and thousands of others injured.[29]

There were other controversies too. Mexico City's high altitude (2,300 m) meant that the air contained 30% less oxygen than at sea level prompting complaints from athletes.[15] Additionally, global political unrest was reflected in the Games: in particular, the Games served as yet another venue for the United States and the Soviet Union to outperform each other in order to gain an advantage in terms of Cold War supremacy.[34] South Africa was still banned from international sporting competition for its apartheid policies and the Black Power movement became central to the Olympic Games as Black sprinters Tommie Smith and John Carlos, the gold and bronze medalists in the men's 200-meter race, took the podium and defiantly raised a black-gloved fist as the Star Spangled Banner was played.[31]

Of the roughly \$175 million Mexico spent on the 1968 Games, the Mexican Government contributed \$56 million, TV rights and ticket receipts contributed another \$11 million, and the Mexico City government covered the remainder of the costs.[35] Some critics argue that the spending on events like the Olympics contributed to Mexico's economic woes of the 1970s and 1980s, but others laud the Games for drawing in a wide international audience, boosting tourism, and promoting Mexico City's urban development.[31] Nearly all of the venues built for the Games have been maintained and are now open to the public in Mexico City.[36]

SEOUL, 1988

Seoul, South Korea was a controversial choice for the 1988 Olympics. The nation was in a state of turmoil and had poor diplomatic relations with the Soviet Bloc nations. Along with these issues, South Korea felt immense pressure to include North Korea as a "co-sponsor," despite the fact that North Korea did not have adequate facilities to host events. Although the IOC was willing to allow North Korea to host a few of the events, North Korea was not satisfied and boycotted the Games, which prompted Cuba and Ethiopia to also boycott.[37]

The Seoul Olympic Organizing Committee generated revenues through sales of TV rights and commemorative coins and then spent money only within the bounds of those revenues. Seoul had 23 corporations as “official sponsors” who paid more than \$2 million each and 57 corporations who provided cash or goods and services worth less than \$2 million. In the seven years leading up to the Games, South Korea spent \$512 million, which included the construction costs of an Olympic Park, Sports Complex, Village, and Press Village, and repairs to many existing facilities.[38, 39] The Seoul Games profited \$556 million, making it one of the most profitable games of the late twentieth century.[40]

To facilitate transportation within the city, organizers constructed three subway lines, 47 extensions to bus routes, and expanded the international airport. The government restricted the use of personal automobiles by allowing people to only drive on odd or even days, according to the last number on their license plate. Along with automobile restriction, the government urged citizens to utilize subway systems.[41]

The Games were successful, with very high attendance (160 countries and 8,391 athletes).[37] Through the Olympics, Seoul displayed South Korea’s revitalization following the Korean War and the opening of its economy to the world. The boost in GDP led to further urban development projects. Along with the building of city infrastructure, new programs were created to deal with waste management, water quality, and air pollution.[39]

ATLANTA, 1996

The 100th anniversary of the modern Olympics was celebrated in Atlanta, and not Athens as many had expected. Atlanta’s bid began in 1987 and was led by Billy Payne and Atlanta’s popular second-term mayor, Andrew Young. To combat international stereotypes that the American South was still plagued with poverty and racial tension, Young envisioned an Atlanta Olympics that showcased a robust and resurgent South following the civil rights movement of the 1950s and 1960s.[42]

Known as the first privately funded Olympics, the Games cost \$1.8 billion, created 580,000 jobs, and included the construction of many facilities in previously neglected areas. An estimated 15,000 citizens were evicted from public housing projects and 9,500 affordable housing units were demolished to accommodate new venues. Additionally, numerous homeless shelters were converted into backpacker dormitories and “streetsweeps” were utilized to keep the homeless off the streets near the Games.[43] Centennial Olympic Park, not officially covered by Olympic security, was the location of a terrorist pipe-bomb explosion, tragically killing two, injuring 111, and causing a fatal heart attack in another. Deemed too commercialized, overcrowded, and marred by the tragedy of the Centennial Olympic Park bombing, then-IOC president, Juan Antonio Samaranch called the Games “most exceptional,” a departure from his typical “best ever games.”[44]

Ticket sales, TV rights contracts, and record-breaking sponsorships led to a profit of \$10 million, and Atlanta experienced a \$5.14 billion positive economic impact. Arenas built for the Games were initially utilized by Atlanta’s professional football and baseball teams, and eventually for Georgia State University’s sports teams. The Olympic Village continues to serve as dormitories for the Georgia Institute of Technology. Centennial Olympic Park is now the centerpiece of downtown

Atlanta's revitalization, with several high-rises, museums, and attractions built in its periphery. Twenty percent of the tax generated has gone to the development of poorer areas.[45] Dahshi Marshall, a transportation planner with the Atlanta Regional Commission, told the New York Times: "The games served as a catalyst for Atlanta's urban renaissance that is still going on today." [46]

BEIJING, 2008

The 2008 Games were awarded to Beijing with the IOC proclaiming that the world's most populous country deserved to stage the world's most extravagant event. Although human rights and environmental groups expressed their concerns about China's human rights violations and Beijing's notoriously poor air quality, the Chinese government and sports officials saw the Games as an international affirmation of the country's program of social and economic reforms.[47]

The Beijing Games cost an estimated \$43 billion. To pay its bills, the Chinese government sold 10-year bonds.[48] Due to inflation, these are proving to be more costly than expected. As of 2011, China had still to repay 10.7 trillion yuan, raising the total cost of the Olympics to closer to \$70 billion. The building boom to which the majority of the money was allocated went toward buildings that have proved expensive to maintain and which have generated little return on the government's investment so far. The Beijing Games made a profit of \$171 million, or about 1.16 billion yuan.

The Games brought many changes to Beijing. In the months leading up to the Games, the Chinese government made great efforts to improve the poor air quality. These improvements, which were relaxed after the Game's completion, significantly reduced sulfur dioxide, carbon monoxide and nitrogen dioxide levels in China. Other projects to improve infrastructure and transportation—such as a new metro system, roads, and an airport terminal—were built to prepare for the influx of people.[49] These improvements are deteriorating, as funding is not being allocated toward maintenance of this infrastructure. Up to 2 million workers were needed to construct the Olympic projects, and there were concerns regarding how these workers were treated and compensated during the building phase.[27] In addition, the building and alterations around Beijing displaced an estimated 1.5 million residents.[30] There were health-related impacts as well, with the Games necessitating improvements in available traditional medical services, better disease surveillance, and a strengthened public health system for Beijing's local population.[49]

Bidding Process and Development

These case studies are useful illustrations of different approaches to hosting the summer Games, and the impacts of the Games on each city. Transportation, sporting and housing infrastructure, and perhaps even involvement in sports would be impacted in host cities, which has been the primary mission of the Olympic Movement for decades. However, for Bach's "One Health preparedness-themed" games to improve health and development in a host country, the task would require more critical thought. Each country's proposal must justify its bid, demonstrating One Health preparedness needs, as well as the potential improvements stimulated by hosting the Games. And since Bach is interested in sustainable change, bids would have to include realistic projections for two, five, and ten

years after the Games, using appropriate indicators and outcomes, and articulating the likely causal pathway for achieving these gains.

Forming an IOC bid is routinely a two-year process that takes place roughly 9-10 years prior to the Games in order to ensure ample time is given for country-wide development and preparation. The bidding process includes three crucial parts: the applicant city phase, the candidature city phase, and the election of the host city.[50] Please see **Exhibit B** for a summary of the bidding process.

Phase I: Applicant Country

First, interested countries must decide upon a city or cities where the games would be held. In the case that multiple cities within a country wish to bid to host the Olympics, the country's National Olympic Committee (NOC) must determine the city or cities within the selected country with greatest potential and capacity to host. For example, Chicago, Houston, Los Angeles, Philadelphia, and San Francisco all bid to be the United States Olympic Bid city for the 2016 Olympics; Chicago was ultimately chosen by the United States Olympic Committee (USOC).[51]

To formally put forth a bid, each city prepares an applicant file for the IOC. The idea is to provide general information about why the city is interested in hosting, why they believe they are qualified, and a comprehensive vision for the Games. These files are reviewed by International Sports Federation's (IF), the NOC's, the IOC Executive Board, and IOC Athletes' Commission. [52] The ultimate decision of which cities advance to the candidature phase rests with the IOC Executive Board. In 2016, Chicago, Doha, Prague, Baku, Madrid, Rio de Janeiro, and Tokyo all submitted applicant city files; Chicago, Madrid, Rio de Janeiro and Tokyo advanced to the Candidate City Phase.[51] While historically individual cities have bid to host the Olympic Games, Bach is inviting nationwide bids that can include multiple cities in a country to participate in the 2036 summer Games.

Phase II: Candidate City/Cities

Phase II requires Candidate Cities to submit a Candidature File, an in-depth description of their Olympic project, and involves a site visit by the IOC Evaluation Commission. In the Candidature File, host candidates present an in-depth plan of how they will execute a successful Olympic Games.[52] These plans include multiple themes, including topics such as political and economic climate, environment and meteorology, sports and venues, marketing, Paralympic Games, transport, cost, and security.[50] Selected IOC Evaluation Commissioners consecutively visit the candidate locations and report back to the IOC Executive Board with information about feasibility and level of preparation. An IOC Executive Board election takes place and the future Olympic host is selected.[52]

The Summer 2036 Bids

During spring 2021, the IOC determined that the countries of India, Mexico, and South Africa presented logistically and financially feasible bids and had the capacity to host the Games. After this initial review, Bach asked these three bid countries to incorporate One Health Preparedness initiatives into their country's bids and invited them to present their One Health proposals to the IOC Executive Board and UN representatives in February 2022. This would be an unusual selection process because, the novel IOC and UN partnership meant that bids would be evaluated by a multidisciplinary panel of reviewers that included stakeholders in the One Health approach as well as members of the business

community. The review committee would focus its energy on the intentional health benefits each bid country proposed to achieve.

Exhibit A: Olympic Games, in review (1964-present)[4, 33, 34, 53-68]

Year	City	Cost	Profit	Social Issues	Political Issues
1964	Tokyo, Japan	\$1.926 billion (NY Times, Sept 27, 1964)	\$6.77 million	<ul style="list-style-type: none"> One of the best and most expensive Helped Japan become a technological leader Infrastructure modernized, promoted hygiene, clean streets and rivers and planting of greenery 	<ul style="list-style-type: none"> Demonstrated that Japan had: recovered from war, disavowed imperialism and militarism, welcomed high-caliber sports, and sought to engage the world
1968	Mexico City, Mexico	\$175 million	\$9.8 million	<ul style="list-style-type: none"> First Olympics in an emerging market Student protests (more than 200 killed and over 1,000 injured) Only modest levels of investment 	<ul style="list-style-type: none"> Mexican Student Movement of 1968 happened concurrently and Olympic games were correlated with government's repression
1972	Munich, West Germany	\$611 million		<ul style="list-style-type: none"> The Munich massacre: 11 athletes, coaches and judges murdered by terrorists 	<ul style="list-style-type: none"> Rhodesia banned from participating African countries threatened to boycott if S. Africa's white minority allowed
1976	Montreal, Canada	CAN\$1.42 billion	Loss CAN\$1 billion	<ul style="list-style-type: none"> A special tobacco tax was introduced in May 1976 to fund the loss 	<ul style="list-style-type: none"> Various protests and boycotts so only 92 countries participated
1980	Moscow, USSR	\$2 billion		<ul style="list-style-type: none"> First in Eastern Europe 5 million spectators (up from 1.5 mil in Montreal) 	<ul style="list-style-type: none"> Massive boycott (65 countries) due to Soviet involvement in Afghanistan
1984	Los Angeles, USA	\$546 million	\$222.7 million	<ul style="list-style-type: none"> Financially successful due to private partnerships, minimal construction projects 	<ul style="list-style-type: none"> Boycotted by 14 Eastern Bloc countries
1988	Seoul, S. Korea	\$4 billion	\$497 million	<ul style="list-style-type: none"> Problems with transportation and heavy crowds Financially successful Helped develop the country significantly 	<ul style="list-style-type: none"> Boycotted by N. Korea and allies Lack of diplomatic relations with the Soviet Bloc Nations
1992	Barcelona, Spain	\$9.3 billion	\$10 million	<ul style="list-style-type: none"> "Barcelona model" is used by other countries to plan to Olympics Developed the country, created thousands of permanent jobs 	<ul style="list-style-type: none"> No boycotts
1996	Atlanta, USA	\$1.8 billion	\$10 million	<ul style="list-style-type: none"> Overcrowded, over-commercialized Largely privately funded 	<ul style="list-style-type: none"> Centennial Park Bombing: 2 killed, 110 wounded
2000	Sydney, Australia	\$6.2 billion	\$5 million	<ul style="list-style-type: none"> The "Green Games" Mostly publicly funded 	<ul style="list-style-type: none"> North and South Korea marched together under the same flag
2004	Athens, Greece	\$15 billion	Loss \$14 billion	<ul style="list-style-type: none"> Venues left unused 	<ul style="list-style-type: none"> Led to economic downturn/recession
2008	Beijing, China	\$43 billion	\$146 million	<ul style="list-style-type: none"> Displacement of 1.5 million people 	<ul style="list-style-type: none"> Athletes intended to boycott due to China's stance on Darfur, Myanmar, Tibet

2012	London, England	\$14.6 billion	>\$49 million	<ul style="list-style-type: none"> • United immigrant and native communities • Improved awareness regarding handicap access 	
2016	Rio de Janeiro, Brazil	>\$15 billion (likely to increase)	Unknown	<ul style="list-style-type: none"> • Urbanization of favelas (eviction and demolition, police storming) • Migrant workers from Haiti (temporary jobs) 	<ul style="list-style-type: none"> • First city in South America • Heightened security • Increase in tourism
2020 (2021)	Tokyo	\$15.4 billion	Unknown, but the revenue is anticipated to be low as spectators were banned due to COVID	<ul style="list-style-type: none"> • COVID Pandemic • Low vaccine rate among Japanese residents (less than 10% before the games began) • Major economy losses for small business owners • Global warming & extremely heat forced the games to change locations of their events. “This year’s summer Olympics are slated to be the among the hottest ever, with peak temperatures predicted to average around 30 degrees Celsius, or nearly 90 degrees Fahrenheit.” • 	<ul style="list-style-type: none"> • The Games went ahead against the wishes of most of Japan’s people, who viewed them as an unacceptable risk to public health. The organizers’ insistence on holding them reinforced a sense that the country’s leaders are unaccountable to the public. • Toyota (one of the Olympics' top sponsors) pulled advertising and did not air TV commercials in Japan related to the Tokyo Olympics, & the carmaker’s president did not attend the opening ceremony. • The head of the Tokyo Olympics organizing committee, Yoshiro Mori, resigned after he was criticized for making sexist remarks.
2024	Paris	\$4.3 billion	Unknown	<ul style="list-style-type: none"> • The Paris games will focus on sustainability & environmental responsibility (example: using 95% existing or temporary venues, they pledge to offset even more emissions than generated). • For the first time, the budget for construction (3.35 billion euros) is lower than the budget for the event itself (3.9 billion euros). • The games will be held throughout the city of Paris and its suburbs, instead of one isolated area. 	<ul style="list-style-type: none"> • 84% of people surveyed in France were in favor of the Paris Games. • The Opposition Group “NON aux JO2024 à Paris” launched petition to cancel siting “the current economic and social crisis caused by the coronavirus pandemic deserves more funding than the Olympic Games” and “The Olympic Games are a symbol of unchecked globalization, and a threat to the environment and to our heritage.” • Tony Estanguet, president of the Paris Olympics organizing committee, spoke of staging the most accessible Olympics ever in 2024, with a half-million people able to watch the boat parade for free from down the Seine to the Eiffel Tower during the opening ceremony.
2028	Los Angeles	\$6.9 billion	Unknown	<ul style="list-style-type: none"> • Sustainability and fiscal responsibility are core to the Games Plan. With infrastructure already in place, no new 	<ul style="list-style-type: none"> • Mayor Garcetti Launches PlayLA, an initiative to provide affordable and accessible sports programming to young Angelenos of all

				<p>permanent venues are needed for the Games.</p> <ul style="list-style-type: none"> • The Games Agreement specifies that LA28 is required to maintain insurance to protect against "natural disasters, communicable diseases, terrorism, civil unrest, cyber-attacks, event cancellation and coverage for reduced ticket sales and other venue losses should the events become less appealing." • The Games Agreement also said that LA28 will work with the city to ensure the workforce is fully representative of the diversity of Los Angeles, and the committee will develop solutions to make tickets to the games available and affordable to city residents in an equitable manner. 	<p>abilities, made possible by the LA28 Olympic and Paralympic Games.</p> <ul style="list-style-type: none"> • Unite Here Local 11 is calling upon Los Angeles leaders and others involved to ensure that the Olympic Games create quality, family-sustaining, hospitality jobs, advance Black workers, and protect affordable housing.
2032	Brisbane	\$5 billion	Unknown	<ul style="list-style-type: none"> • Concern around displacement is echoed by Jonathan Sri, the only councilor on the Brisbane City Council to vote against hosting the Olympics, Sri's main concerns is that increased development will adversely impact the city's low-income, homeless, and other marginalized communities. 	<ul style="list-style-type: none"> • Adrian Schrinner, the lord mayor of Brisbane, said hosting the Olympics and Paralympics will provide an \$8.1 billion boost for the Queensland region economy. •

Exhibit B. IOC Bidding Process [25]



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