

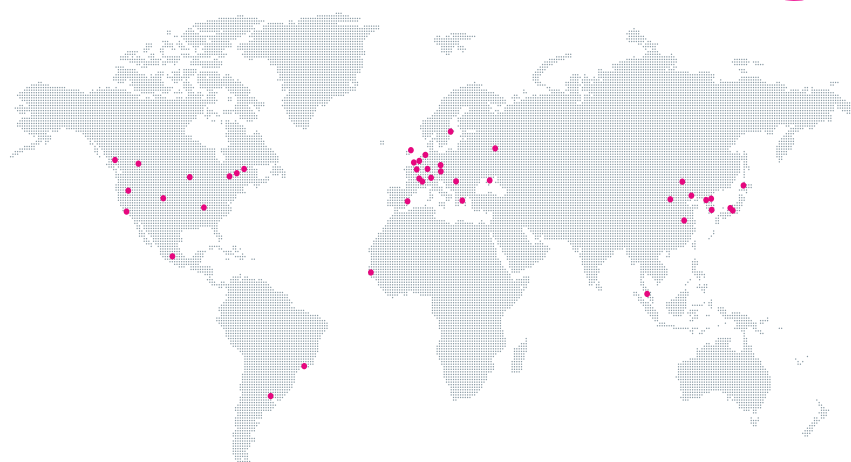
# Annual Meeting of the World Union of Olympic Cities

| 12 November 2019



SPECIAL EDITION  
IN TOKYO!

ONCE  
AN  
OLYMPIC  
CITY,  
ALWAYS  
AN  
OLYMPIC  
CITY



# WELCOME TO THE ANNUAL MEETING OF THE OLYMPIC CITIES



Dear Olympic City representatives,

The City of Tokyo is about to become the most active City and the sport centre of the world in the next few months. There could not be a better and smarter city to host the 6th edition of the Smart Cities & Sport Summit, and our second edition abroad. It is an honor and a pleasure to be in Tokyo for our annual gathering, which will conclude a rich year. The World Union of Olympic Cities officially welcomes the Cities of Nagano, Japan, and Seoul, Korea as new Members. The Asian pillar of the association is stronger than ever and the organisation of the Summit in Tokyo, after the 2017 edition in Montreal, Canada, is the concrete expression of our willingness to learn from all cultures and all parts of the world, and deeply connect to each other. The World Union of Olympic Cities is also very pleased to welcome Dakar as a Member. Dakar is the first African City to host the Olympic Games and we are looking forward to further developing cooperation and work with Africa, in the perspective of the 2022 Youth Olympic Games and beyond. We can now proudly say that our association is a genuine worldwide network, reflecting and embracing the world's evolution.

As President of the World Union of Olympic Cities, I am personally delighted to hold the Summit in the 1964 and 2020 Olympic City of Tokyo. Tokyo is a lively and concrete example of how much mixing past, present and future is a winning combination.

As Mayor of Lausanne, I am also proud that my own City shares with the City of Tokyo the privilege of being an Olympic City in 2020: Lausanne will host the Winter

Youth Olympic Games in January and the Olympic Year will then continue in Tokyo for the Summer Olympics and culminate with the Paralympic Games in September.

Tokyo, Lausanne, and other Olympic Cities are well aware of how much sport and sport-related policies can push boundaries and make things and people move forward. Being an Olympic City is part of a City's history and identity. As it is never too early or too late to take care of Olympic legacy, Cities reveal a wealth of imagination in mobilising their Olympic legacy which is a meaningful lever for health, education and sport policies as well as for urban, tourist or economic development plans. Through daily projects or occasional celebrations, Olympic Cities build upon their heritage and look towards the future.

I would like to thank the Tokyo Metropolitan Government for its warm welcome. I also would like to thank Japan Sport Council, the Tokyo 2020 Olympic Games Organising Committee as well as all the Japanese partners! These collaborations bode well for the quality of our meeting and we are grateful to them.

I invite you to look forwards and get inspired on how the past, present and future can be combined to serve our citizens and our Cities. I wish you a nice stay in Tokyo and fruitful and stimulating work for each and every one of you.

**Grégoire Junod**

President of the World Union of Olympic Cities  
Mayor of the City of Lausanne

## WELCOME TO TOKYO!



It gives me great pleasure to have the World Union of Olympic Cities' Annual Meeting 2019 and the Smart Cities & Sport Summit held in Tokyo. On behalf of the 14 million citizens of Tokyo, I wish to extend a very heartfelt welcome to everyone who has gathered here for these events.

Hosting the Olympic and Paralympic Games brings about a major transformation of the host city. The first Games to be held in Tokyo in 1964 led to a variety of technological innovations and served as a catalyst that contributed to Japan's economic development, including the construction of urban infrastructure such as the Shinkansen high-speed railway line and expressways.

While engaging in preparations to deliver a successful Tokyo 2020 Games in partnership with the Tokyo Organising Committee of the Olympic and Paralympic Games, the Tokyo Metropolitan Government is also advancing a range of measures with an eye to beyond the Games, including tangible and intangible measures

to improve barrier-free access, creation of attractive urban landscapes, promotion of the Smooth Biz initiative, and building a high-speed internet network using 5G technology.

Ahead of next year's Games, we have held several test events this summer as dress rehearsals. Preparations, including completion of each of the venues, are progressing smoothly. Events to build excitement are also being held across the country, and momentum for the Games continues to grow throughout Japan.

On this occasion, it is truly an honor to have the Annual Meeting of the World Union of Olympic Cities and the Smart Cities & Sport Summit both in Tokyo, and to have a range of discussions related to cities and sport held at these events. I hope that all of the discussions will be fruitful.

In closing, I would like to express my deep respect to all those who have worked so hard to make these events possible, and wish both events success.

**Yuriko Koike**

Governor of Tokyo

Tokyo Metropolitan Government

## TUESDAY, NOVEMBER 12, 2019

### NIPPON SEINENKAN HOTEL

9:00 – 9:30



#### Welcome Words

Grégoire Junod, Mayor of Lausanne and President of the World Union of Olympic Cities

Takahiro Waku, Director of the Department of Sport, Japan Sport Council

9:30 – 10:00



#### Session 1 – Legacy Activation in 2019

On the way to 2020, 2019 has seen many flourishing initiatives which promote Olympic values and sports. This session will invite Olympic Cities to list and share their initiatives in activating their legacy and encouraging sport practice.

The IOC will update Olympic Cities on 2019's achievements and perspectives for 2020.

10:00 – 10:45



#### Session 2 – Sports Development in Japan

Building upon a lively hard and soft Olympic legacy, Japanese Host Cities and legacy management organisations will present their vision of sport development and sport promotion in Japan.

10:45 – 11:00

#### Coffee Break

11:00 – 12:00



#### Session 3 – Legacy Governance - Part 1

Although there is no one-size-fits-all model, legacy governance models have in common the overarching goal to promote sport and its related values. The session will address the operational level of various structures through four specific thematic: Sport for All, Infrastructures, Tourism and Events.

12:00 – 13:00



#### Session 3 – Legacy Governance - Part 2

Participants will then join group discussions and exchange on the cases presented. A final restitution will allow to review the various legacy governance models, take stock of the challenges met, draw recommendations and share key learnings.

13:00 – 14:00

#### Lunch

14:00 – 14:45

#### General Assembly of the World Union of Olympic Cities

14:45 – 18:00



#### On-site visit of Tokyo 2020 venues

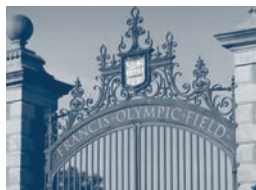
The Venue Plan for the Olympic and Paralympic Games Tokyo 2020 consists predominantly of two thematic and operational zones: the "Heritage Zone" which houses several iconic venues used at the Tokyo 1964 Games and further sustains the enduring legacy of Tokyo 1964; and the "Tokyo Bay Zone" which serves as a model for innovative urban development and symbolises the exciting future of the city. Our visit will concentrate on the Heritage Zone and will include the New National Stadium, the Yoyogi Stadium and the Yoyogi Park.



## SESSION 1 | 9:30 – 10:00

### Legacy Activation in 2019 - Olympic Cities' update

On the way to 2020, 2019 has seen many flourishing initiatives which promote Olympic values and sport. Cities abounded with projects and initiatives to value Olympic legacy. The Annual Meeting offers a great opportunity to take stock of, to map and to inventory the creativity of Olympic Cities. This session will invite Olympic Cities to list and share the initiatives taken in activating legacy and encouraging sport practice.



St. Louis



Beijing



Qingdao

... And many others...

### 2019 IOC Update

The IOC and the World Union of Olympic Cities work in close collaboration to support Cities in activating their legacy. The IOC has developed for the Olympic Cities tools and activities to facilitate celebrations and reactivation of the legacies. The IOC will update Olympic Cities on 2019's achievements as well as on perspectives for 2020.



#### Marie Sallois Dembreville

IOC Director, Corporate and Sustainable Development

Marie Sallois is currently the Director of Corporate and Sustainable Development Department at the IOC, where she has been working since 2004. Among other things, she is responsible for the IOC Headquarters project, Olympic House. She is also in charge of the implementation of the IOC Sustainability Strategy and the IOC Legacy Strategic Approach, which are core to the Olympic Agenda 2020.

Prior to joining the IOC, she had over 10 years of experience in professional services worldwide. She holds an MBA from IMD and an MSc in Management from HEC Paris, and she remains closely connected with the academic world.



#### Tania Braga

IOC Head of Legacy

Tania Braga has held the positions of Scientific Head of Sustainable Sport and Events at AISTS and Senior Researcher at IMD. With a robust 20 years of experience in sustainability, she worked at developing and overseeing the sustainability, accessibility and legacy programmes of Rio 2016. She has also lectured for a number of postgraduate, continuing and executive educational programmes in Brazil and Switzerland.

## The Legacy Governance Chapter

Enjoy the new chapter of the “Keeping the Flame Alive” Olympic Legacy Toolkit!

### So many ways of managing legacy!

Over the years, managing legacy has become a substantial part of Olympic Cities’ work which requires long-term vision and strong involvement! Anticipation and planning are keys to success. Cities are progressively adopting sound managing tools and are setting up dedicated organisational structures to activate their legacy and make the most out of this precious “capital”.

The various examples reported by Olympic Cities show that it is never too early or too late for Host Cities to start valuing their Olympic legacy. Cities that held the Games years or decades ago know the importance of identifying themselves as Olympic Cities is an asset and therefore they establish governance bodies. Cities that are going to host next editions of the Olympic Games now are requested, as early as in the candidature project, to foresee how and by whom their legacy will be managed. The role of these institutions is key, as they (will) guarantee that being an Olympic City is a lively identity, a fruitful engine and a visible marker at local, national and international levels.

There is no one-size-fits-all governance model but a multiplicity of ways to manage legacy, from which Olympic Cities can get inspired. From local action to country-wide coverage, from temporary structures to long-term organisations, from private foundations to mixed or public entities, Cities create and implement the type of organisation that best answers their needs according to their own objectives. Differences among them are intrinsically linked to geography, history and culture. Their differences also come from the existence of various definitions of what both “governance” and “Olympic legacy” mean.

For Olympic Cities that are accountable for managing this heritage, Olympic legacy is not only a result but also a means, a tool in Cities’ hands that further promotes development, sport and health related public policies, tourism and education. This chapter on Olympic legacy governance bodies presents a series of cases that all reflect their own context, history and reality. But whatever their size or their scope of action, Olympic legacy governance bodies seem to share one common objective: the promotion of Olympic and sport values.

[toolkit.olympiccities.org/governance](http://toolkit.olympiccities.org/governance)

### The new Toolkit dedicated to celebrations

Discover the first 5 cases dedicated to celebrations at large!

### Play it like an Olympic City!

An Olympic celebration is like a three-act play! Exposition, Climax, Denouement are the three phases that punctuate the event. Through celebrations, Cities showcase a sequence of their history and inscribe it into their vision as forward-looking cities. Such events also allow a city to showcase its uniqueness as a City as well as the uniqueness of Olympic Host Cities.

Celebrations focus on the local dimension of the Games: they are first designed for and often by local citizens and representatives and allow ownership of “their” Games that were first dedicated to the entire world. They first celebrate a local/regional territory and their inhabitants. However, they also encompass broader targets, are attractive to tourists and visitors and are an opportunity to animate the city and design beyond-sport activities such as cultural, educational, historical or academic events.

Like in a play, Act I is dedicated to setting the scene. Celebrations are built upon a vision that Cities develop to get the most of their event which is inscribed within a specific context.

Act II is the action part of the event. In defined locations and at defined times, activities take place and the climax is reached.

Act III is witness to the denouement. The outcomes of celebrations take here their full meaning as the remaining legacy of a celebration is the whole reason to celebrate: people’s engagement, educational messages, health and sport promotion, sharing of values, etc.

Enjoy reading the various plays already presented to you. We hope that it will inspire more Cities to set their own scene and play their own scenario!

[toolkit.olympiccities.org/celebrations-and-legacy](http://toolkit.olympiccities.org/celebrations-and-legacy)



## SESSION 2 | 10:00 – 10:45

### Sports development in Japan

As Japan has faced declining birthrate and an aging society, public awareness about the importance of sports and healthy lifestyles has increased. As the number of people not practicing sport was still high, the country engaged in pro-active policies to help create a healthy and dynamic environment for all. Building upon a sound hard and soft Olympic legacy, Japanese Host Cities and legacy management organisations present their vision of sport development and sport promotion in Japan.

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**Hiroshi Higuchi**  
Deputy Mayor, City of Nagano

Hiroshi Higuchi is the Deputy Mayor of the City of Nagano which celebrated the 20th Anniversary of the 1998 Winter Olympic Games in 2018. After working for the Olympic Bureau's Facilities Section, Hiroshi Higuchi joined the Nagano Olympic Organizing Committee in 1995 and was in charge of the venue arrangements with International Federations. He became Deputy Mayor of the City of Nagano in 2012 while he was hitherto Director of the Industry Promotion Department.



**Akihiro Okumura**  
Director for Winter Olympics/Paralympics Bidding, Sports Affairs Bureau, City of Sapporo

Akihiro Okumura started his career in the City of Sapporo in 1991. His specialities are economic and tourism development, as well as international relations. He joined the Winter Olympic and Paralympic bidding activity as a manager in 2017, and now leads the bidding activity as a director.



**Takahiro Waku**  
Director of the Department of Sport, Japan Sport Council

Takahiro Waku, PhD, is the Director of the Department of Information and International Relations and Deputy Director-General of the Japan Institute of Sports Sciences at the Japan Sport Council. Since he joined in the Japan Sport Council in 2001, he launched and founded a number of core business and function in Japan, including sport intelligence, Talent Identification and Development, Dual Career, and High Performance Support Centre.

## NOTES





## SESSION 3 | 11:00 – 13:00

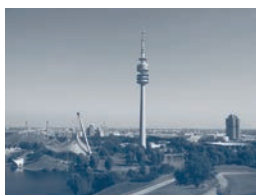
### Legacy Governance

From Infrastructures to event management, from tourism to grassroots programmes, managing legacy encompasses a wide range of overlapping and interconnected dimensions. In this session, several cities will be invited to focus on one of these four dimensions (infrastructures, tourism, sport for all and events) and explain how they handle such policy and priority. The idea is to understand long-term perspectives including vision, securisation of financing, local mobilisation and challenges faced with political changeover.

The audience will be divided in two groups and will be consecutively presented several legacy governance models by various Olympic Cities representatives.

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#### Theme 1: Infrastructures



##### Munich

Summer Olympic Games  
1972

Munich Olympic Park



##### Amsterdam

Summer Olympic Games  
1928

Amsterdam Olympic Stadium

#### Theme 2: Sport for All



##### London

Summer Olympic Games  
1908, 1948, 2012

City of London

#### Theme 3: Tourism



##### Lake Placid

Winter Olympic Games  
1932, 1980

City of Lake Placid

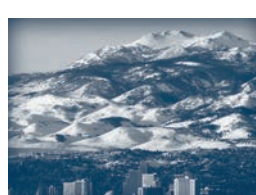
#### Theme 4: Events



##### Innsbruck

Winter Olympic Games 1964,  
1976, and YOG 2012

Innsbruck tirol-sport



##### Reno - Lake Tahoe

Winter Olympic Games  
1960

City of Reno, Winter Games Coalition



## Linking Past, Present and Future

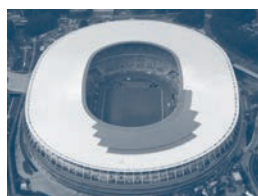
In 1964, the Olympic Games offered an opportunity for Tokyo to promote a lasting legacy and transform the image of Tokyo and Japan from a post-war city and country into a modern metropolis. At the time, much of the Olympic budget was invested in infrastructure but also included initiatives in the environmental and skills sectors producing legacies which are still felt today.

2020 represents a unique opportunity for Tokyo to build upon the legacies of 64, creating projects which span the two editions as well as reinforcing the work of the past whilst looking towards the future.

The Venue Plan for the Olympic and Paralympic Games Tokyo 2020 consists predominantly of two thematic and operational zones: the “Heritage Zone” which houses several iconic venues used at the Tokyo 1964 Games and further sustains the enduring legacy of Tokyo 1964; and the “Tokyo Bay Zone” which serves as a model for innovative urban development and symbolises the exciting future of the city. These two zones expand across the city to form an ‘infinity’ symbol with the Athletes’ Village positioned at the point where the two zones intersect – at the physical and spiritual heart of the Games. The ‘infinity’ symbol embodies the boundless passion, commitment and inspiration of the world’s elite athletes, the limitless potential of future generations, and the lasting legacy that will be passed on to the people of Tokyo, Japan and the world.

The efficient transport network which was constructed in time for the 1964 Olympics remains a major strength of Tokyo 2020’s bid. Tokyo’s superb pre-existing infrastructure has contributed to the perception that the city is a safe option for 2020. Tokyo 1964’s status as arguably the greatest urban legacy in Olympic history is evidenced in the planned ‘Heritage Zone’ which will revive a remodeled Olympic Stadium, the Yoyogi National Stadium and the Nippon Budokan as Olympic venues. Tokyo Tower also stands in the Heritage Zone, to complete the connection between the Olympic legacy of 1964 and 2020.

[tokyo2020.org](http://tokyo2020.org)



## New National Stadium

### A brand-new sport arena

The National Stadium was used as the main stadium for the Tokyo 1964 Olympic Games, and is currently being rebuilt for the Tokyo 2020 Games. The Opening and Closing Ceremonies of the Tokyo 2020 Games will be held here along with Athletics events and Football matches. After the 2020 Games are over, the stadium will be used for sporting and cultural events.

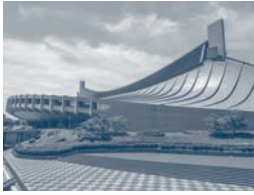
The Stadium will be inaugurated on December 21, exactly 36 months after the works started.

Nature plays a crucial role in the entire project, not only in the stadium’s surroundings. Within 30 years, the venue will be surrounded by tall trees, but smaller ones are also planned within the promenades, replacing a more opaque outer cladding. To soften the venue even more, extensive use of wood in furnishings and decorative elements is included.

## Factual Data

Olympic Opening and Closing Ceremonies, Athletics, Football: 68,000

Paralympic Opening and Closing Ceremonies, Athletics: 68,000



### Yoyogi Stadium

#### A piece of art

This venue was constructed to stage the Aquatics and Basketball competitions for the Tokyo 1964 Games. The arena is famous for its suspension roof design and has earned a glowing international reputation.

The stadium was designed by Kenzo Tange and built between 1961 and 1964. A separate, smaller annex of similar design was used for the basketball competition at those same Games.

Together with a number of other important projects which Kenzo Tange carried out after 1959, the Olympic stadia in Tokyo can be regarded as the culmination of his career, designed in 1960 and built in 1964, on a par with the highest achievements of the Japanese tradition. The plan of the larger stadium is in the form of two semi-circles, slightly displaced in relation to one another, with their unconnecting ends elongated into points. The entrances are located in the concave sides. The roof is supported on two reinforced concrete pillars and is made up of a system of steel cables onto which enameled steel plates are then soldered. The curving form of the roof serves to make it more resistant to wind, which can reach hurricane force in this region.

#### Factual Data

Olympic Handball: 10,200

Paralympics Wheelchair Rugby and Badminton: 10,200



### Yoyogi Park

#### A haven of greenery

Currently one of the largest parks in Tokyo, Yoyogi Park was once a training field for the Imperial Japanese Army (1871 - 1945). In 1910, it was also where the airplane flew for the first time in Japan and you can even see a monument commemorating the occasion in the park.

After Japan's defeat in World War II, the area became known as Washington Heights and home to US military facilities. When the Tokyo Olympic Games were held in 1964, facilities were built in Yoyogi Park to house athletes from abroad. After the Olympics, the remainder of the Washington Heights housing was razed – with the exception of one house (that had been used by the Dutch Olympic team). It remains standing today in Yoyogi Park as 1964 Summer Games Memorial. Japan preserved one family unit to commemorate the role the village played in the 1964 Olympics. The lone house also serves as a symbol of goodwill and friendship between the Japanese and American communities.

After the Olympics came to a close, Yoyogi Park was reopened in its present arrangement in 1967.

Conveniently located next to the famed Meiji Jingu Shrine, Yoyogi Park serves local Tokyoites with sprawling lawns and ample sports facilities. Cycling paths cross the park and a bicycle rental service is available. Compared to other parks that focus on things like flower variety or traditional design aesthetics, Yoyogi Park's charm comes from its straightforward functionality and the eclectic mix of characters it attracts.

The practical appeal of the grounds makes the park a gathering place for people from all walks of life. Various groups such as punk rockers, martial arts club members, and cosplayers make the park a frequent gathering place, while amateur athletes take advantage of the soccer field, hockey field, and cycling course within the grounds. Everyone is welcome.

#### Factual data

54,1 hectares

2 running routes

Cycle paths

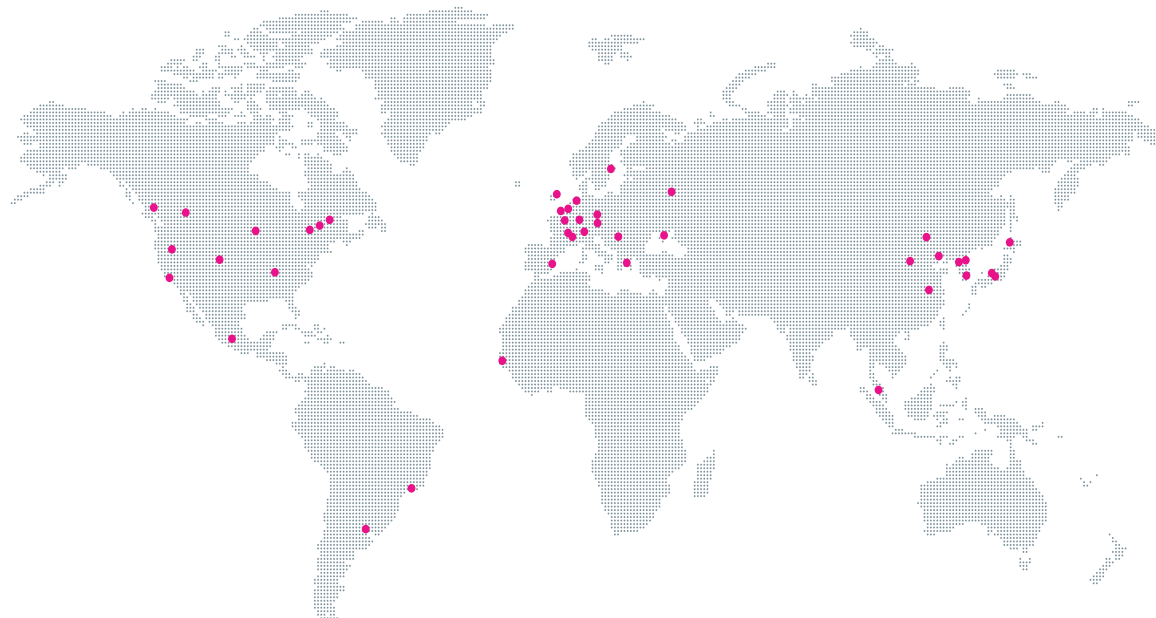
Outdoor basketball courts

Free Athletic Track

*The Union warmly thanks Japan Sport Council for  
the organisation of the on-site visit!*

# ONCE AN OLYMPIC CITY, ALWAYS AN OLYMPIC CITY

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