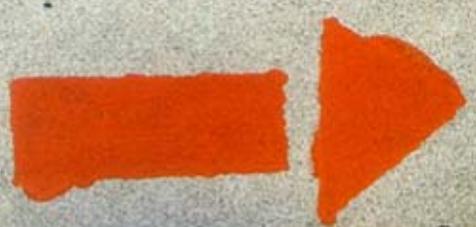


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Official Report
of the Games of the
XXV Olympiad
Barcelona 1992

Official Report
of the Games of the
XXV Olympiad
Barcelona 1992

Volume II

The means

Objectives, resources and venues



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Editor's foreword
Romà Cuyàs i Sol
Director of
the Official Report

The volume you are reading is an account of one of the most arduous parts of the task of organising the Games: the precise definition of the objectives that had to be accomplished at any given moment and the procurement of the means and resources required to do so. That is the subject of the first four chapters, which cover the internal history of the Barcelona'92 Olympic Organising Committee and describe the way in which the economic resources and the staff who would be capable of meeting the challenge which lay ahead were found.

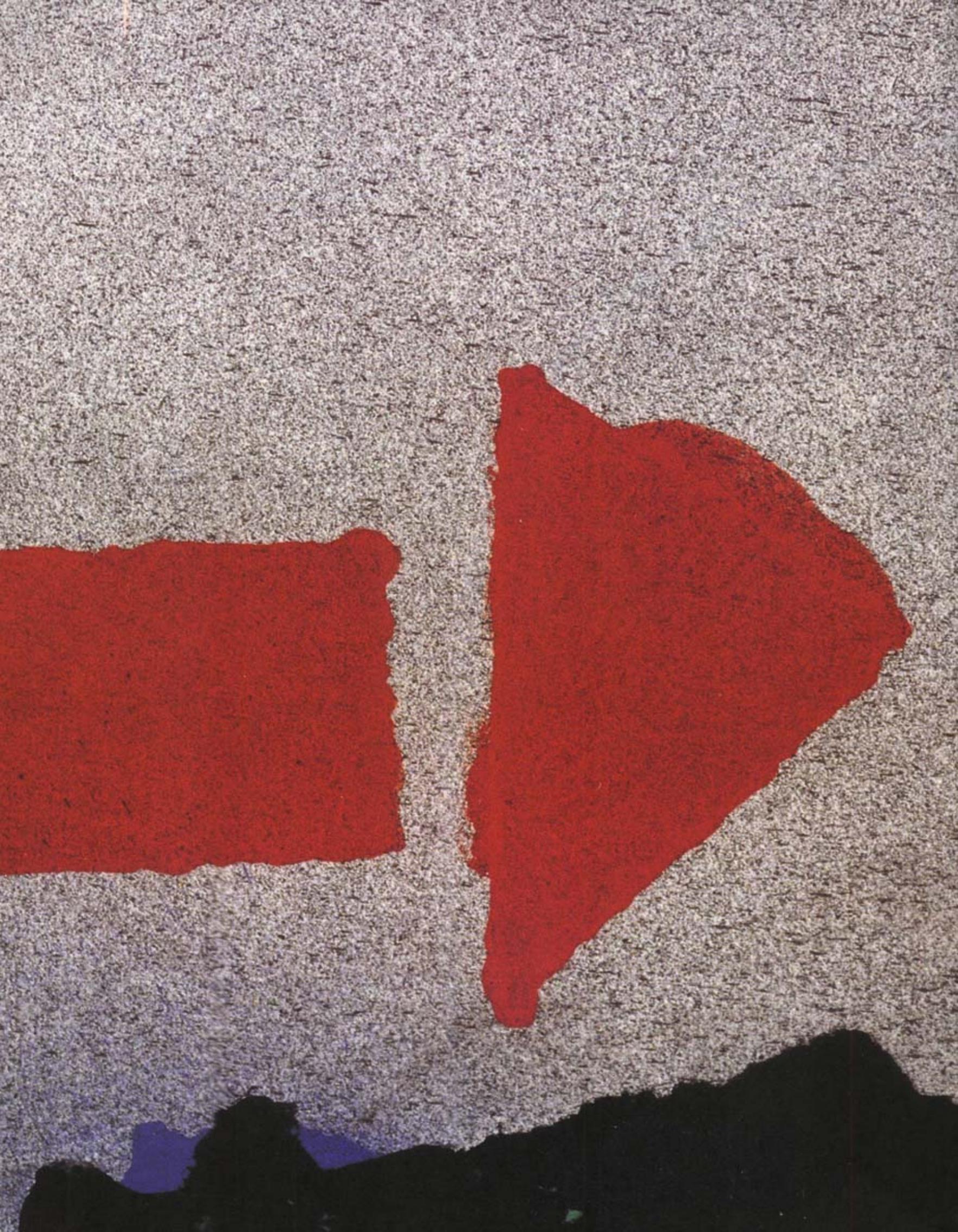
The fifth chapter deals with all the changes which were made to the four Olympic areas of Barcelona and the subsites to provide the forty-three venues for the competitions in the twenty-eight sports. Both Barcelona and the subsites gained more from this exercise than just a few temporary facilities for top level competitions, as the works were planned with the idea of recovering or creating permanent facilities.

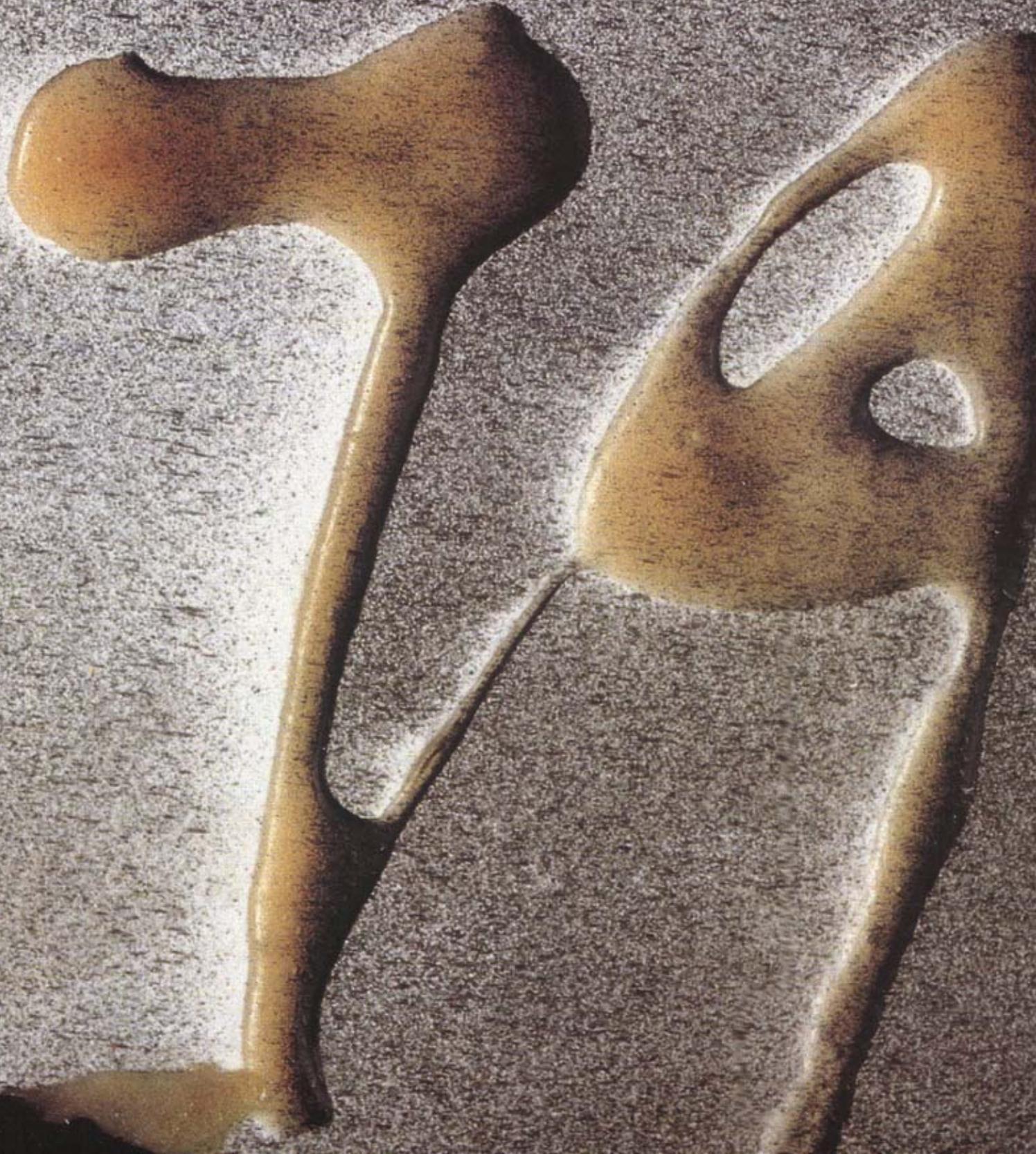
Lastly, chapter six is a summary of the cultural programme which was put on over the four years of the Barcelona Olympiad leading up to the Olympic Festival of the Arts, which was held parallel to the Games.

According to the schedule, the Official Report of the Games of the XXV Olympiad is rounded off with this second volume. As it is the last to be published, it has been possible to include all the stages of the internal evolution of COOB'92 up to its liquidation in July 1993. The four volumes tell in detail the story of a task which, starting from the antecedents described in the first chapters of Volume I, stretched from 31 January 1981 to 9 August 1992. The first was the date of the public declaration of intent to present the Barcelona candidature for the organisation of the Olympics and the second marked the close of the resoundingly successful Barcelona Games.



—







¹
The Olímpia building, COOB'92 headquarters from 1990, was converted into an office block for the Olympic organisation. It is part of the Maternitat precinct, a large open space in the Diagonal Area, with gardens and other public service buildings, two of which were also occupied by COOB'92: the Helios and the Rosa.

The Lausanne contract

On Friday 17 October 1986, the 91st Session of the IOC in Lausanne officially appointed the city of the Barcelona to host the Games of the XXV Olympiad. No sooner had Juan Antonio Samaranch opened the sealed envelope containing the decision and pronounced the name of his native city —"à la ville de... Barcelona!"— than the nomination was formalised by the signing of a contract between the IOC, as owner of the Olympic Games, the COE (the Spanish Olympic Committee), represented by the president, H.R.H. Alfonso de Borbón, and the city of Barcelona, represented by the mayor, Pasqual Maragall.

The contract, which consisted of 45 clauses, formally bound the organisation to observe the terms of the current Olympic Charter—which for all intents and purposes was the 1987 edition—and described the organisers' commitments to the IOC. The city and the COE undertook, jointly and in solidarity, to respect the provisions of the Olympic Charter—particularly the part concerning the free access of all accredited persons to the country—to assume all liabilities deriving from the obligations imposed by the contract—expressly freeing the IOC of all possible indemnities—and to constitute, within a maximum of six months, the Games Organising Committee (OCOG).

The organisation and the Olympic Family services

The first section of the contract dealt with the general principles which had to govern the organisation. The OCOG has to submit all the standard contracts signed with third parties for the approval of the IOC without fail no more than ten days after the signing. Moreover, the general organisation plan required the approval of the IOC, which paid particular attention to the supervision of the security measures. The IOC also had to approve the list of prices for outside services: transport, radio and telecommunications, telephone rates, special radio and television equipment, rental for parking spaces, etc. The OCOG undertook to present progress reports on the organisation of the Games, twice yearly until twenty months before the opening and then quarterly, and to appear before the IOC Executive Board whenever required to do so.

Moreover, the Organising Committee undertook to present a final report after the Games containing the duly audited accounts.

As far as the sports organisation was concerned, acceptance of the minimum requirements for each sport, as defined by the respective International Federations, was established as the basic framework for the relation between the OCOG and the federations. The sports programme for the Games would be approved by the IOC three years before they were held and the competition venues mentioned in the Candidature Dossier could only be modified in agreement with the IF involved and the IOC itself. Lastly, the OCOG undertook to submit the route of the torch, the contents of the opening and closing ceremonies and the distribution of seats reserved for the Olympic Family on the grandstands at the venues for IOC approval.

Under the heading of accommodation, the contract set out the conditions for the preparation of an Olympic Village for competitors and team officials, near the competition areas and open fifteen days before the opening until three days after the close. Furthermore, it mentioned the possibility of providing a Village for the media and insisted on the need for a frequent, reliable and free transport service for the rest of the Olympic Family. The OCOG undertook to notify the IOC, two years before the Games and in US dollars, of the rates for accommodation for the members of the Olympic Family and the press and broadcasters.

For its part, the IOC demanded guarantees that the Olympic Identity Card (OIC) should be sufficient to allow entry to the country without a visa. For the Olympic accreditations, it stipulated that they should provide access to the sites according to the rules of the Olympic Charter. Moreover, the issue of accreditations to the IOC members, honorary members, staff and members of the commissions and secretariat would be the prerogative of that body, and not the OCOG; and all those accreditations would provide free, unrestricted access to all the sites, the Olympic Village and the press and broadcasting centres.

Aside from questions related to the OIC and accreditation and the distribution of seats reserved for the Olympic Family, the contract provided for certain protocol

prerogatives for the supreme Olympic body. And so the OCOG would have to provide cars and hostesses for all members, honorary members and managers of the IOC, the members of the IOC Medical Commission and the Press Subcommittee, and for the president and secretary general of each IF and each NOC. The contract also required the OCOG to provide the IOC with offices and other areas at the members' accommodation, the Main Press Centre and the International Broadcast Centre, and suitable premises for meetings, particularly the IOC Session and the IF meetings and congresses.

As far as press and radio and television coverage of the event was concerned, the OCOG agreed to accept the conditions laid down by the IOC in the Media Guide and the Minimum Requirements document.

Financial and commercial obligations

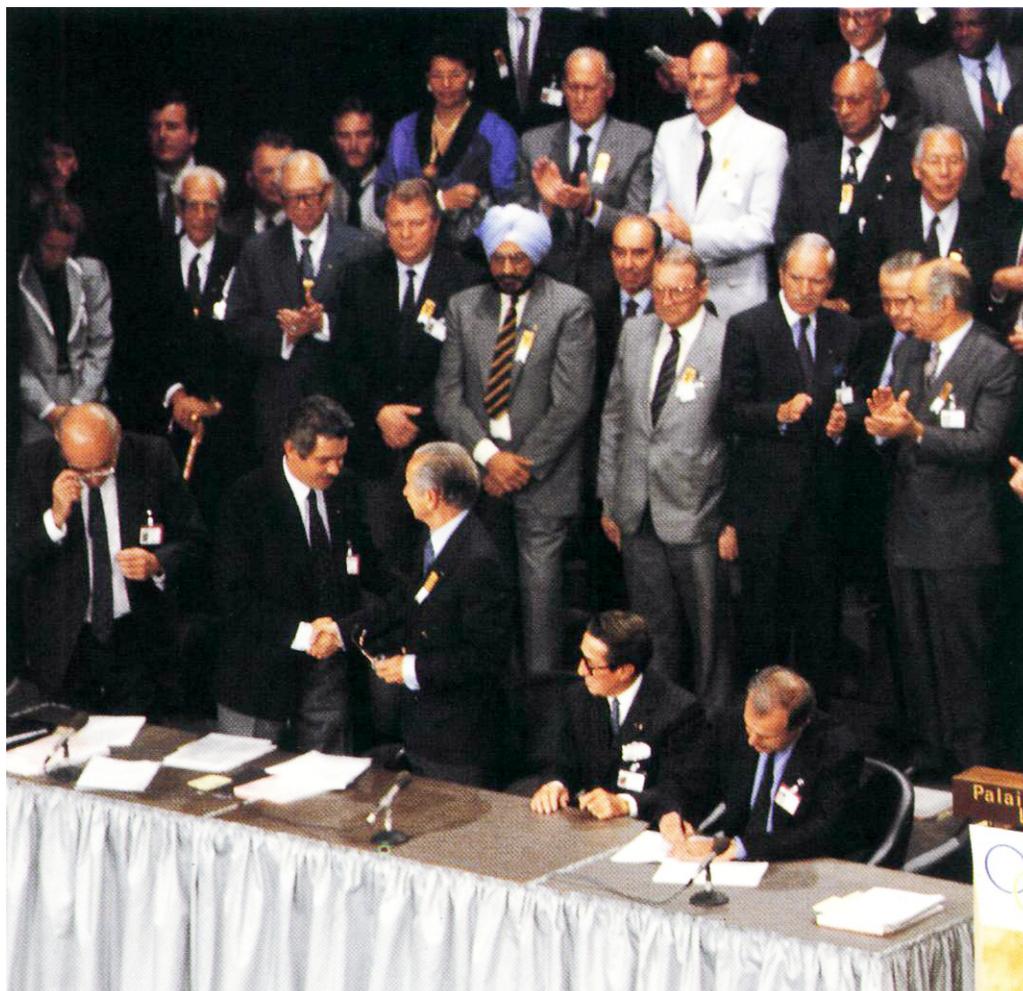
The conditions covering financial and commercial obligations were very strict. The OCOG recognised the IOC's ownership of the Olympic Games and the pre-Olympic events and of all rights related to the organisation, exploitation, dissemination and reproduction of the event in any medium.

As a guarantee for all the obligations of the OCOG towards the IOC, the city had to deposit one million dollars, returnable with interest, once they had been fulfilled.

The contract also stated that the project for the sale and distribution of tickets for the competitions —at reasonable prices— would also be submitted for IOC approval and demanded that everyone accredited by it would have free access to the cultural events organised alongside the Games.

It also required the city and the COE to protect the Olympic symbols, emblems

¹
On Friday 17 October 1986 in Lausanne, Juan Antonio Samaranch, president of the IOC, Pasqual Maragall, mayor of Barcelona, and Alfonso de Borbón, president of the COE, signed the contract that formalised the nomination of Barcelona as host city of the Games of the XXV Olympiad.



²
Thousands of people turned out into the streets to express their joy and satisfaction when the news of the nomination of Barcelona to host the 1992 Olympic Games was broadcast.

³
Representatives of the Barcelona Candidature on the promotional stand in Lausanne, just before the nomination.

and designations —the five rings, the flag and the words "Olympic" and "Olympiad"— under the law and to do the same, in the country and abroad, for the Games emblem and mascot. The contract laid down the right of the IOC to receive 3% of all remunerations and considerations arising from the commercial exploitation of the emblem and the mascot; likewise, it was to receive 3% of the cash value of the OCOG coins programme. For its part, the IOC announced its intention of continuing with the worldwide commercial programme which had been launched at the Games in Calgary and Seoul, commonly known as TOP (The Olympic Programme).

Negotiations for the sale of radio and television rights remained in the hands of the IOC, which carried them out and closed them in consultation with the OCOG. A maximum of 20% of the gross income would be used to cover the real cost of supplying the basic technical services for the media and the remainder

would be shared at a ratio of one third for the IOC and two-thirds for the OCOG.

Obligations after the Games

The contract stipulated that once the Games were over, the OCOG had to provide the IOC with a copy of the computer software used for the operations, including the results management, and a copy of the images emitted by the international signal produced by the official broadcaster.

In accordance with Rule 52 of the Olympic Charter, the contract also specified that the OCOG should publish the Official Report of the Games, at least in the two official languages of the IOC, French and English.



The constitution and structure of COOB'92

Five months after the signing of the contract in Lausanne, negotiations between the different parties involved had reached a satisfactory conclusion and the non-profit-making consortium of public and private bodies which would act as Organising Committee of the Games of the XXV Olympiad was constituted. During that period, a joint liaison committee assumed the functions that had been performed before the nomination by the Managing Council of the Candidature; it was composed of representatives of the four bodies that were to make up the consortium: Barcelona City Council, the COE, the State Administration and the Generalitat of Catalonia.

On behalf of those bodies, on 12 March 1987, the mayor of Barcelona, Pasqual Maragall i Mira, the president of the COE, H.R.H. Alfonso de Borbón i Dampierre, the minister of Culture, Javier

Solana Madariaga, and the president of the Generalitat, Jordi Pujol i Soley signed the statutes which constituted the OCOG, called the Barcelona'92 Olympic Organising Committee (COOB'92), with its headquarters in the city of Barcelona. The founding statutes were very simple: they came under four headings—general provisions, organic structure, financial management and dissolution of COOB'92—, with 23 articles and a final provision.

On the same day, 12 March 1987, the same representatives of the four member bodies of the consortium signed a protocol on financial matters and another on aspects of the COOB'92 sports organisation.

The statutes

The general provisions established that the purpose of COOB'92 was to undertake the organisation of the 1992

¹ On 12 March 1987, Pasqual Maragall, mayor of Barcelona, Jordi Pujol, president of the Generalitat of Catalonia, Javier Solana, minister of Culture, and Alfonso de Borbón, president of the COE, signed the founding statutes of the Barcelona'92 Olympic Organising Committee (COOB'92).

² Josep Miquel Abad, chief executive officer of the Candidature, was unanimously appointed chief executive officer of COOB'92 at the first General Assembly of the organisation on 13 March 1987.



Olympic Games and all artistic, cultural and scientific events associated with them over the period of the XXV Olympiad, with all the rights, duties and obligations which fell to it according to the Olympic Charter and the Lausanne contract.

The 13 articles devoted to the organic structure of COOB'92 described the composition and functioning of the three governing bodies of the consortium: the General Assembly, the Executive Board and the Standing Committee.

The General Assembly, defined as the supreme organ of COOB'92, consisted initially of 98 members—including two from the IOC—, appointed by the member bodies of the consortium, who could agree to include coopted members, as shown in the table. The president of the General Assembly would be the mayor of Barcelona; the first vice-president, the president of the COE; the second vice-president, a member of the Assembly

chosen from the representatives of the State Administration, and the third vice-president, a member of the Assembly chosen from the representatives of the Generalitat of Catalonia. The competences of the General Assembly, as the supreme organ of COOB'92, would be to approve, amend and review the plans and programmes; to approve the budgets and accounts; to amend the statutes; to admit new members or appoint the coopted members; to approve the regulations of the consortium and any other general competence similar to these others.

Making agreements and decisions not reserved for the General Assembly was the business of the COOB'92 Executive Board. The Executive Board consisted of the president and the three vice-presidents of the General Assembly, the chief executive officer of COOB'92—with voting rights and the competences granted by the Board or delegated by the president—, and sixteen members (six

Members of the governing bodies of COOB'92

COOB'92 General Assembly

Organisms	Members
Barcelona City Council	31
State Administration	15
Generalitat of Catalonia	12
Barcelona Provincial Council	3
Barcelona Metropolitan Corporation	2
Spanish Olympic Committee	31
Union of Catalan Sports Federations	2
International Olympic Committee	2
Coopted members*	37
Total	135

* As many as agreed by the members of the consortium

COOB'92 Standing Committee

Posts	Members
President	Pasqual Maragall
First Vice-president	Carles Ferrer Salat
Second Vice-president	Javier Gómez-Navarro
Third Vice-president	Josep Lluís Vilaseca
Chief Executive Officer	Josep Miquel Abad
Member of the State Administration	Francesc Martí Jusmet
Members of the Barcelona City Council	Joan Clos Enric Truñó
Member of the Generalitat of Catalonia	Leopold Rodés
Member of the Spanish Olympic Committee	Feliciano Mayoral
Members of COOB'92	Manuel Fonseca Pedro Fontana Josep Ma Vilà
Secretary	Julio Molinario

COOB'92 Executive Board

Posts	Members
President	Pasqual Maragall
First Vice-president	Carles Ferrer Salat
Second Vice-president	Javier Gómez-Navarro
Third Vice-president	Josep Lluís Vilaseca
Chief Executive Officer	Josep Miquel Abad
Members of the Barcelona City Council	7
Members of the Spanish Olympic Committee	5
Members of the State Administration	5
Members of the Generalitat of Catalonia	5
Members of COOB'92	3
Members of the ONCE Foundation	2
Coopted members	3
Observers	6
Secretary	Julio Molinario

Board of Directors of Olimpiada Cultural S.A.

Posts	Members
President	Pasqual Maragall
Executive Vice-president	Romà Cuyàs
First Vice-president	Carles Ferrer Salat
Second Vice-president	Josep Lluís Vilaseca
Director General	Margarita Obiols
Councillors	Josep Miquel Abad Oriol Bohigas Francesc Martí Jusmet Feliciano Mayoral Manuel Royes Jaume Serrats Santiago de Torres Francesc Vicens
Secretary	Julio Molinario

from the Barcelona City Council, four from the COE, four from the Generalitat and two from the IOC). As many coopted members as agreed by the member bodies of the consortium could be added to this number. Also on the Executive Board, with the right to speak but not to vote, were the director general of COOB'92 and the director of the sports department.

Third came the Standing Committee of the consortium, whose task would be to study and prepare the sessions of the Executive Board and all the other functions delegated to it by the Board. The members of the Standing Committee would be the president, the chief executive officer, eight members (two from Barcelona City Council, two from the COE, two from the State Administration and two from the Generalitat) plus as many coopted members as agreed, the director general of COOB'92 and the director of the sports department, with the right to speak but not to vote.

Next, the functions of the president and the rules for the organisation and functioning of the General Assembly were defined; they would also be applicable to the Executive Board and the Standing Committee. Each of these bodies had to hold an ordinary annual meeting and extraordinary ones as proposed by the president, the Executive Board or one third of the members of the General Assembly.

The third section of the founding statutes dealt with financial management and described the resources of the consortium and the fourth one contemplated the dissolution, which would take place six months after the Games. The final provision indicated that the Executive Board would be responsible for resolving any matters not provided for in the statutes.

¹
On 21 January 1992, there was a joint meeting of the COOB'92 General Assembly, OCSA and the Olympic Senate in the INEFC building. It was attended by senior representatives of all the member bodies of the Games organisation consortium (left to right): Josep Miquel Abad (chief executive officer of COOB'92); Javier Gomez Navarro (president of the Higher Sports Council); Javier Solana (minister of Culture in the Spanish government); Jordi Pujol (president of the Generalitat of Catalonia); Pasqual Maragall (president of COOB'92 and mayor of Barcelona); Carles Ferrer Salat (president of the COE); Josep Lluís Vilaseca (secretary general for Sport at the Generalitat of Catalonia) and Jordi Baulies (secretary of the COOB'92 General Assembly).



2 and 3

The protocol on the economic aspects of COOB'92 delimited the scope of the obligations and rights of each of the members of the consortium. The City Council graciously authorised COOB'92 to use the designation "Barcelona" and the COE, for its part, granted the use of the Olympic symbols which were its property.

The protocols

The protocol on financial matters defined certain aspects connected with the financial scope of the obligations and rights of each of the four member bodies of the consortium. In theory, all of them assumed the same liabilities, with two exceptions: the COE had no financial liabilities for the organisation and staging of the Games —and thus renounced its voting rights in decisions on financial matters taken in the General Assembly, the Executive Board or the Standing Committee— and the Generalitat of Catalonia limited its possible contribution or liability for the surplus or deficit of the budget to 4,200 million pesetas.

The City Council graciously authorised COOB'92 to use the designation "Barcelona" and the COE, for its part, granted the use of the Olympic symbols which were its property. In exchange the COE received 2,000 million pesetas from COOB'92. The global budget of the

Organising Committee was limited to the 106,721 million pesetas (1985 value) specified in the Candidature Dossier and, lastly, it was established that any possible deficit would be distributed in the ratio of 20% for the State Administration, 40% for the Barcelona City Council and 40% for the Generalitat (in this case limited to 4,200 million pesetas).

Lastly, the protocol on aspects of the COOB'92 sports organisation signed by the four member bodies of the consortium described the constitution of the future sports commission, the organising committees for each sport and the technical-sports committees and stipulated that the director of the Sports Department would be appointed by the Executive Board at the proposal of the COE.

The limited companies

Seven months after the constitution of the consortium, at the meeting of the



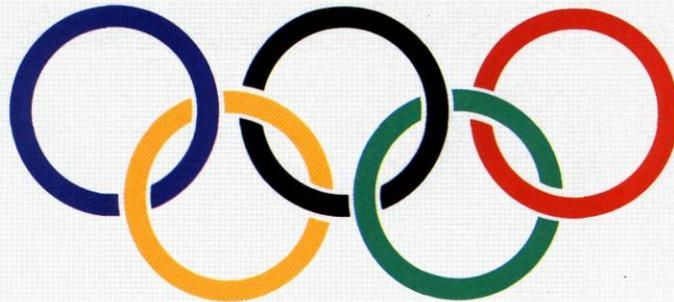
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Barcelona'92



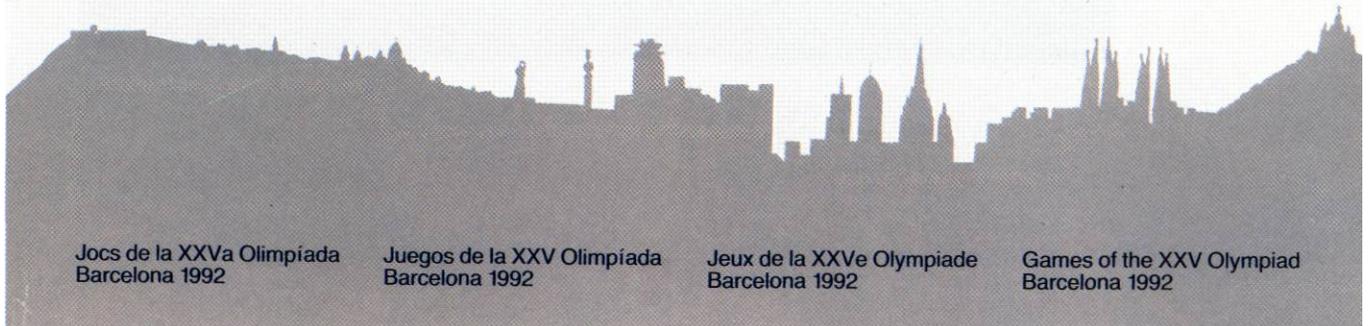
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Jocs de la XXVa Olimpíada
Barcelona 1992

Juegos de la XXV Olimpiada
Barcelona 1992

Jeux de la XXVe Olympiade
Barcelona 1992

Games of the XXV Olympiad
Barcelona 1992



¹ One of the posters published by COOB'92 to promote the Barcelona Games. Based on the official logotype of COOB'92, it shows the skyline of the city with the most famous landmarks.

Standing Committee and then of the Executive Board on 16 October 1987, the governing bodies decided and ratified the constitution of a limited company which was to be called the *Comité Organitzador Olímpic Barcelona'92, Societat Anònima, COOB'92, S.A.* The sole aim of the company was to make the administration and contracting faster and more effective and so the statutes and governing bodies would be the same as for the consortium: the General Assembly would correspond to the Board of Shareholders of the limited company; the Executive Board would be the Board of Directors; and the Standing Committee would retain its functions and designation. The chief executive officer would also be the same person;

Until the opening of the Games, the Standing Committee met, with a few exceptions, twice a month; by December 1992 it had held 111 meetings. For their part, over the same period the Executive Board and the General Assembly met 56 and 60 times respectively.

Parallel to the creation of COOB'92, on 10 November the governing bodies decided to constitute *Olimpiada Cultural S.A. (OCSA)*, whose purpose would be to carry out the cultural activities that the city of Barcelona, in the Candidature Dossier, had undertaken to lay on for the XXV Olympiad. The Executive Board of OCSA was chaired by the mayor of Barcelona, who delegated the supreme executive post of the company to a vice-president. The member bodies were the same as the ones that made up COOB'92, S.A.—which provided most of the resources with which OCSA was able to lay on the events— at a ratio of two representatives per institution. The chief executive officer of COOB'92 was also on the Board with a secretary of the Assembly.

Relations with the State and the IOC

The Delegate Commission and the Interministerial Commission

On 30 March 1990, the Council of Ministers decided to give more direct support to the organisation of the Games and to help find solutions to the problems affecting various ministerial departments. It was agreed to set up a Delegate Commission for the Barcelona Olympic Games headed by the prime minister and deputy prime minister and the minister of Education and Science. Also on the

Commission were the ministers of Foreign Affairs, Defence, the Economy and the Treasury, the Interior, Public Works and Town Planning, Transport, Tourism and Communications, Culture and Relations with Las Cortes, as well as the president of the Higher Sports Council (CSD) and the president of COOB'92.

To prepare the meetings of the Delegate Commission and study the possible solutions to the problems that it had to examine and solve, an Interministerial Commission was also set up with the minister of Education and Science as president, the president of the CDS as vice-president and the secretaries or under-secretaries of state for the ministries represented on the Delegate Commission as members. The secretary of the Interministerial Commission was the director general of Sport and the president and the chief executive officer of COOB'92 were also on it.

Although it had to hold only a few meetings, the Delegate Commission was highly efficient and helped to find prompt solutions to a large number of difficult administrative and political problems.

The IOC Coordination Commission

To replace the Committee of Inquiry that the IOC had appointed for the candidature period, the Executive Board of the supreme Olympic organ decided to set up a liaison committee with COOB'92, called the Coordination Commission, to ensure smooth relations between the IOC and the organisers of Barcelona'92 at all times.

The aims of the Commission were to monitor the progress of the Games organisation at first hand and to suggest possible steps and mediate in any conflicts that might arise between COOB'92 and the Olympic world.

The Commission was chaired from the outset by Gunnar Ericsson, a Swedish member of the IOC Executive Board, who had held the same post on the Committee of Inquiry, and the other members were Sir Lance Cross—until his untimely death—, Peter Tallberg, president of the International Yachting Federation, Gilbert Felli, IOC sports director, Artur Takac, IOC adviser, and Françoise Zweifel, secretary general of the IOC. In November 1989, after the death of Sir Lance Cross, the Korean representative Dr. Un Yong Kim was brought in. He had recent experience

from Seoul in 1988, which was a very positive factor. Later, the Commission was joined by the secretaries general of the Association of Summer International Federations (ASOIF), Borislav Stankovic, and the Association of National Olympic Committees (ACNO), Marian Renke, which also helped to improve relations with their respective spheres.

All the meetings of the Coordination Commission were held in Barcelona, a few days before the meetings of the COOB'92 Executive Board, which was thus supplied with up-to-date information from the president of the commission. The first meeting was held in October 1987 and the last in April 1992. Of the eleven meetings that were held, only one (April 1990) was extraordinary in character, under the chairmanship of the presidents of the IOC and COOB'92.

On the agenda of all the meetings, apart from the business of the day, was a report on each sport and the degree of progress

made with the different programmes, which was complemented by a visit to the competition venues and subsites. This ensured that the information passed on by the president of the Commission to the Executive Board was as complete and up-to-date as possible.

The dissolution of COOB'92

On 15 September 1992, the General Assembly of COOB'92 and the Board of Shareholders of COOB'92, S.A. agreed to dissolve. They also appointed the chief executive officer of COOB'92 sole liquidator of the limited company and the consortium. The institutions all agreed to empower the liquidator to supervise the constitution of a foundation which would perpetuate the memory of the Games. An archive was created with the written documents and the photographs and videos about the organisation and staging of the Games; all the other elements which were part of the history of

¹
The members of the IOC Coordination Commission, which was chaired by Gunnar Ericsson of Sweden, on a fact-finding visit to the works on the Montjuïc Olympic Ring.



²
The members of the IOC Coordination Commission in the lobby of the Olímpia building in April 1990, on the occasion of an extraordinary meeting chaired by Juan Antonio Samaranch, president of the IOC, and Pasqual Maragall, president of COOB'92 and mayor of Barcelona.

Barcelona'92 were also included, from the originals of the official posters to the objects specially designed for the Olympic event.

Those objects and documents were a symbol of what the Barcelona Games had represented for the city and the country and a formula had to be found to perpetuate that legacy, especially in the spheres of cultural, sporting and Olympic promotion.

The Olympic Barcelona Foundation

After studying various options, the liquidator came to the conclusion that a foundation was the most suitable formula for perpetuating the memory of the Olympics, for reasons of image, simplicity of creation and operation, fiscal status and legal protection. It was thus decided that COOB'92, as a private law corporation, would create the Olympic Barcelona Foundation and appoint the patrons from

among representatives of the member institutions of the consortium and other people considered appropriate.

The Foundation was endowed with an initial contribution from COOB'92 of 28 million pesetas, to which would be added the final surplus after the company was wound up and the intellectual and industrial copyrights that did not have to be handed on, under the terms of the contract, to the IOC or the COE. Moreover, the Foundation would receive the COOB'92 archives; the written part would be deposited with the Municipal Institute of History of Barcelona.

The archive

The archive given to the Foundation consisted of a major collection of written documents in 6,400 files, containing all the material collected by the COOB'92 Documents Department, and some of the audio-visual material, consisting of about 150,000 photographs and almost 6,000



videos. The archives had been created for the twofold purpose of providing support for the divisions in the organisation phase and setting up the written and audio-visual documentary archive once the Games were over.

From the time it was set up in 1988, the COOB'92 archive and documents service—composed of a small library of reference works in the fields of town planning, economics, the Olympics, sport, the organisation of other Games and the city of Barcelona— added all the publications of COOB'92 itself and made up dossiers on particular subjects with press cuttings and a chronology of all the events related to the organisation of Barcelona'92. With a view to the incorporation of this documentary store into the Olympic Barcelona Foundation, the working criteria used were the ones established by the Documents Department to classify and cross-reference the 6,400 files containing the material on computer.

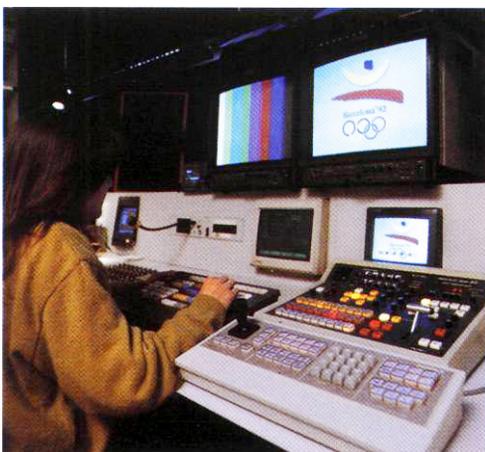
Moreover, the Audio-visual Department had met the needs of the divisions in terms of photographs and video and created another archive of the evolution of the organisation in the different sectors. It had supplied images for the press, radio and television and the associate companies; and had done all the work which, for reasons of confidentiality or speed, COOB'92 had considered better not to farm out. With the aim of incorporating all this material into the Olympic Barcelona Foundation, COOB'92 hired the services of a company to record on laser disc—and to create a common data base for easy reference—the photo (photographs and slides) and video libraries, which included the videos made in the organisation phase, the ones made by RTO'92, the ones produced by the Image and Communication Division and the ones from outside—among them 160 tapes produced by the NBC—, besides the official films of the Olympic and Paralympic Games.

^{1 and 2}
The COOB'92 documentary archive, with 6,400 files, the audio-visual archive, with about 150,000 photographs (1) and 6,000 videos (2), and other elements of the Games, such as the publications, the posters and the promotional objects were given to the Olympic Barcelona Foundation, constituted on 15 September 1992 to perpetuate the Olympic spirit and keep alive the memory of the Games in the city.

³
The Olympic Barcelona Foundation is in the Olympic Stadium, the same place where, on 25 July 1993, the Olympic Gallery, an exhibition with audio-visual images and objects from the Barcelona Games, was opened.



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2



3

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The giant screen at the Olympic Stadium on 9 August 1992, at the end of the closing ceremony of the Barcelona Games, invited the audience to the next summer Olympic event in 1996 in Atlanta.

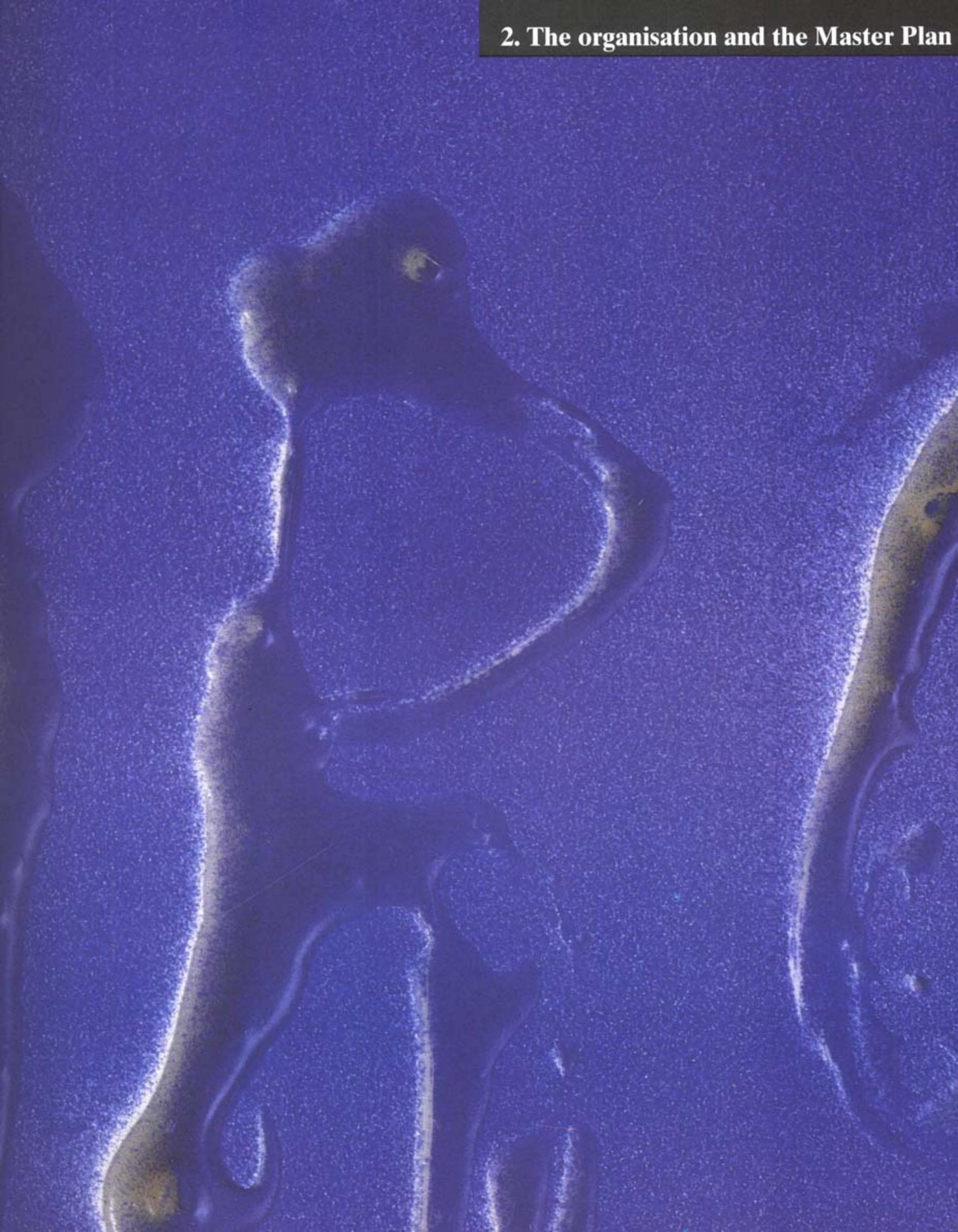
The Olympic Gallery

It was considered that the originals of the official posters, the torches and safety lamps, the official and competition medals, the promotional objects, the sports material designed for the Games or the objects from the *Casa Barcelona*

exhibition organised by OCSA should not only be in a collection, but also on show. With that end in view, it was decided that the Foundation would open a gallery in the Olympic Stadium on the same site which, before the Games, had housed the permanent exhibition called *Olympic Barcelona*.









400 M LLIURE FEMENINS
CERIMONIA DE LES VENCEDORES
1 HASE, DAGMAR
GER



¹
The Bernat Picornell Swimming Pools in the Montjuïc Olympic Ring with the towers of the Palau Nacional in the background. When COOB'92 was constituted in February 1987, the Olympic organisation already had a fair number of projects under way: works were in progress on the Olympic Ring, BIT'92 had described and listed the technological requirements, the budget had estimated the income and expenditure that would be generated and, lastly, popular support had taken the form of 102,000 volunteers registered from the whole of Spain.

The evolution of the organisation

First considerations

When the Barcelona'92 Olympic Organising Committee was constituted on 12 March 1987, it already had a far larger battery of resources available for the preparation of the Games than any previous OCOG. That was the fruit of the work of the Candidature over a period of almost six years, done by different sectors under the aegis of institutional consensus.

First of all, when it was constituted COOB'92 already had a strategy for the location of the competition venues, the Olympic Village and the road network; the planning phase of the nerve centre of the Games, the Montjuïc Olympic Ring, was complete and building work was already under way. Second, a detailed, reliable study of the technological requirements, BIT'92, had made it possible to plan the strategies in the field and select the projects that would have to be implemented. Third, there was a budget which turned out to be very accurate in general terms; it provided for the costs that COOB'92 would have to meet and the main external sources of financing which would be available. Last, the project had the backing of society in general: a collective desire to take part had brought forward the incredible figure of 102,000 volunteers from all over Spain, who were ready and willing to make their contribution to the organisation.

However, the experience of previous Games showed that difficulties would inevitably arise in the planning sphere and that the life of an Organising Committee was by no means free of upsets.

In view of the need to manage and expand the legacy of the Candidature and expectations of the obstacles that might block the road ahead, it was clear that the initial working guidelines of COOB'92 would be decisive in guaranteeing success in all aspects of the work to be done. It was therefore vital to draw the basic lines of the organisation, planning and control which would govern the task of preparing the Olympics. They emerged from five global considerations.

The first was to do with the changes that would take place in the organisation. Everything would evolve, from the budgets, which would have to be constantly adjusted, to ways of dealing with problems.

One single thing would remain stable: the work that had to be done. The different projects, defined by their content, would have to be a constant reference point for all the work of organisation, planning and control. Consequently it was decided that the allocation of financial and human resources, the sharing of organic responsibilities and the control of progress in all areas would have to be linked at all times to specific projects. That was one of the guiding principles of the organisation and it was religiously maintained to the end.

The second consideration was how to plan. If the whole organisation took part in planning the different tasks, it was clear that the global planning could not be left in the hands of a small group of people: it had to be the product of the integration of the regular work of the whole Committee.

The fact that the organisation as a whole would evolve as each of the work areas delved deeper into its own particular problems gave rise to a third consideration: the COOB'92 planning and control system had to be flexible, to be capable of adapting to the foreseeable process of evolution. The system needed was one which responded to the slogan "learn to learn".

The specification of the projects in each sector imposed a fourth consideration: if the initial sharing out of the work was somewhat arbitrary, since all the projects were interdependent, it was crucial to emphasise the participatory aspect of the job, to encourage coordination and act on general consensus in everything connected with the basic strategies of the Games organisation.

There was a fifth and final consideration on the "external front". Many crucial items, such as the resources available, the evolution of the infrastructures or the availability of volunteers could vary independent of the decisions taken in the heart of the Organising Committee. COOB'92, therefore, had to have a considerable capacity for adaptation and response to all factors that were not exclusively dependent on its activity.

The basic guidelines for the organisation, planning and control of the tasks in all departments of COOB'92, expressed from the outset in terms of these considerations, were maintained as a general framework for the functioning of the Committee at all stages of its evolution.

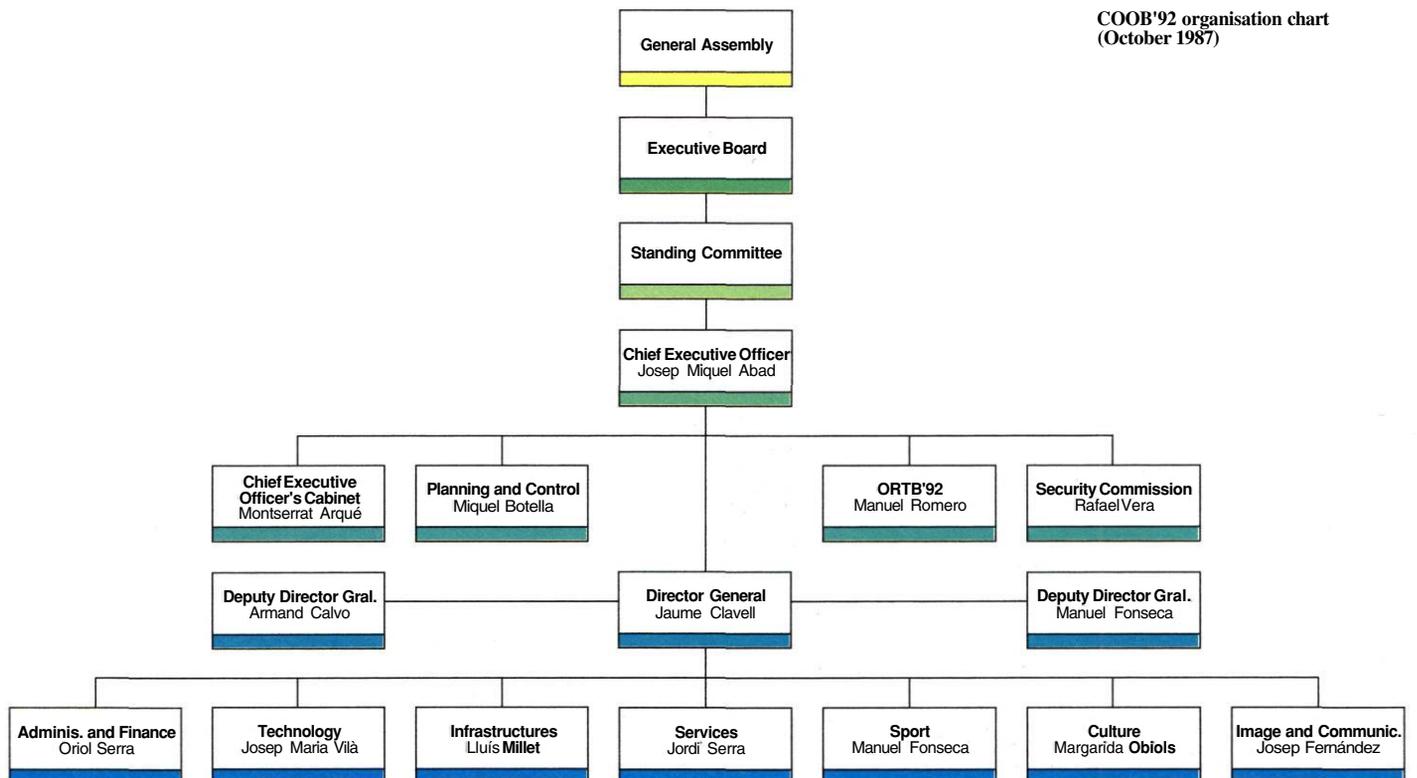
Until the Seoul Games

The Games of the XXIV Olympiad were held in Seoul in October 1988; their close marked the beginning of a crucial stage for Barcelona, which would culminate with the Games in 1992. For COOB'92—which attended the Seoul Games as an observer—the period immediately preceding them, from March 1987 to October 1988, was a constitution phase, during which the organisation itself and the guidelines, agreements and essential decisions that conditioned the Barcelona Games technically and financially gradually took shape. Most of the competition venues (with the exceptions of badminton, boxing, equestrian sports and shooting) and the training facilities were chosen. The location of the most important accommodation centres was finalised: the Barcelona and Banyoles Olympic Villages, the Parc de Mar Village (referees and judges) and the Vall d'Hebron Village (media). The only remaining decisions to be taken in the accommodation sector, therefore, were the

Village in La Seu d'Urgell, the second Media Village (Montigalà) and the site for the International Youth Camp. The other major decision was to install the huge Communications Media Centre on the premises of the Barcelona Trade Fair in Montjuïc.

In the financial resources sector, the first steps were taken to secure the main sources of income: negotiations opened for the radio and television rights (which were eventually acquired for the United States by the NBC in December 1988) and the categories for the sponsorship programme, the licences plan, the lotteries and the stamp and coin programmes were defined. International sponsorship was launched with the signing of TOP-2 (The Olympic Programme); in Spain, an agreement was signed with the COE by which it granted COOB'92 the right to the commercial exploitation of the Olympic symbols. Deals were also clinched with companies which were to contribute to the organisation as joint partners,

COOB'92 organisation chart (October 1987)



¹ and ²
September 1988 was the month of the Olympic Games in Seoul. COOB'92 attended as an observer and collected the Olympic flag from the hands of the president of the Organising Committee at the closing ceremony. A group of volunteers (1) also accompanied the Spanish Olympic delegation, which put up a stand providing information about the Barcelona project (2).

sponsors and official suppliers. They covered computers (IBM), the supply of cars and sponsorship of volunteers (SEAT), the official bank (Banesto), insurance (La Unión y el Fénix), office automation (Apple), commercial management software (Càlcul i Gestió), operational management software (Sema Group) and Olympic Family information software (Eritel).

At the same time, agreements were reached with the leading social, institutional and business agents involved in the different sectors of the organisation. In the field of sport, contracts were signed with 21 International Federations and a technical-sports committee was set up for each sport. Conventions were established with the institutions involved in the territories of the venues to constitute the subsite committees. Advisory committees were set up in the spheres of health, transport and security and protocols for cooperation were signed with RTVE and CCRTV.

Inside COOB'92, that period defined the forms of management and control. The governing bodies approved the fundamental instrument of the organisation: the Master Plan. The first version, defined and drafted between November 1987 and April 1988, was valid until December of that year. The most immediate decisions were taken by the Management Committee (chaired by the chief executive officer and made up of the director general and division directors) at its weekly meetings, which were prepared by the Planning Committee (chaired by the director general and made up of the director of Planning and Control and the people in charge of planning from each division).

A methodology was devised for monitoring and controlling the computer projects and an agreement was signed with the Technical Institute of Catalonia (ITEC) to track and supervise the building projects. To regulate labour relations, a collective agreement for a five year period was signed in June 1988.



The initial support functions were created and brought into operation, putting into practice the administrative management, contracting and purchases and financial management projects: thus, COOB'92 was already operating on a day to day basis and in a regular manner. Looking ahead to space requirements for the future, it was decided to move COOB'92 headquarters to the buildings of La Maternitat, where conversion work began.

Another decisive factor in this first stage of the life of COOB'92 was the acquisition of an institutional image, with the selection of the logotype and the mascot and the drafting of the corresponding standards for use. This meant that the Barcelona'92 symbols were present in Seoul in 1988, as they were already being used by the licensee companies.

Preparations for the journey to Seoul included a detailed observation plan for each division. About 80 people—who also represented the Spanish and Catalan

federations—travelled to the city, where they completed the dossiers and questionnaires which had been prepared for them.

COOB'92 took part in the closing ceremony of the Seoul Games. Shortly afterwards the arrival in Barcelona of the Olympic flag was celebrated with the show *La Nit* and the exhibition *Barcelona, the city and 92*.

¹
On 30 March 1987, the COOB'92 Executive Board held its first meeting in the Font Màgica building.

From October 1988 to September 1990

The organisational success of the Seoul Games was a spur to COOB'92: if on the one hand it inspired a strong feeling of respect for the job done by the Korean committee, on the other it aroused an awareness that in order to ensure the best in Barcelona, the stage of defining principles had to make way rapidly for the stage of specifying tasks. The subsequent analysis of all that that implied took



²
In the stage following the Games in Seoul COOB'92, having estimated future space requirements, decided to move to the buildings of La Maternitat: Olímpia, Hèlios (in the photograph) and Rosa.

³
The COOB'92 Management Committee outside the Olímpia building. Until 1990, the Committee was composed of the directors of the 21 divisions plus the directors general and the chief executive officer.

shape, in December 1988, in the second edition of the Master Plan.

The future work of COOB'92 was divided, along broad lines, into three stages. The first, up to the end of 1990, involved the planning (having the projects drafted before the second half of 1990) and the second the building of all the facilities. As they had to be ready by the second half of 1990, work had to begin before the summer of 1989, although in many cases the project was still being drafted. The second stage, 1991, would be for the events COOB'92 had to organise in order to learn and to correct any mistakes made; the experience of other Games suggested that the events should not be held too soon, before the systems and facilities were ready. The third and final stage, 1992, had to be devoted to preparing the facilities and decentralising the organisation.

The immediate priority, therefore, was to clinch the agreements and contracts still

pending and to plan the 312 projects, grouped in 33 programmes, on the Master Plan. Responsibilities had to be allocated and the project managers brought into to their work places, so that most projects could be approved in the first half of 1990. This obviously meant a substantial growth of the organisation (to 350 people), which was reflected in the development of the organisation chart: that was when the three deputy directorates general (Operations, Technology and Infrastructures, and Administration) were created and the number of divisions increased to 21. Josep M. Vilà was appointed director general of COOB'92.

Three major decisions were also taken in the organisational sphere: the creation of a different company from COOB'92, Olímpia Cultural, S.A. (OCSA), to manage the four-year cultural programme; the creation of RTO'92, as an autonomous organ without legal status within COOB'92; and the integration of the Paralympic Games into COOB'92.

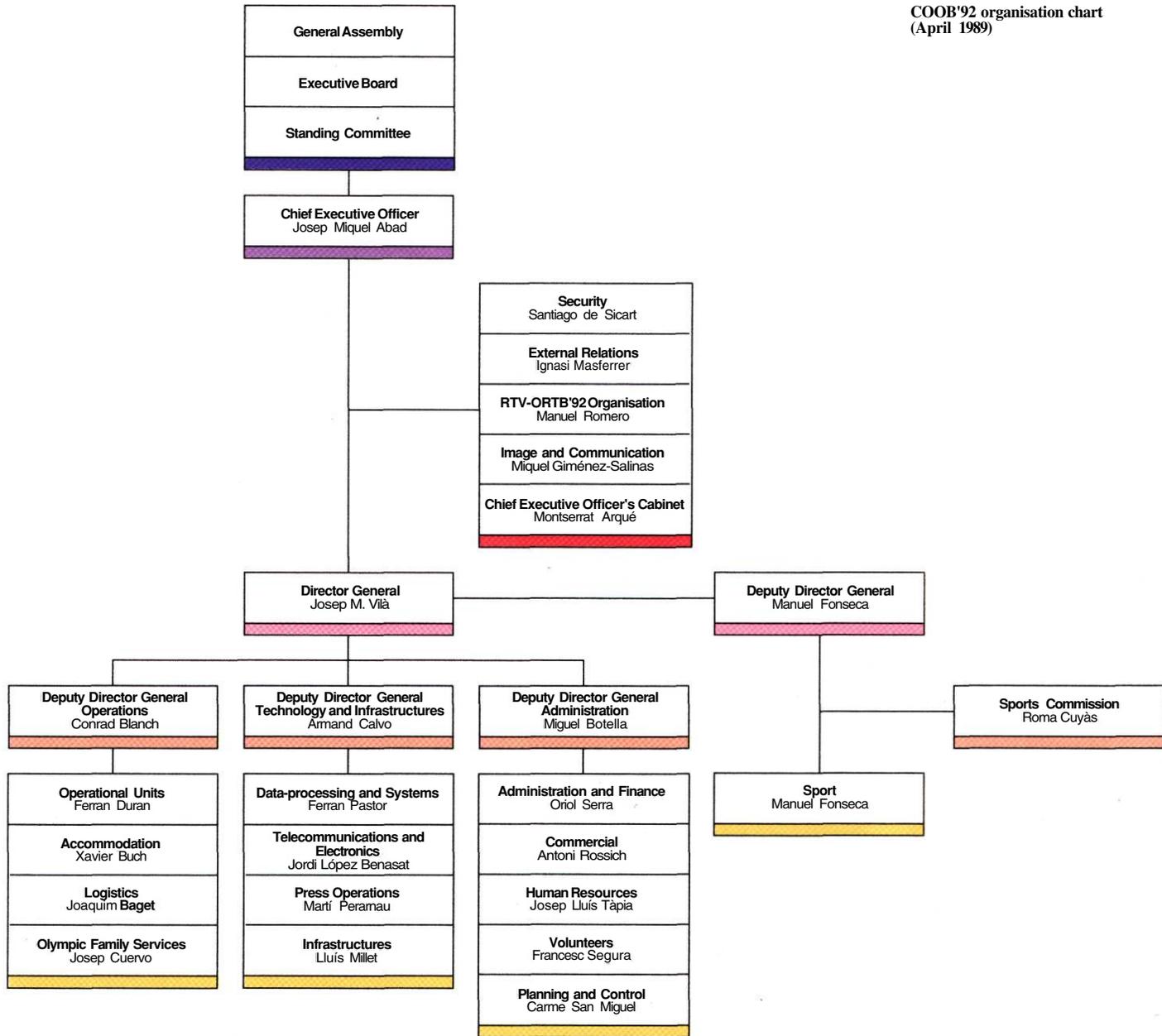


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COOB'92 organisation chart
(April 1989)



1,2 and 3

The Olympic Stadium opened on 8 September 1989 with the V World Athletics Cup. It had been completely rebuilt over the four years since 1985. This time, the weather was not exactly in tune with the festive nature of the opening ceremony, but it was still the first big opportunity for the Olympic organisation to pass from the planning to the preparation stage.

Besides the budget, whose forecasts rose considerably as the projects ripened, the basic tool of management at this stage was the Master Plan. From March 1989, a Planning Committee, chaired by the director of the Planning and Control Division, took charge of the coordination and revision of the plan. Moreover, with the directors of the divisions most closely involved in the final operation, the Commission drafted the Standard Operations Plan (PNO), which defined the organisation models for the competition venues, the training facilities and the accommodation, as well as their relations with the support centres. From those models the operations plans for each unit were drafted; they were known as the Territorial Operations Plans (PTO).

The internal governing body was the Management Committee, made up of the division directors; it was responsible for approving and monitoring the projects. Like the building projects, the technological ones (data-processing and

telecommunications) also required relatively long preparation and implementation phases, but at the same time it was difficult for their users (from the sports and Olympic Family services sectors, in particular) to formulate their requirements as specifically as might be desired. Thus, it was considered preferable to get the projects underway before all the requirements were available and adapt them as they became more precise.

Among the activities brought to a conclusion at this stage, some of which had begun during the previous phase, we should mention the sale of the television rights; the agreements with the owners of the facilities, the hotels, the Barcelona Trade Fair and other future service centres; the preparation of the commercial plan, with sales and customer services; the risks plan and insurances; the preparations for the imminent increase in staff; contacts with the volunteers, and the start of the basic training; the constitution of a body to coordinate staff and volunteers, known as



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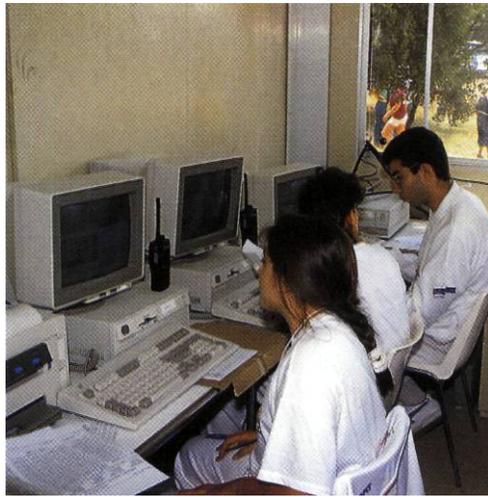


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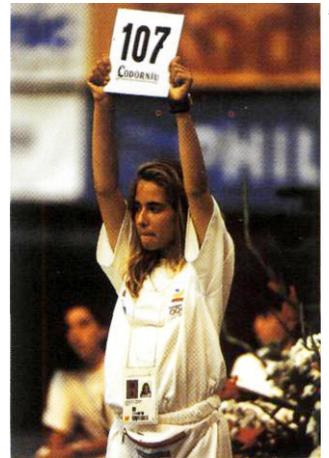
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1, 2, 3, 4 and 5
The Competitions '91 (a set of national and international events which were held mostly at the same venues and on the same dates as the Games would be) were used to test the projects which had been in preparation over the preceding period. Amongst other things, the response from the 6,500 volunteers who performed support tasks for the organisation was definitive.

Team'92, which would make it possible to prepare a joint staff plan for the operations phase; and lastly the restructuring of the media relations team in view of the growing demand for information.

In spite of some critical moments, such as the incident-packed opening of the Olympic Stadium in September 1989 with the World Athletics Cup, and the unease produced by the transition from the planning to the preparation phase, forecasts mostly turned out as expected. In the second half of 1990 some readjustments were made to encourage the exchange of information between different projects and to speed up the ones which had not yet been specified because they were still at too theoretical a level. More staff were hired for the operations sector, a new monthly control system (the Detailed Plan, in which each division director described his schedule for the next three months and made a list of critical points in his sphere of activity) was introduced and coordination tables were established for projects belonging to divisions which converged in a single programme.

In the review of the Master Plan made at the end of 1990, the Competitions'91 and preparation of Team'92 programmes were declared complete. The projects outlined on the return from Seoul were already in the implementation phase, but COOB'92 placed the emphasis, strategically speaking, on the tests and the operation.

As the works on the facilities were generally somewhat behind schedule, the Competitions'91 were set as the deadline for completion: they had to be ready for the test events and trial runs to be held at the same venues which would be used at the Games.

The testing stage (October 1990-September 1991)

In the autumn of 1990, the turn from organisation to operation was reflected in a new restructuring of COOB'92. The organisation chart was now divided into three directorates general: Operations (headed by Pedro Fontana), Sports (by Manuel Fonseca) and Resources (by Josep M. Vilà). The Image and Communication and External Relations Departments continued to depend directly on the chief executive officer.

Among other changes to the organisation chart, we should mention that the

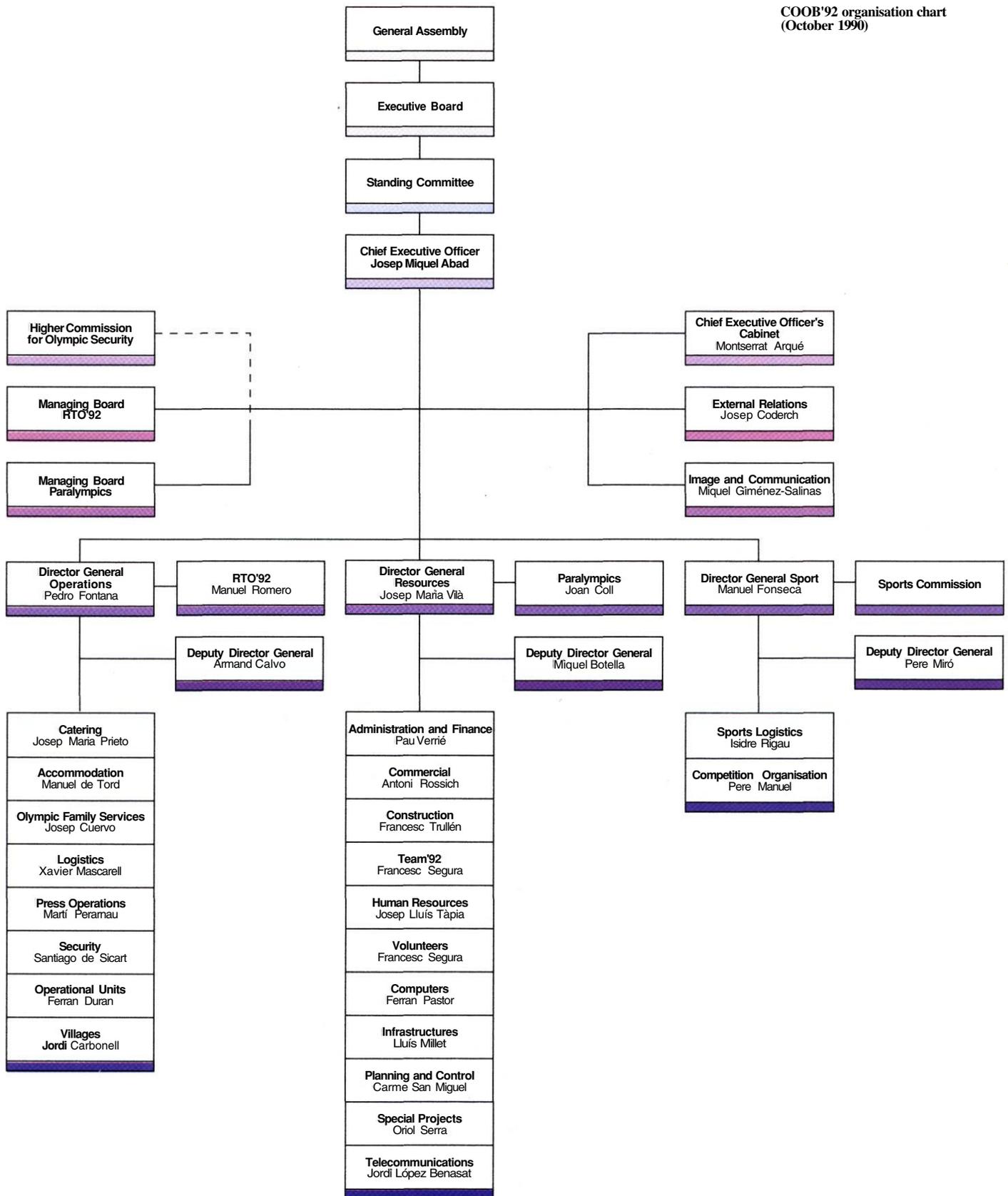
Directorate General of Operations absorbed the Press Operations Division, whilst the former Accommodation Division was broken down into three new ones: Catering, Villages (which had to organise and plan the operation of the six Villages, including the International Youth Camp) and Accommodation (which was in charge of managing the hotel bookings and planning the operation at the hotels, aboard ships and in the Olympic Area of the Port of Barcelona).

The Management Committee was made up of the chief executive officer, the directors general and the assistant directors general; the meetings of the Committee were prepared at briefings where the subjects pending approval were discussed. At this stage, focused on preparing the operation, a large number of indispensable service contracts were signed: the bus fleet, the catering concession companies, the logistics and security services. Framework contracts were also signed to fix unit prices and minimum quantities for services with the suppliers of materials for the adaptation of the units.

In the first half of 1991, moreover, detailed calculations were made of all the resources required at each unit. This was assigned to the Directorate General of Resources, which received requests from the divisions for whatever they would need to carry out their functions at each one. Thus Data-processing and Telecommunications drafted a series of documents quantifying the technological resources, whilst Infrastructures and Construction calculated the spaces, energy resources and furnishings that would be needed. The next step was taken at the end of 1991, when the figures from each unit were compared, once all their needs had been specified in their PTOs.

The drafting of the PTOs was the job of the Operational Units Division, which took on new staff from outside and members of other divisions of COOB'92. The director was also responsible for the organisation of Competitions'91 in cooperation with members of the Directorate General of Sport, who prepared the individual competitions. Naturally, between January and June 1991, the only PTOs prepared were the ones for the units where the test events were to be held. The Competitions'91 were a set of national and international competitions in different sports.

COOB'92 organisation chart
(October 1990)



1

From October 1990, the Management Committee was composed of the directors general and deputy directors general; there were nine members (left to right): Manuel Fonseca and Pere Miró, director general and deputy director general of Sport, respectively; Miquel Botella and Josep M. Vilà, deputy director general and director general of Resources, respectively; Josep Miquel Abad, chief executive officer of COOB'92; Montserrat Arqué, director of the Chief Executive Officer's Cabinet; Pedro Fontana and Armand Calvo, director general and deputy director general of Operations, respectively, and Alfred Bosch, chief executive officer's head of Secretariat.

For COOB'92 this was an opportunity to try out the functions of the units, from competition organisation to medical care via technology and press services. It had to be borne in mind that the federations delegated to COOB'92 the responsibility for organising the events and so the director general of Sport was a member of the Organising Committee of each competition. Moreover, between 16 July and 5 August 1991, the so-called "trial run" was held. This was a group of ten competitions in which the COOB'92 organisation carried out a small-scale rehearsal for the Games which would be held a year later: the territorial units, the support centres and the main operations centre all had to function, as did the connections between them, and projects such as accreditations, transport, the AMIC and accommodation came into play.

Preparing the Competitions'91 was useful for the divisions to test the efficacy of their projects, but it inevitably disrupted the work of COOB'92 to a certain extent.

As it was clear that the experience of the Competitions'91 would call for rethinking or changes to the established work calendar, the review of the Master Plan scheduled for June 1991 was postponed until after the event. Eight competition venues were the scene for events in 18 sports and the testing of the organisation at all levels (including the associate companies and 6,500 volunteers) produced satisfactory results.

If the competitions were generally well treated by the media (which stressed the steady improvement made), they were also a success inside COOB'92, as they demonstrated the capacity of the staff and the extraordinary dedication of the volunteers. Moreover, the events revealed the need to introduce modifications to the planning of the operation. First, the competition venues would have to be available well before the original dates and the conversion work had to go ahead, especially to test and adjust the technological systems. Secondly, the



decentralisation of the organisation had to be speeded up to give the staff at the venues time to form teams and get ready. And lastly it was clear that the exact sphere of action of each support unit had to be demarcated.

The two months following Competitions'91 were partly a period of reflection on the outcome of the events. Only the Villages Division, which had not taken part, went ahead with deciding on the adaptation of its installations and drafting its PTOs, which were done between then and March 1992.

During those months progress was also made on the booking operations: accreditation applications, accommodation and rental space reservations and materials for the press and broadcasting agencies. The divisions concerned, therefore, had to take on back-up staff to establish links with the customers or produce the documents required to control the supply of services to 70,000 people.

Decentralisation (October 1991 - June 1992)

The last revision of the Master Plan at the end of 1991 marked a radical change in its orientation. If the organisation had so far been structured in sectors of activity, it now had to be gradually arranged in territories. The projects included in the last version of the Plan were not defined by programmes but by territorial units and the targets of the projects corresponded to the different stages of setting the units in operation: drafting the PTOs, adaptation, hiring the staff, decorating the venues, training the staff and opening.

These projects were monitored fortnightly, but management control was carried out once a week from the Management Committee, composed of the chief executive officer and the three directors general. There was also a weekly review of the state of entries and accreditations and the director general of Operations met the coordinators

Test Events

Sport	Competition	Venue	Date	
AT	Athletics	LXXI Spanish Senior Championship	Olympic Stadium	From 2 to 4.8.91
CA	Canoeing	International Slalom Regatta	Parc del Segre, La Seu d'Urgell	From 26 to 28.7.91
GY	Gymnastics	XXIII Joaquim Blume Men's Artistic Gymnastics International Criterium Memorial	Palau Sant Jordi	From 25 to 28.7.91
GY	Gymnastics	Spanish Gymnastics Federation Tournament	Palau Sant Jordi	From 25 to 28.7.91
GY	Gymnastics	Spanish Gymnastics Federation Tournament	Palau Sant Jordi	From 2 to 4.8.91
HB	Handball	International Handball Tournament Granollers'91	Palau d'Esports, Granollers	From 23 to 28.7.91
JU	Judo	World Senior Judo Championship (men's and women's)	Palau Blaugrana	From 25 to 28.7.91
RO	Rowing	World Junior Rowing Championship	Banyoles Lake	From 31.7 to 4.8.91
SW	Swimming	LXXXI Spanish Senior Summer Swimming Championship	Bernat Picornell Swimming Pools	From 22 to 25.7.91
SW	Water polo	VII World Water Polo Cup	Bernat Picornell Swimming Pools	From 16 to 21.7.91
WR	Wrestling	World Junior Greco-Roman Wrestling Championship	INEFC	From 26 to 28.7.91
YA	Yachting	II Ciutat de Barcelona International Olympic Yachting Classes Week	Olympic Harbour	From 26.7 to 5.8.91

Other events

Sport	Competition	Venue	Date	
AT	Athletics	European Cup Bruno Zauli "B"	Olympic Stadium	From 22 to 23.6.91
AT	Athletics	VII IAAF-Mobil Grand Prix Final	Olympic Stadium	20.9.91
BA	Baseball	X International Cup	L'Hospitalet and Viladecans Baseball Stadiums	From 2 to 13.7.91
BM	Badminton	1991 Ciutat de Barcelona International Tournament	Pavelló de la Mar Bella	From 1 to 31.5.92
BO	Boxing	Boxam'92 Badalona	Pavelló Club Joventut Badalona	From 16 to 21.2.92
CA	Canoeing	International Flat Water Regatta	Castelldefels Olympic Canal	From 29.8 to 1.9.91
CY	Cycling	Barcelona'91 International Cycling Grand Prix	Velòdrom	From 20 to 24.9.91
EQ	Equestrian	International Three-Day Event	Real Club de Polo and El Montanyà Equestrian Centre	From 27 to 30.6.91
FE	Fencing	Ciutat de Barcelona International Fencing Tournament	Estació del Nord	From 14 to 15.12.91
MP	Modern Pentathlon	XXVI World-Junior Modern Pentathlon Championship	Various	From 11 to 14.9.90
SH	Shooting	International Shooting Grand Prix	Mollet Shooting Range	From 28.4 to 1.5.92
TT	Table Tennis	TSP-World Team Cup	Estació del Nord	From 19 to 24.11.91

1, 2, 3 and 4

COOB'92 took charge of the competition venues, residences and services and support centres from the dates agreed with their owners. The last job to be done was the decoration and signposting in the city (1) and at the Olympic sites (2), as the speed with which the elements would deteriorate made it advisable to leave them until the last minute. The adaptation of the units involved other projects on a larger scale, such as the erection of the temporary stands for the public at the Real Club de Polo (3) or the preparation of the Main Press Centre (4).

appointed to monitor the progress made on preparing the units once a week.

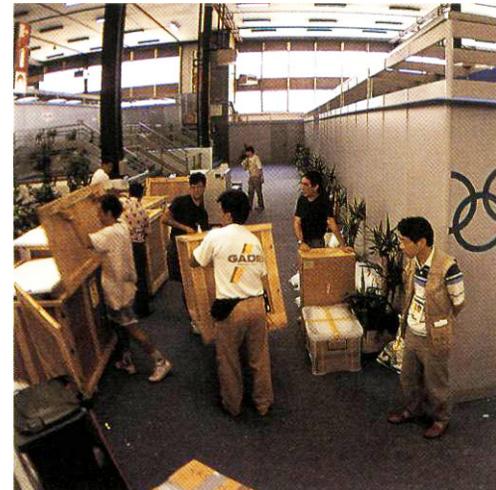
At COOB'92 time was no longer measured in years or months, but in days. The rhythm was frenetic and there was the added complication of a profound change in the structure which meant that the staff often had to adapt to midway situations between centralisation and decentralisation.

Only a few projects (such as publications, uniforms, signposting and tickets) and the budget (except for small amounts for unexpected needs at the units) were still centralised. For the remainder, decentralisation began in October 1991 with the appointment of the directors (17 of whom were volunteers), the sports directors and the assistant directors for the 43 competition venues and the support and services units. Later, in January 1992, the management team for the Games and the directors of the Main Operations Centre (CPO) were appointed, whilst the organisation structure was defined and

responsibilities for the months leading up to the Games apportioned.

While partial tests of different functions (such as results management) continued to be made and test events were still being organised in some sports, the three main phases of decentralisation began: drafting the PTOs, adapting the units and slotting Team'92 into each one.

Responsibility for drafting the PTOs fell to the directors and assistant directors of the units, whose task was to coordinate the process and improve aspects where deficiencies had been detected or overlapping functions produced redundancy. The PNO included the common model for the PTOs and each PTO was adapted to the specific conditions of the unit and drafted according to each function. The adaptation of the units was the responsibility of the Construction Division, which took on staff to supervise work going on simultaneously at 50 sites. The unit directors dealt directly



with this division, demanding that deadlines be met and overseeing the quality of the service. The unit directors' reports about the adaptation were sent to the general coordinators who were monitoring the work.

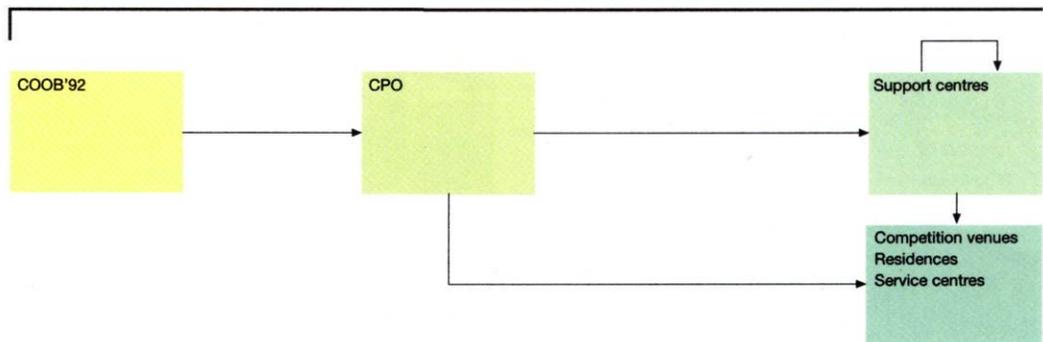
As explained in Chapter 3 of this volume, the process of hiring staff for the units—slotting in Team'92—was long and complex. The leap was spectacular: in just a few months, COOB'92 went from having a staff of 1,078 to coordinating the work of 45,000. New members of staff (temporary and volunteer) were brought in by the Planning and Control and Human Resources Divisions, according to the calendars in the PTOs. The staff of COOB'92 were assigned to units and tasks at the suggestion of the divisions with the formal approval of management. The process was gradual and generated considerable tension, demanding a high degree of adaptability by the staff; moreover, the process had to be constantly monitored by COOB'92

management, which had to be able to mark priorities if conflicts arose. In the end, the difficulties inherent to such a changing situation were overcome without serious snags.

Territorial arrangement

COOB'92 took charge of the competition venues according to the established schedules in the agreements with then-owners and somewhat ahead of time in cases where the experience of Competitions'91 had showed that it was advisable. As expected, the first occupants of the units were the security and stores staff.

For its part, the Village Division had already moved, in January 1992, to one of the buildings of what was to be the Barcelona Olympic Village. The management team for the other Villages was established there between January and March to direct and control the setting up and general adaptation.



Operational system during the Games

¹
In January 1992 the directors of the Main Operations Centre (CPO) were chosen. They met every night after receiving reports from all the units, proposed solutions to any problems that arose and sent on reports to the chief executive officer. There was another meeting in the morning to prepare the daily session with the IOC. There were six members of the CPO: the director general of Operations, Pedro Fontana (standing, in the centre of the photograph); the director general of Sports, Manuel Fonseca (third sitting on the left), and four department directors: Ferran Duran (standing on the left), Miquel Botella (second sitting on the left), Pere Miró (standing on the right) and Carme San Miguel (sitting on the right). The meetings of the CPO were usually attended by the chief executive officer of COOB'92, Josep Miquel Abad (the first sitting on the left).

In May, the management teams at the competition venues occupied their offices, whilst other divisions turned themselves into support units and started to deal with incidents that arose as the other units came into operation. At the same time the CPO began to act as the supreme organ of COOB'92 in order to intervene in exceptional situations.

At the end of June and throughout July, the Olympic venues were decorated and signposted and the transport canopies, access control and public services kiosks, flags and fences outside the units were put in place. The rapid deterioration of the materials used made it advisable to do all this at the last minute, which caused a certain irritation at the units, where people saw that things were not being got ready. They were also anxious about the rain which fell almost without stopping those days. That the overriding concern was the look, however, is a fair indication that the important matters had already been settled and that the situation was far

more reassuring than on the eve of the Competitions'91.

Up to the last moment, nevertheless, general tests were carried out on the transport, computers, telecommunications and power supply to ensure that they could work at full stretch. Conflictive situations were simulated to improve the staff's capacity for reaction.

The operation and the dismantling

Strictly speaking, the operations phase coincided with the Games themselves, from 25 July to 9 August. But in fact some units had already begun to function one month before: the Montigalà Village had opened its doors to radio and TV agency staff preparing the broadcasts on 24 June; the airport unit had all services in operation from 1 July, as did the accreditations centre; the Barcelona Olympic Village and the Main Press Centre opened officially on 11 July with



all their logistical, medical, security, transport and protocol services and support centres.

During the Games the general organisation of COOB'92 was also decentralised at units equipped with human, material and technological resources and standard procedures which allowed them to be independent. In turn, each department was autonomous within its unit in the functions proper to it; the unit director therefore acted as coordinator and supervisor.

The command, control and direction unit of the Games was the Main Operations Centre, which was in permanent touch with all the units and received reports from them, of which the essential parts were passed on to the director general of Operations and the chief executive officer. Moreover there a nightly meeting of all the members of the Centre at which solutions to problems which had arisen

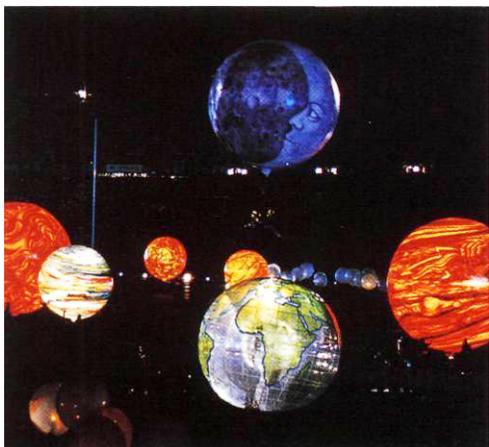
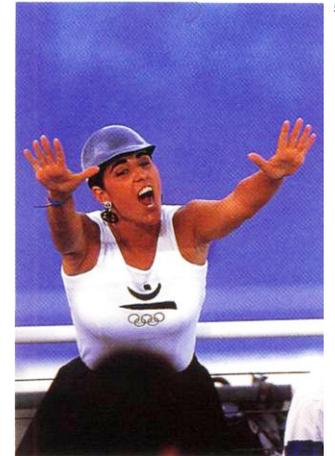
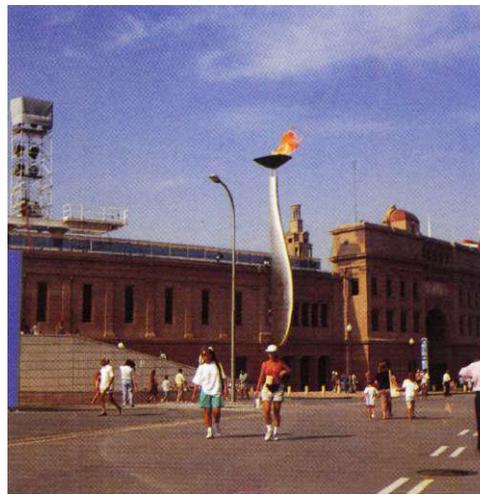
were proposed or the necessary steps were taken to solve them.

Under the responsibility of the director general of Resources, the administration, legal affairs, staff and commercial teams were maintained as COOB'92 continuity services, as were the staff preparing the Paralympic Games, which were to be held in September. For his part, the chief executive officer was equipped with a staff to deal with protocol, security, communication and image.

As the events at each competition venue ended, dismantling began. It was a new operation on a huge scale designed to guarantee that COOB'92, the associate companies and the suppliers would remove the material they had brought for the competitions. After the Games had ended, the residential, service and support units were also dismantled.

The dismantling of the units was a centralised operation in which the

1, 2, 3, and 5
Although the Games began on 25 July with the opening ceremony and the traditional competitors' parade (1) and lighting of the flame (3) and ended on 9 August with the closing ceremony (2), COOB'92 had already started its territorial deployment, in some cases two months earlier.



4, 6, 7, 8 and 9

During the Games 43 competition venues were used for the full official and demonstration sports programme. The Olympic Stadium (4) was one of the nerve centres. At all the venues, the staff of Team '92 attended to the needs of the spectators (7) and the competitors (6, 8 and 9).

Construction, Technology and Logistics Divisions took part. The director of each unit was responsible for the dismantling, controlled by the materials management department involved.

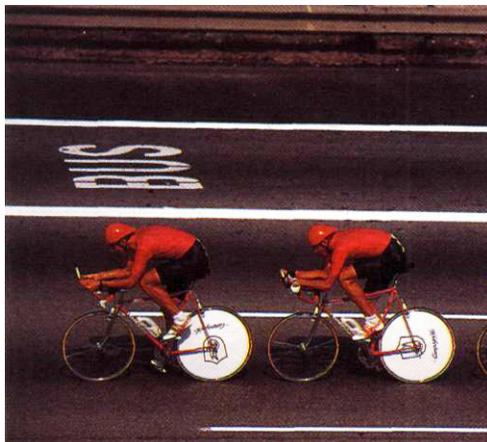
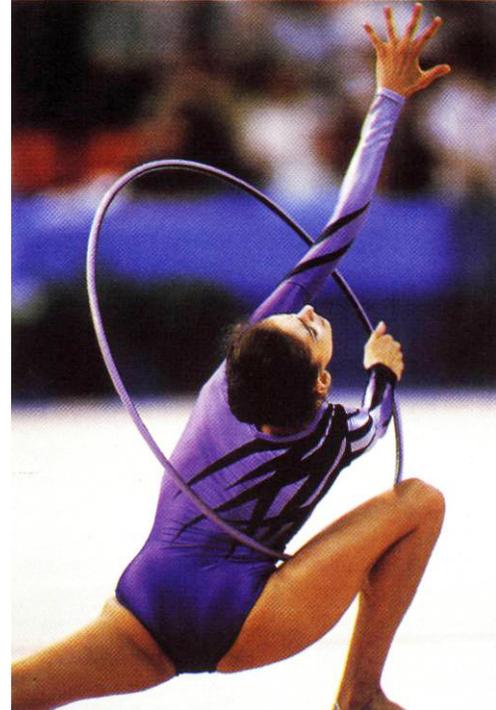
The Master Plan

The guide which included all the tasks which COOB'92 had to perform at any time and the instrument on which the control of that performance was based was the Master Plan. From the time that the initial definition was made in April 1988, the Master Plan underwent five revisions: two in 1989 (June and December), two in 1990 (also June and December) and one in December 1991. In general terms, therefore, each version of the Plan was valid for six months; an edition was printed and bound in all cases, except for the final revision. The monitoring of the Plan during the first half of 1992 was done on computer printouts.

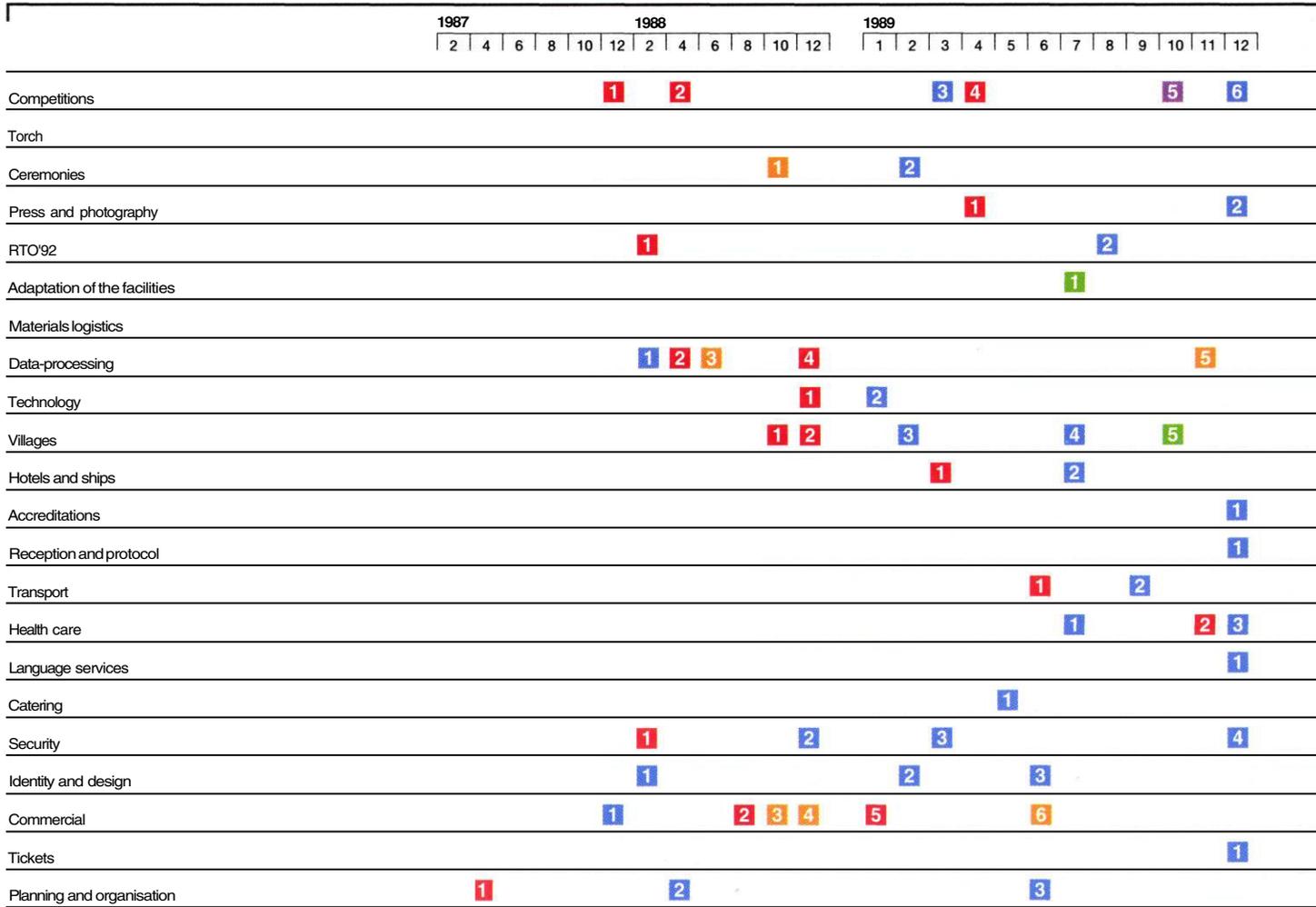
Evolution and structure

In the first version, the 312 Games organisation projects were grouped in 11 broad objectives: organising the sports competitions; holding the Olympic ceremonies; putting on the Cultural Olympiad; guaranteeing media coverage; providing the venues; providing the technical and technological resources; supplying the services; organising security; projecting the image of the Games and the organising city; obtaining finance; and providing the support structure.

From the second version (December 1988), the 11 broad objectives were broken down into a series of monographic programmes, each with a coordinator. In turn, each project had its own specific targets (about 3,000 altogether). Of the 32 programmes and 307 projects of 1988, by 1991, in the sixth version of the Master Plan, the number had risen to 37 programmes and 441 projects. Each programme contained a description and



The major targets of the Master Plan



Projects and studies
Agreements and commissions
Human resources and training
Construction and facilities
Operation
Competitions'91
Games operation
Competitions
1 Sports commission
2 Sports-technical committees
3 Initial proposal for competition calendar
4 Demonstration sports
5 Bringing in the sports technicians
6 Competition calendar and timetable
7 Start training referees
8 Sports projects
9 Explanatory booklets
10 Entries by number
11 Entries by name
Torch
1 Preliminary study of the route
2 Design of the torch and cauldron
3 Agreement with the Greek Olympic Committee for the lighting of the flame
4 Definitive route
5 Start of the torch route

Ceremonies
1 Participation in the Seoul closing ceremony
2 Opening and closing ceremonies preliminary project
3 Opening and closing ceremonies project
4 Victory ceremonies project
5 Start rehearsals for opening and closing ceremonies
6 Selection of staff for victory ceremonies
Press and photography
1 Agreement with Barcelona Trade Fair
2 Project for rates for the MPC
3 Photography project
4 MPC project
5 Selection and training of staff for press centres
6 End of space and services reservations
7 Selection of staff for MPC
8 Start of adaptation of MPC
RTO'92
1 Creation of RTO'92
2 Planning services and facilities
3 Reserving frequencies
4 Start of training plan
5 IBC project
6 Start installation of IBC
7 End installation of IBC

Adaptation of the facilities
1 End of construction of Olympic Stadium
2 End of construction of Palau Sant Jordi
3 Adaptation requirements defined
4 Framework contracts for supply and assembly
5 Adaptation for Competitions'91
6 Olympic adaptation projects
7 Start of adaptation
Materials logistics
1 Materials logistics preliminary project
2 Materials logistics project
3 General criteria for uniforms
4 Agreements with Department of Customs and
Excise
5 Warehousing and distribution operations manual
6 Start production of uniforms
Data-processing
1 Revision of BIT'92
2 Award of hardware to IBM
3 Operational office automation
4 Assignment of software projects
5 Computerised company management systems operational
6 Games Calculation Centre project
7 Start design of SIR
8 Alcatel project operational
9 Starting up first IBM computer (CSA)

10 Start technical training for results
11 Starting up CIOT
Technology
1 Award of telecommunications projects to
Telefónica
2 Start developing technology projects
3 Radiocommunications Advisory Committee
4 Telecommunications architecture project
5 Award of technology supplies
6 Sound projects
7 Telecommunications projects
8 Installation of sound systems
9 Installation of Olympic telephone network
Villages
1 Decision Media Villages
2 Agreement with VOSA
3 Olympic Village construction preliminary project
4 Olympic Village operation preliminary project
5 Start construction Olympic Village
6 Space allocation at Olympic Village
7 Agreement for cession of IYC
8 Olympic Village adaptation project
9 Villages Operations Plan
10 IYC operations manual
11 Start adaptation Villages
Hotels and ships
1 Hotel block bookings agreement



- 2 New hotels plan
- 3 COOB'92 - Port of Barcelona agreement
- 4 Allocation of Olympic Family accommodation
- 5 Port requirements study
- 6 Port adaptation project
- 7 Start invoicing accommodation
- 8 Hotel management model
- 9 Port operations manual
- 10 Start of Port adaptation works
- 11 Hotels operations manual
- Accreditations**
- 1 Accreditations project
- 2 Start of registration period
- 3 Start training staff
- 4 Accreditations operations manual
- 5 Start Team'92 accreditations
- 6 End of registration period
- Reception and protocol**
- 1 Reception preliminary project
- 2 Reception project
- 3 Protocol working party
- 4 Airport adaptation project
- 5 Start airport adaptation
- 6 Airport arrivals plan
- Transport**
- 1 Contract with SEAT for supply of vehicles
- 2 Transport preliminary project

- 3 Transport project
- 4 Strategic mobility plan
- 5 Contracting non-sponsored vehicles and services
- 6 Agreements with town councils
- Health care**
- 1 Olympic Health Care Plan (PASO'92)
- 2 Agreement with laboratory for doping control
- 3 Public health projects
- 4 Coordinating Medical Centre project
- 5 Procedures manuals
- 6 Selection of medical directors
- 7 Start of training
- 8 End of works on doping control laboratory
- 9 Medical services operations plan
- Language services**
- 1 Interpretation project
- 2 Announcers project
- 3 Translation during the Games project
- 4 Hiring staff
- Catering**
- 1 Catering preliminary project
- 2 Contracting concessionaires
- 3 Approving menus
- 4 General operations plan
- 5 Supplies project
- 6 Equipment tests

- Security**
- 1 Technical security cabinet
- 2 Games security project
- 3 Internal security plan
- 4 General access control plan
- 5 Agreements with security companies
- 6 Start training staff
- Identity and design**
- 1 Design of logotype and mascot
- 2 Standards for use of promotional material
- 3 Corporate identity project
- 4 Start tour of travelling exhibition
- 5 Official Games posters
- 6 Corporate identity manual
- 7 Opening of permanent exhibition
- 8 Design of uniforms
- 9 Signposting standards
- Commercial**
- 1 Commercial plan
- 2 TOP-2 world sponsorship programme
- 3 First issue of stamps
- 4 First issue of medals
- 5 Award of television rights to NBC
- 6 First lottery
- 7 First issue of coins
- 8 End of negotiations with television companies, sponsors and commercial agents

- 9 Sponsors' Hospitality Centre plan
- 10 Start construction of Hospitality Centre
- Tickets**
- 1 Preliminary project
- 2 Project
- 3 Marketing plan
- 4 Start of bookings (1st phase)
- 5 Draw for high demand bookings
- 6 Start of bookings (2nd phase)
- 7 Start of sales and distribution
- Planning and organisation**
- 1 Constitution of COOB'92
- 2 Master Plan (1st revision)
- 3 Competitions'91 plan
- 4 General operation strategies for Games
- 5 Standard work place catalogue
- 6 Standard Operations Plan (PNO)
- 7 CPO organisation project
- 8 Appointment of territorial unit directors
- 9 Territorial Operations Plans (PTO)
- 10 Start occupation of territorial units

Programmes	Total	P	A	F	C	O
Competition organisation	35	-	1	30	-	4
Olympic torch	1	-	1	-	-	-
Ceremonies and congresses	7	-	3	3	1	-
Written and graphic press	7	-	1	5	1	-
Production of the international signal (RTO'92)	7	-	7	-	-	-
Technical support (RTO'92)	5	-	2	3	-	-
Information (RTO'92)	3	2	-	1	-	-
Internal services (RTO'92)	3	1	2	-	-	-
Professional selection and training (RTO'92)	1	-	1	-	-	-
Booking (RTO'92)	2	-	1	1	-	-
Competition venues	44	-	-	44	-	-
Training facilities	51	-	-	51	-	-
Adaptation of city areas	22	-	5	17	-	-
New buildings and adaptations	18	-	-	2	16	-
Telecommunications	9	-	1	7	1	-
Electronics, video and sound	4	-	2	1	1	-
Data-processing and CIOT	11	-	3	7	1	-
Results management	6	-	1	5	-	-
Accreditations, reception and protocol	8	-	3	3	2	-
Villages	16	1	11	3	1	-
Accommodation	4	-	1	2	1	-
Information	9	1	3	1	1	3
Transport	3	-	2	1	-	-
Medical care	6	-	-	3	3	-
Language services	4	-	1	1	1	1
Security	8	-	1	5	1	1
Identity and design	5	-	2	-	-	3
Games promotion	6	-	-	-	-	6
Commercial	11	-	1	-	-	10
Tickets	2	-	-	1	1	-
Administrative and financial management	9	1	1	-	1	6
Materials logistics	6	1	1	1	1	2
Office automation and documentation	5	-	-	1	-	4
Human resources	12	-	2	1	5	4
Organisation and planning	9	-	1	2	-	6
Testing Olympic Family services	6	-	5	1	-	-
Total	365	7	66	203	39	50
Percentage distribution		2%	18%	56%	11%	13%

**The projects of the Master Plan by programmes
(as of September 1990)**

P = Awaiting start of preliminary project
A = Preliminary project completed or in progress
F = Project completed or in progress
C = Under construction (or preparing operations phase)
O = In the operations phase

¹
The COOB'92 Master Plan included all the projects for the organisation of the Games and was the instrument used to see that they were carried out. It was structured in projects and targets (about 3,000 altogether). After the second version, the projects were grouped in programmes. There were six versions of the Master Plan with six-monthly revisions. From the 32 programmes and 307 projects in 1988, by 1991, in the sixth version, there were 37 programmes and 441 projects.

an account of the state of affairs, which detailed the most important tasks already accomplished and the ones scheduled for the coming half year.

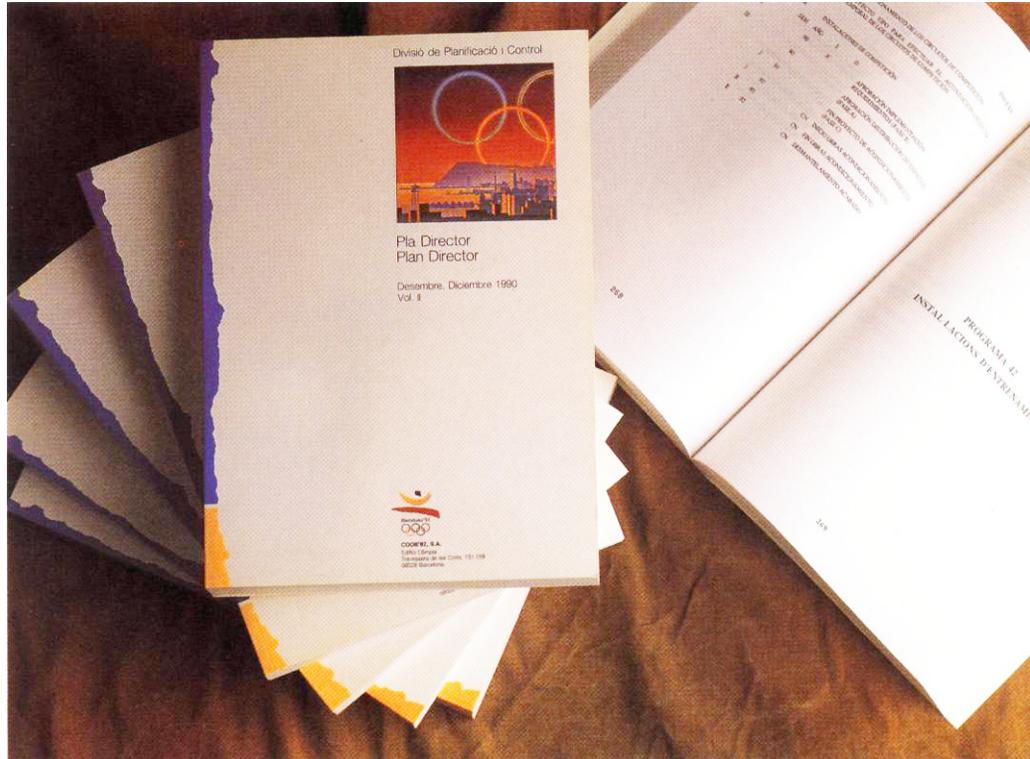
In the formal structure of the Master Plan, one chapter was set aside for all the significant targets which had to be met in the next six-month period. Another chapter referred to the functions, ie, the projects which had already become a habitual or repetitive activity (such as the administrative or commercial tasks at a very early stage); this chapter therefore contained the state of implementation and the provisions for each function. Lastly, separate chapters dealt with the programmes and projects of RTO'92 or Cultural Olympiad and contained tables, diagrams and statistics relating to the Plan as a whole.

All the information of the Master Plan was computerised in a 4D data base in an Apple personal computer. The Planning and Control Division updated it once a

month and the divisions could complement the COOB'92 global planning with their own work targets; thus, thanks to the computer control, the monitoring of the tasks of each department was easier and more precise.

Revision and monitoring

The six-monthly revisions of the Master Plan served to assess the objectives achieved in the previous period and to restructure and adjust the projects to the situation at the time. The projects were amended by the people in charge of them according to the criteria and objectives fixed by the Planning Committee. The six-monthly revision of the Master Plan was immediately submitted for the approval of the governing bodies of COOB'92, but the Executive Board and the Standing Committee received a quarterly report on the state of implementation of the targets that the Management Committee had classified as significant for the period.



The Planning and Control Division received from each project manager, via the members of the Planning Committee, a report on the targets achieved and the reasons why others were still pending, with a proposal for a new completion date.

In addition to the six-monthly revisions, the quarterly reports and the monthly monitoring, occasional studies were made of aspects which were common to many projects. Then, according to the coding of the targets the coherence of partial aspects of different projects which needed coordination was analysed on a computer list.

Lastly, the agendas of the weekly meetings of the Management Committee over a period of several months were also proposed according to the contents of the Master Plan.

Legal Affairs

The atypical objective of COOB'92 as a company and the need for the managing bodies to have legal advice before taking decisions led to the incorporation, from the outset, of a Legal Affairs Department into the Chief Executive Officer's Cabinet.

The activity of the Legal Affairs Department reflected the inherent dynamism of the organisation of the Games: a large number of contracts had to be prepared, legal reports were drafted and intellectual and industrial copyrights in all spheres of the Organising Committee had to be protected and defended through the law. The peculiarity of those actions called for work and organisation systems which could be adapted to the complexity of the situations that arose.

¹
Between 1986 and 1992, the Legal Affairs Department prepared 3,080 contracts on matters as wide-ranging as the procurement of resources, sponsorship and licences, the transmission of copyright or the cession of facilities, such as the Tennis de la Vall d'Hebron (in the photograph).



Contracts

The preparation and drafting of the contracts for the agreements by which COOB'92 could carry on its activity constituted one of the main lines of action of Legal Affairs. Between 1986 and 1992 the department prepared 3,080 contracts on subjects as wide-ranging as the cession of facilities, the procurement of resources, sponsorship and licences or the transmission of copyright.

Moreover, it was necessary to draft a series of documents concerned with transactional guarantees, instrumenting financial operations, distribution, tenders, insurance policies, hotel bookings and others which in some cases were quite exceptional; for example, the documents necessary to guarantee accommodation and other services aboard the ships anchored in the Port of Barcelona were particularly complex.

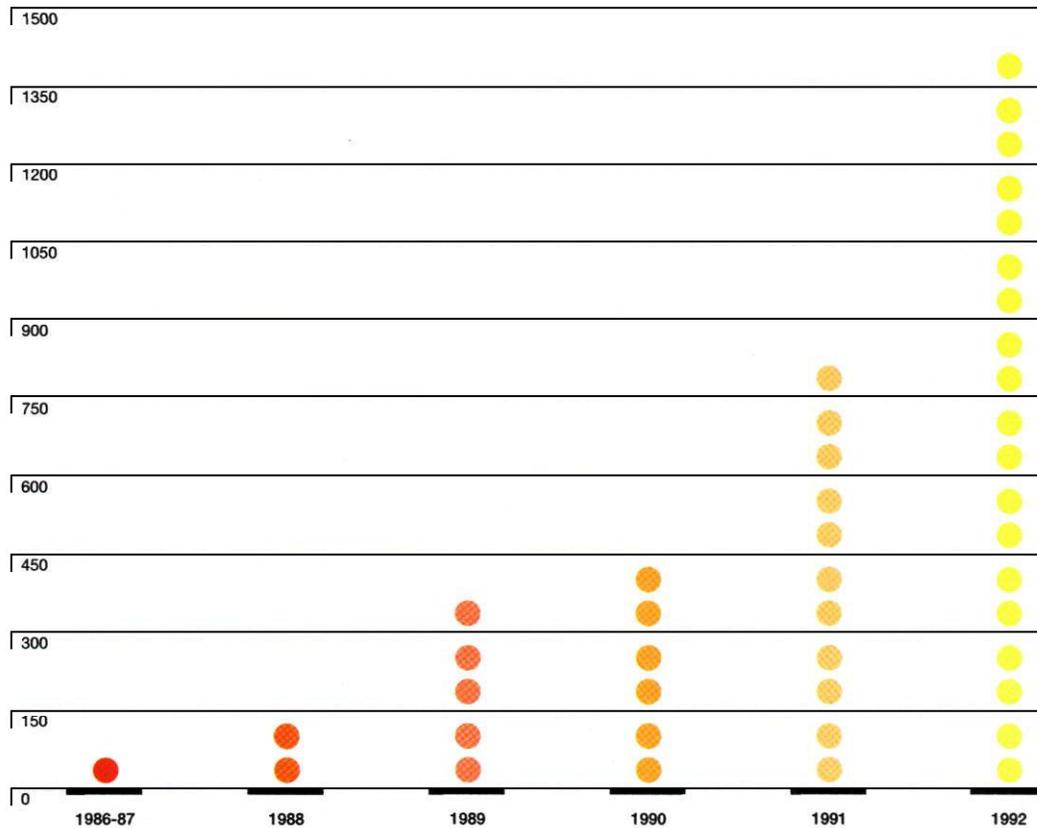
Cession of facilities

The facilities where the Games were to be held belonged to different public or private law entities, with which agreements had to be signed for cession, permanent works, Olympic adaptation and preparation of the surroundings. These agreements also included the conditions in which the facilities were to be returned to their owners once the competition were over.

Procurement of resources

In order to do their work, the COOB'92 divisions had to acquire products and services connected with activities as diverse as installation, warehousing, setting up, maintenance, technical assistance, transport, guarantees or insurance for goods and equipment of all kinds. For that reason sales, supply and rental contracts were drafted; the clauses concerning penalties for non-fulfilment or delay were particularly relevant.

Evolution of contracts signed





1

54



2

1 and 2

For the tasks inherent to the development of the Games, COOB'92 had to acquire products and equipment of all kinds and sign purchase, sales, supply and rental agreements with various suppliers —such as the launches used by the press to follow the yachting events or the giant screen at the end of the Passeig de Marina, which gave the spectators a better view of the victory ceremonies (1)—; rental and supply of services contracts were also signed with companies which were to contribute to the planning and preparation of the projects, whether new building works or conversion and refurbishment, as was the case with the Montjuïc Swimming Pool (2).

Sponsorship and licences

The Olympic sponsorship contracts regulated the association with the Games organisation of companies which, in turn, obtained the right to incorporate the values associated with the Olympics into their image.

The contracts were differentiated first of all by the geographical scope of the sponsorship. Worldwide sponsorship was regulated by the TOP-2 programme —promoted by the IOC and managed by its agent (ISL) — and had a highly complex contract structure, as it included a framework contract between the sponsor and the IOC and three others (between the sponsor and COOB'92, the sponsor and the Albertville Winter Games Organising Committee and the sponsor and the US Olympic Committee). National and international sponsorship, however, was classified in different degrees of association according to the contribution of the companies and the rights they obtained in return; the categories established were joint partner, sponsor, supplier, licensee and supplier of official sports material.

Sponsorship contracts

Along broad lines, the sponsorship contracts specified the sponsor's obligations with regard to the use of the Games marks and the economic terms; moreover, they provided for the sponsor's possible liabilities and expressly prohibited cession or sublicensing of the contract to third parties.

For its part, COOB'92 granted the sponsor certain image rights which included the use of the Games emblems in relation to sales and promotion of the sponsor's products, as well as other rights according to the category of sponsorship. Moreover, the Organising Committee promised not to grant commercial or advertising rights for products which were similar to or in competition with those of the sponsor. Both parties accepted the terms of the Olympic Charter and its by-laws, and a suspensive condition for the contract, which was conditional on its subsequent approval by the IOC.

Licensing contracts

The licensing contracts included the cession by COOB'92 of the rights to the Barcelona'92 emblem and mascot for the commercialisation of certain promotional

products or articles. In consideration, the licensee agreed to pay a percentage on the net invoice and a sum as guaranteed minimum. These contracts therefore mostly regulated aspects concerned with the control of sales, the term of the contract, procedures in the event of a breach and liability for indemnities.

Transmission of rights

The regulation of the cession of rights to the reproduction, distribution and public communication of works (phonographic, audio-visual, literary, musical, pictorial, photographic, computer) which had an atypical exploitation, destined to publicise the Games through its most representative symbols, was the object of numerous contracts.

The most complex case was the contracts relating to the acquisition of television rights, which involved three parties: the IOC —which, as owner of the Games, granted the rights for a territory to a particular network—, the television networks and COOB'92, which was consulted before the signing of the contracts and was responsible for satisfying the technical requirements for transmission.

55

Protection of rights

Both the Olympic Charter and the Lausanne Contract obliged COOB'92 to protect the copyright —which belonged to the IOC— of the Olympic symbols. To ensure such protection all over the world, as well as that of other works representing the Games and Olympism, Legal Affairs made the necessary registrations and worked on the drafting of the manuals required for the vital campaigns to prevent and repress violations.

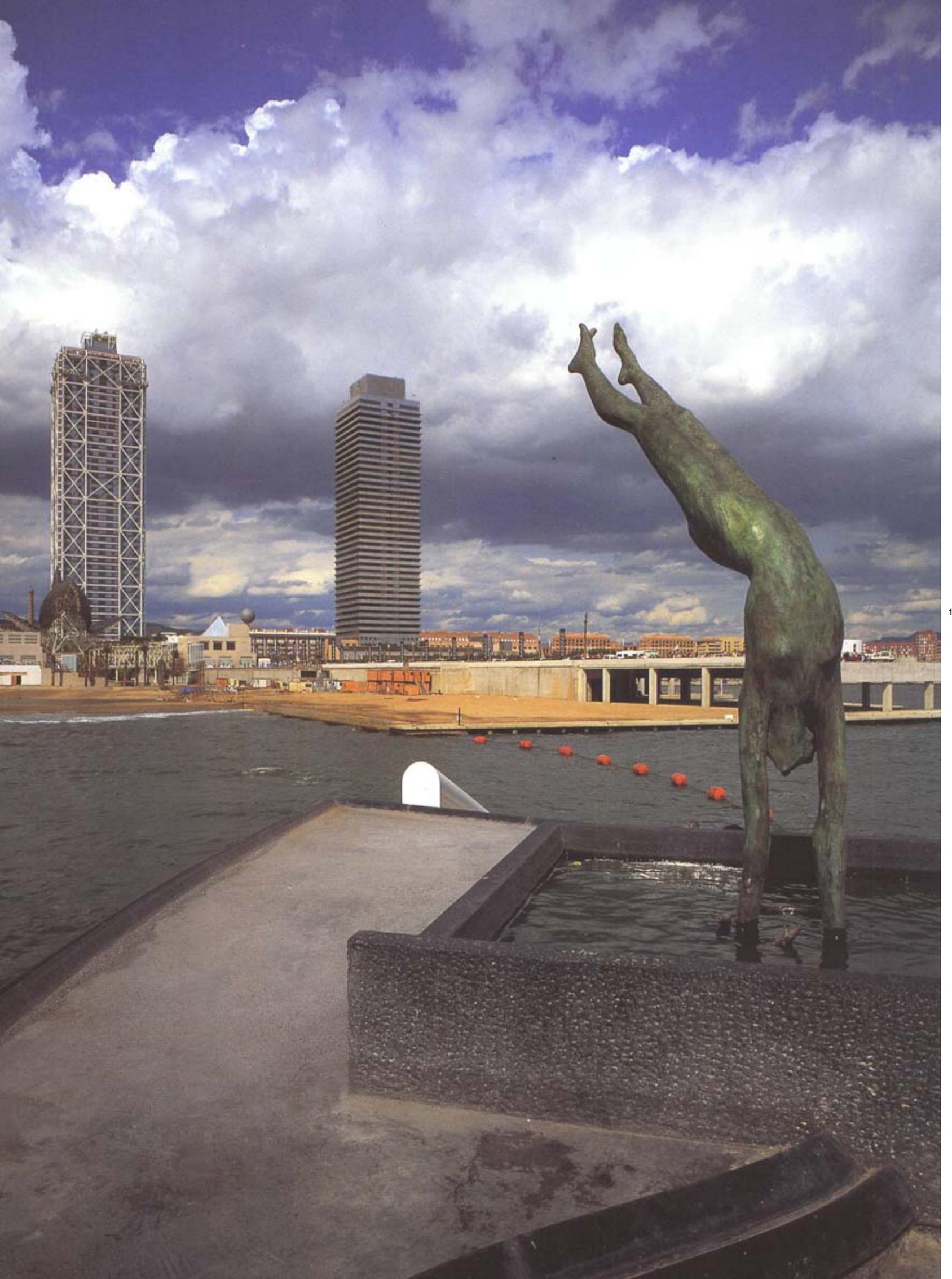
Reports and consultations

Information law, Community law, the law of competition and sports law affected the activities of different divisions of COOB'92 at various times and they required specific reports to ensure that certain lines of action were correct. Moreover, the complex legal framework of COOB'92 meant that, at times, consultations were necessary before the management took certain decisions. Another important area of activity of Legal Affairs was therefore the drafting of reports and consultations on almost every aspect of the organisation.



3. The economic resources





¹
The Barcelona Games acted as a catalyst in undertaking and completing urban development works which had been postponed for years, such as the seafront in Poblenou, the site of the Olympic Village. A new sports harbour was also built for the boats taking part in the Olympic yachting competition.

²
The Palau d'Esports in Granollers, one of the new facilities built for the Games, was financed by the City Council, the Diputació de Barcelona, the Generalitat of Catalonia and COOB'92.

The COOB'92 budget

From the Candidature Dossier to the final budget

The Barcelona Candidature Dossier, presented to the IOC in March 1986, contained a cash income and expenditure budget for the organisation of the Games of 106,721 million pesetas, 1985 value. This sum was also the reference point fixed in the Economic Protocol for the constitution of COOB'92 as the maximum figure for expenditure, updated according to the annual inflation rate.

According to these criteria, the COOB'92 cash budget could not exceed 153,920 million pesetas, 1992 value. According to the balance as of 10 July 1993 and the liquidation presented and approved on 25 July 1993 by the COOB'92 General Assembly and the Board of Shareholders of COOB'92, S.A., expenditure totalled

152,788 million pesetas —that is, less than the maximum set in the Economic Protocol— and the income reached 153,146 million pesetas, leaving a surplus of 358 million pesetas.

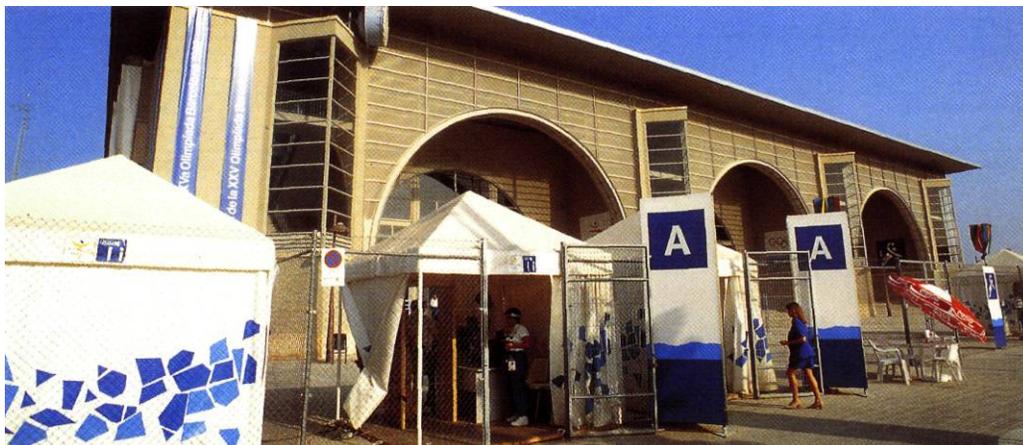
Moreover, the contributions in goods and services from the companies associated with the Barcelona Games —which, as consideration, were entitled to use the COOB'92 symbols in their marketing campaigns— amounted to 42,448 million pesetas, far superior to the 11,000 million estimated in the Candidature Dossier.

The COOB'92 budget and the Candidature Dossier (in millions of pesetas)

	Candidature Dossier	Budgets approved by the governing bodies				Liquidation
		1989	1990	1991	1992	
Candidature Dossier limit *	106,721	127,907	136,733	145,757	153,920	
COOB'92 global budget (1987-1993) **		127,349	131,922	136,882	144,570	152,788

(*) Updated according to the cumulative annual inflation rate on 31 December 1986, 87, 88, 89, 90 and 91.

(**) From the Barcelona nomination, the COOB'92 budget was gradually redrafted from the Candidature Dossier, which led to the approval of the global budget 1987-1993 in April 1989.



The balanced budget

The COOB'92 objectives for income and expenditure were set out in the global budget for the period 1987-1993, approved by the Executive Board in April 1989.

The primary objective was to achieve a balanced budget in terms of income and expenditure. This principle took the form of an obligation not to spend more than the income available allowed and to organise the Games with whatever resources might be found.

In order to achieve this objective, control of expenditure had to be one of the crucial aims of the organisation and income and expenditure commitments had to be monitored constantly. Moreover, the global budget was to be revised every year. Each revision was audited by external consultants, who gave their opinion about the coherence between the budgetary

hypotheses and the income and expenditure commitments through a cross analysis of the states of accounts and budgets.

The budget as an instrument of management and control by objectives

The starting point for the drafting and control of the budget was the identification of the centres of responsibility. These coincided with the projects included in the COOB'92 Master Plan. The budget for each project was the homogenising factor which made it possible to define the priorities for the parallel control and monitoring of economic activities and provisions. As a result, these projects —centres responsible for the achievement of the objectives— acted as a framework for assessing and monitoring the budget.

	Budgets approved by the governing bodies				Liquidation
	1989	1990	1991	1992	
Income					
Own income	122,980	130,770	126,352	132,408	147,151
Sponsors	66,241	67,137	55,100	54,906	58,152
Licences	2,712	4,908	4,922	1,549	1,534
RTV rights	42,608	44,860	46,094	50,758	54,164
Tickets	7,012	8,050	11,100	11,298	9,454
Accommodation	1,907	3,200	4,176	4,342	8,866
Supply of services	2,500	2,615	4,960	9,555	14,981
Participations and collections	35,215	38,147	40,826	44,363	46,349
Sale of assets	900	1,300	2,300	2,775	2,094
Total income	159,095	170,217	169,478	179,546	195,594
Expenditure					
Staff	16,017	20,214	23,708	22,820	21,919
Services	66,924	72,574	70,362	75,025	97,412
Material	6,981	9,211	8,702	7,480	9,974
Investments	68,687	67,867	66,393	73,898	65,931
Total expenditure	158,609	169,866	169,165	179,223	195,236
Contributions in kind	31,259	37,944	32,283	34,654	42,448
Total net expenditure	127,349	131,922	136,882	144,570	152,788

Evolution of the COOB'92 global budget by financial items (in millions of pesetas)

The budget, then, was adapted to the Games Master Plan and was drafted and revised systematically on the basis of the contents and the division into periods of the tasks proper to each project. The project managers made their economic assessment from the costs expected from creation to completion.

As the projects were defined, the economic forecasts could be honed. Thus, each revision of the budget incorporated a deeper knowledge of the scale of the project and the services which it would have to supply during the Games, as well as the costs, and it also took account of the contracts awarded. The income, like the expenditure, was also revised with the managers of each project to adjust the forecasts to the most recent information and the agreements signed.

When the budgets were revised, the income and expenditure were analysed by the Budget Management Department,

both in current terms and in constant magnitudes, in order to test their global coherence and foresee the effects of inflation for the period 1987-1992.

The structure and characteristics of the budget

Income

The income generated for the organisation of the Games nourished a common chest which was used to finance all the necessary expenditure. The income budget was classified by items or sources of resources, which were grouped in two blocks: own income, on the one hand, and participations and collections on the other.

Own income consisted of the income from the Games sponsor companies and the sale of television rights, tickets and the services provided for the Olympic Family.

The budget by programmes and by organic units

Budget by programmes	Budget by organic units	
External approval and control by the governing bodies for ends/objectives	Internal approval and control by centres of responsibility	
Budgetary programmes	Projects	Organic units
	Functional organisation	Divisions RTO'92 Paralympics
	Territorial organisation (Games stage)	Villages Competition venues Services and support centres

Under the heading of participations and collections came the income from issues of Olympic stamps, coins and medals, participation in lotteries and pools and transfers from the State and other institutions, such as the EC.

Expenditure

Expenditure, earmarked for projects, was classified in economic categories: a distinction was made between expenditure on staff, services, purchase of materials and investment.

The characteristics of the Olympic project made it advisable to give priority to hiring services over hiring staff and to the cession or rental rather than the purchase of materials and assets. Thus, expenditure on staff accounted for 11% of the total and the purchase of materials for 5%, whilst the contracting of services consumed 50% of the budget.

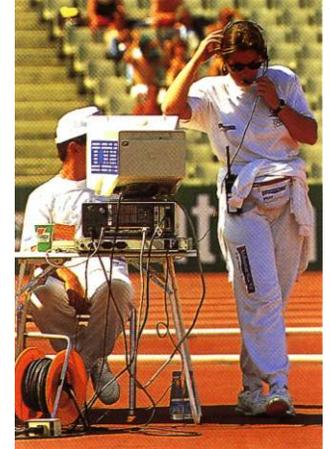
The expenditure assigned to projects was grouped according to the purposes or programmes, and sometimes according to the organisation structure of COOB'92.

In the first case—purposes or programmes—, the grouping was used basically for presentations to the governing bodies of COOB'92. It allowed external control of the attainment and degree of progress of the final objectives on a structure that remained stable from beginning to end of the Olympic project, regardless of the organisational changes which might occur within COOB'92.

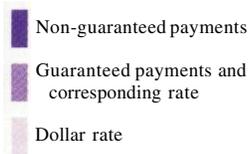
In the second case, however —divisions or managers—, the grouping helped with internal control and varied with the internal evolution of COOB'92, according to the different organisation charts and the allocation of responsibilities.

¹ *The expenses involved in the sports material project for the Games were administered by the Sports Logistics Division of the Directorate General of Sports and were part of the Competition Organisation programme.*

² *The contributions of the associate companies in goods and services were included in the relevant projects on the COOB'92 budget. Such was the case with the firms supplying software: company management (Càlcul i Gestió), operational management (Sema Group), results information (EDS) and Olympic Family information (Ertel).*



Payment of agreed income in dollars



The contributions of the companies

In its budget and accounting COOB'92 included the contributions of goods and services by the associate companies in consideration for the image rights. The economic value of these contributions was incorporated into the projects concerned in order to assess the total cost of each action. Of the total income from the sponsorship programme, 33% was in cash and the remaining 67% in kind

Inflation and the exchange rate

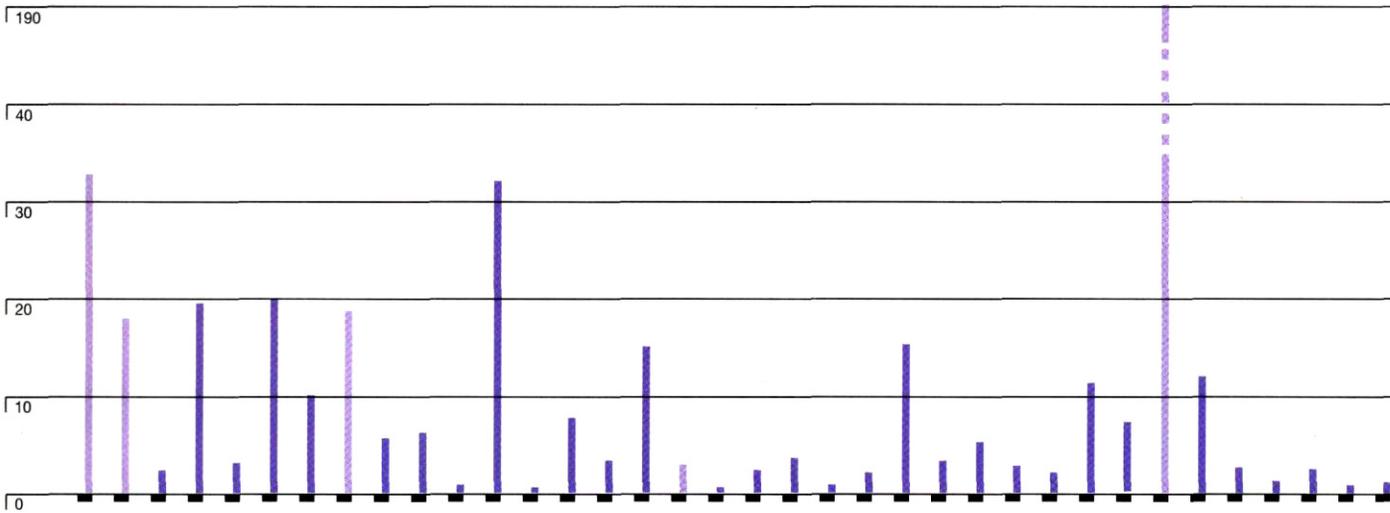
Two fundamental factors influenced the economic and financial development of COOB'92: inflation and the exchange rate.

Concerning inflation, the budget model provided for the effect that fluctuations in prices might have on the final cost of each project, as there was a single budget for

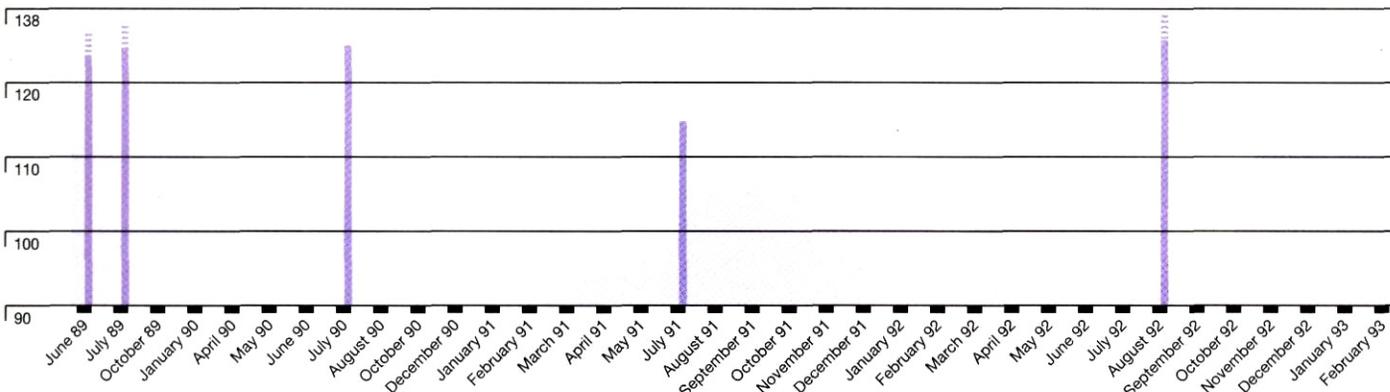
the period 1987-1993. Moreover, a large part of the income contracted in 1988 and 1989 would be paid in 1992, with a loss of real value through inflation. The importance of this factor in the Games preparation phase is clearly reflected in the fact that the accumulated price increase between 1986 and 1992 was 45%.

As far as the exchange rate was concerned, given that the revenue in dollars represented over 40% of the cash income—a large part of which was due in 1992—the risk was covered by forward operations, which guaranteed the amount to be paid in pesetas and were not subject to the fluctuations of the Spanish currency with respect to the dollar. Thus, the average exchange rate for the COOB'92 payments for the period 1987-1992 was 119.4 pesetas to the dollar, whilst the average exchange rate for the same period was 105 pesetas to the dollar. Without the

Payments made (in millions of dollars)



Dollar rate



insurances taken out against the risks of the exchange rate, the difference between the guaranteed rate and the real one on the payment dates would have involved a loss to COOB'92 of 6,500 million pesetas.

To minimise the effects of these two risk factors—inflation and the exchange rate— wherever possible payments connected with contracts with the sponsors, the broadcasters and other customers were collected in advance.

Economic management and budgetary control

Management and control by centres of responsibility

The criteria for management and analysis of deviations from the budget were very similar to the management by objectives used by companies. The budgetary provisions by projects and cost headings were not therefore restrictive and the different proposals for expenditure were analysed by the same procedures, whether or not they were included in the budget, but taking into account the budget reports.

The basic economic management units were the projects, defined as centres of stable budgetary responsibility throughout the life span of COOB'92. Their grouping by levels of responsibility, according to the organisation chart in force at any time,

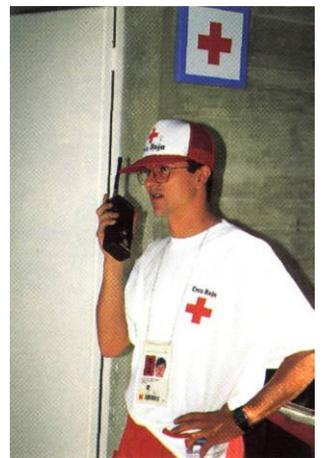
1,2,3 and 4
The basic units of the economic management of the organisation were the projects. Power for authorising expenditure was assigned to the people with direct responsibility for each one. The adaptation of the competition venues, among them the Olympic Stadium (1), was the work of the Construction Division. Providing food for the different groups, one of which was Team'92 (2), was the responsibility of the Catering Division. The special material for RTO'92 was included in their budget (3). The communications material, such as the walkie-talkies, was handled by the Telecommunications Division (4).



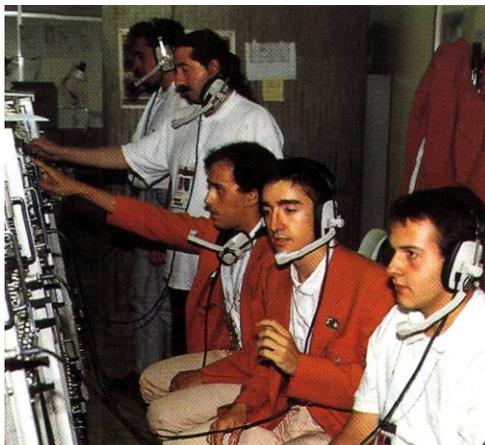
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Levels of authorisation for expenditure (1987-1992)

provided management with a permanently updated instrument of economic control.

The criteria of administrative management

The economic management of COOB'92 was based on the distinction between two spheres of action: internal proposals and authorisations for expenditure, on the one hand, and external contracting on the other. The proposals for suppliers and the capacity for authorisation and decision on expenditure were assigned in a decentralised style to different members of the management of COOB'92. The levels of authorisation were adjusted to the evolution of the organisation. However, the power to contract with third parties was reserved for four people with different powers according to the sum involved: the director of Administration and Finances, up to 5 million pesetas; the assistant director general of Resources,

up to 10 million; the director general of Resources, up to 100 million, and the chief executive officer up to 300 million.

For contracts for an amount in excess of 300 million pesetas, the express approval of the COOB'92 Executive Board was required.

Once the budgets had been approved and revised annually, the next step was to make the selection from the suppliers of services or materials, always on the initiative of the centres responsible for management.

The projects coded by the Master Plan were the reference point for completing applications, earmarking and authorising expenditure and revising budgets. The codes were used to identify each project at all stages of the internal economic management.

Functional budget by programmes	Item	Authorisation levels (internal competences)			
		Up to 1 M	Up to 10 M	Up to 100 M	Over 100 M*
Up to 1/1/92	Divisions	Directors	Deputy or assistant directors general	Directors general	Chief executive officer
	RTO'92	Director			
1st half 1992	Divisions	Directors	Directors general		Chief executive officer
	Villages and residences	Directors			
	Barcelona Olympic Village	Assistant director	Director	Directors general	
	Adaptation	Constructions Division director			
	RTO'92	Director			

(*) For amounts over 300 million pesetas the express approval of the COOB'92 Executive Board was required.

Three modules of administrative management were defined with special procedures for each: for staff management, for the contracting of goods and services, and for travel and representation expenses, as well as the specific procedure for the management of payments made and received.

Staff

Before beginning any staff selection process, each project manager had to apply for the post to be filled; in the application he had to indicate the job designation and description, the qualifications of the person and whether the post was already included in the Human Resources Plan or whether it was additional.

Once the application had been signed by the division director, it had to be authorised by the director general involved or by the Management

Committee when proposals were made for the hiring of staff not included in the Human Resources Plan.

This plan was the basic document for monitoring the staff budget. According to the type of contract, the staff were classified in three groups: permanent (the staff who joined up to December 1991), temporary and staff subcontracted to cover work points and certain specialities, such as security and dealing with visitors.

Contracting goods and services

The initiative in the process of contracting goods and services belonged to the manager of each project, who had to obtain all the information necessary and make a proposal for the supplier to be selected.

To carry out this process, a technical report had to be written specifying the facts and figures and the main technical

¹ In 1990 and 1991 the organisation acquired all crucial material, such as the temporary stands at the Tennis de la Vall d'Hebron, based on global estimates which fixed the unit prices for the goods to be supplied.

² The terminals for the printed results distribution system (DOCUMENT) were loaned by Rank Xerox.



1

2

characteristics of the order and the company selected. Then, for proposals of more than a million pesetas, the Budget Management Department made a report containing the correct earmarking of the project and the availability of credit and gave its opinion of the suitability and conditions of the proposed expenditure. Complex contracts usually required the services of Legal Affairs.

Once the information had been gathered, the technicians in charge were in a position to request authorisation for the proposal from the appropriate person according to the amount of money involved, respecting the fixed hierarchical relations and the internal powers in force.

The framework contracts

In 1990 and, most of all, 1991, the most important services and materials for the organisation were contracted (technology,

construction, sports material, catering, transport, cleaning and laundry services, among others) by means of framework contracts which fixed the unit prices and contained an estimate of the total volume to be contracted. This mechanism made it possible to purchase in advance, to close sponsorship agreements in kind and to achieve the most advantageous economic negotiations, although the number of elements which would be required in the end might not be known.

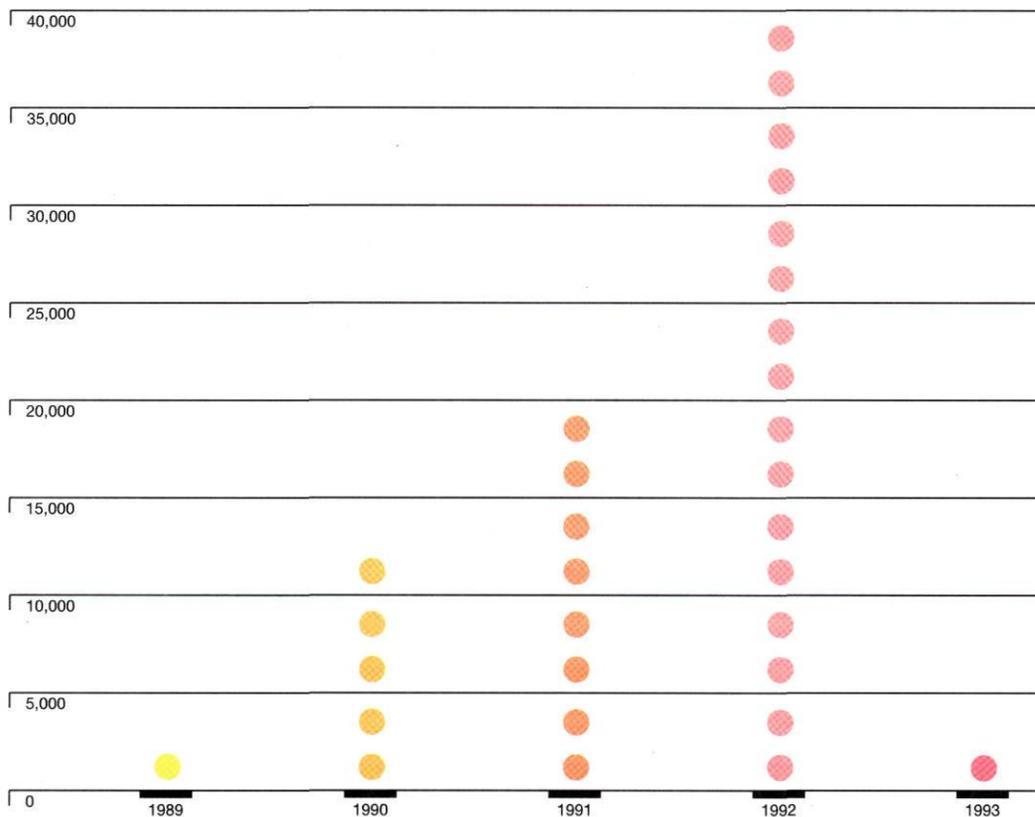
Logistical control

Materials management and logistics and the assets used by the Games organisation were the responsibility of the Materials Logistics Department, as explained in Volume 3 of the Official Report.

Travel and representation expenses

Travel and representation expenses for COOB'92 staff, however slight they might

Evolution of invoices processed.
(Total: 77,405)



be within the whole budget, were the object of special norms of control and authorisation.

Thus, no member of the organisation could spend money under this heading without the authorisation of the division director concerned or a senior manager. From 1991, international journeys had to be authorised by the Management Committee and in 1992 they were suspended, with just a few exceptions

The management of payments

One of the fundamental elements of administrative management was the centralisation of the receipt, registration and payment of invoices in the COOB'92 Administration Department. Before payment was made, the invoices had to be approved by the manager who had authorised the proposal for expenditure. The Administration Department checked to see that the issue of the invoices was correct and that previous authorisation

had been given. Of the more than 100,000 invoices processed over the life span of COOB'92, about 60,000 fell due in 1992.

Treasury management was completely centralised and a system of joint signatures was established for cheques and transfers.

¹ *The Pavelló de la Vall d'Hebron in the building phase. In 1989 and 1990 a large part of the expenditure went on the construction projects.*

² *On 27 November 1989 the foundation stone of the Montigalà residences was laid. During the Games they would be occupied by journalists and broadcasters.*



The evolution of budgetary programming and control

The COOB'92 budgetary control mechanisms were submitted to intense pressure owing to the range of projects to be controlled and the rapid growth of the organisation. Expenditure rose in a geometrical progression: from 1987 to 1988, 8% of the budget was spent; in 1990, 12%; in 1991, 22%, and lastly, in 1992 over 58% was paid out.

Needless to say, the economic programming and control was adapted to the growth and changes in the organisation and activities of COOB'92.

The initial phase: 1987-1988

During this phase, real income was 2,883 million pesetas and estimated expenditure 3,107 million.

In the first two years of operation of COOB'92, the priorities of the

Administration and Finances Division were condensed under three headings. First, the COOB'92 budget was drafted, which involved an annual global economic quantification according to the objectives and the calendar defined by the Master Plan; at the same time, the economic and administrative procedures which were to act as a support for the economic control and management of COOB'92 had to be created. Third, the functional design and software of the Economic Information and Management System (SIGE) was completed; it included in a single computer package all the subsystems of purchases, budget control, logistics and warehousing, general accounting and financial and treasury management.

In this phase, when economic management focused on aspects of organisation and planning, control was exercised informally, given the small volume of activity.

Annual liquidations of the expenditure budget (in millions of pesetas)

Programmes	Sums budgeted over the year					Liquidation
	1987-88	1989	1990	1991	1992-93	
Competitions	66	296	1,201	4,569	7,914	14,046
Ceremonies and cultural events	690	1,557	1,099	2,191	3,516	9,053
Press and RTV	5	150	1,295	3,498	13,305	18,253
Facilities and adaptation of surroundings	442	3,211	7,235	14,780	20,197	45,865
Technology	172	1,792	2,458	5,810	14,560	24,792
Olympic Family services	147	1,100	1,599	3,252	30,924	37,022
Security	65	130	263	715	3,498	4,671
Image	238	841	1,988	1,888	2,983	7,983
Commercial management	180	1,343	1,881	2,798	4,479	10,681
Support structure	1,102	1,660	3,583	4,005	12,565	22,915
Total expenditure	3,107	12,080	22,602	43,506	113,941	195,236

The setting up phase: 1989-1990

During the years when the main Olympic projects were getting off the ground, the estimated expenditure was 34,682 million pesetas, 18% of the general total. This expenditure corresponded basically to these programmes: construction of the competition venues, technology, Cultural Olympiad, image and commercial management.

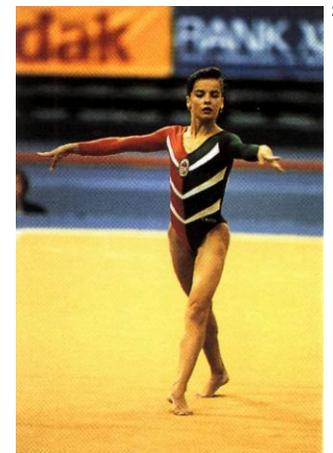
In this phase, economic management and control were fully formalised by means of a periodic analysis of the available instruments of control, which already had the data supplied by the COOB'92 economic information system.

This control was general in character, because in that way it provided an overview of the development of the projects, the organic units and the programmes of the Master Plan and the budget.

In addition, the specific control of each expenditure proposal was based on the reports drafted by the Budget Management Department, obligatory for amounts in excess of one million pesetas, which placed the effect of the proposed expenditure within the framework of the approved budget in force at any given time and with a view to the achievement of a final balance between expenditure and income.

In this phase, reflecting the priorities fixed for the period, special attention was paid to monitoring the evolution of the Olympic building works. This took account of the degree of progress made on works at the competition venues, which were the responsibility of COOB'92, and established a working party to monitor the construction works, including the road, residential and telecommunications infrastructures required for the Games which were the responsibility of other agents and institutions.

^{1 and 2}
Within the framework of the Competitions'91, the Decentralised Administration Plan, which would have to operate during the Games, was put to the test. Two images of the swimming and gymnastics events which, in 1991, were held simultaneously at the Bernat Picornell Pools (1) and the Palau Sant Jordi (2).



The Games preparation phase: 1991 and the first half of 1992

The beginning of this stage was marked by the decisions taken about the amount of resources to be assigned to each unit—the material and human resources and the services needed for the final operation—with the drafting of the Territorial Operation Plans (PTO) and the Executive Adaptation Projects.

The importance of this phase within COOB'92 budget control is clear, as in 1991 22% of the total budget was spent, whilst in 1992 the figure was 58%. This means that 80% of the total expenditure of the Games organisation was concentrated in a year and a half.

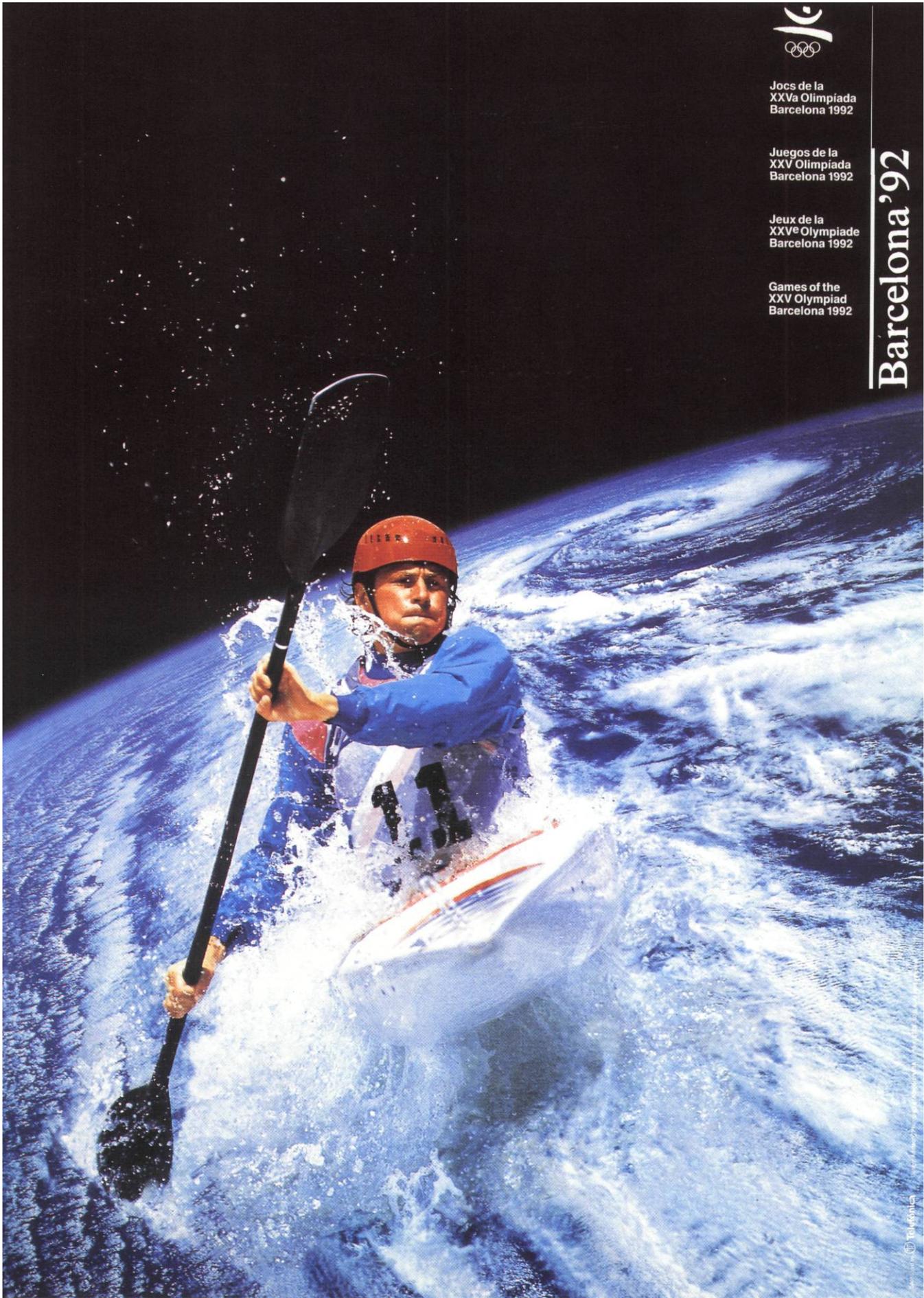
In this period, the Decentralised Administration Plan was also drafted. It was tested at the Competitions'91 to see what corrections would have to be applied to the administrative and control mechanisms.

In addition to the mechanisms which had already been used for the general monitoring, during this phase a specific control was designed for certain "critical" operations whose common denominator was the short amount of time available to implement them.

The priorities for the control of the critical operations had two purposes: first, to speed up the drafting and approval of the executive projects which detailed the final resources required and, second, to contract on the basis of the executive projects all the cost components posing a major budget risk which still had to be specified.

The critical operations were controlled monthly in 1991 but the frequency increased as the Games approached. Thus, in the first half of 1992, the monthly budget control was replaced by a weekly monitoring in which priorities focused on the contracting of temporary staff, the supervision of the work and supply contracts for the phase leading up to the

Phase	1987-1988	1989-1990	1991	1st half 1992	Games	Post-Games
Priorities	Strategic planning Budgeting Commercial Plan Large income contracts Procedures	Technological projects Contracting and implementation of works Implem. Commerc. Plan	Operation and material resources contracts Identification material resources and tests	Adaptation Hiring staff Decentralisation		Dismantling Liquidation Official Report
General control	Non-formalised control	Monitoring budget contracts (quarterly) Implementation of expenditure and receipt of inc. Achievement of objectives and targets Hiring staff	Monitoring budget contracts (monthly)	Hiring temporary staff (weekly) Pre-operation control (weekly)		Fulfilment closing forecasts 4th quarter 1992: monthly 1993: weekly
Special control		Progress on works at sports venues (monthly) Monitoring Olympic infrastructure works Monitoring critical operations (monthly) Analysing results of tests (occasional)		List of critical items (weekly)		Monitoring sales of assets (monthly)
Gral. control instruments		Revisions: Master Plan (annual), Budget (six-monthly), Human Resources Plan (annual) Reports: budget commitments and fulfilment; achievement of targets; expenditure, income and contracts; financial forecasts; Human Resources Plan fulfilment External auditing				Liquidation forecasts External auditing Final liquidation
Special control instrum.		Construction monitoring working party – Internal auditing				
		Updating Financial Plan (monthly) Treasury Management (weekly)				



Jocs de la
XXVa Olimpiada
Barcelona 1992

Juegos de la
XXV Olimpiada
Barcelona 1992

Jeux de la
XXV^e Olympiade
Barcelona 1992

Games of the
XXV Olympiad
Barcelona 1992

Barcelona '92

¹
The COOB'92 posters project was sponsored by Telefónica, joint partner in telecommunications. The photograph shows the poster for the white water canoeing events, from the collection for the twenty-five official and three demonstration sports on the programme.

operation (adaptation, security, accommodation, etc.) and the "list of outstanding items" which could become critical.

The instruments of control

During the Games preparation phase, the instruments of budget control were the same, although the frequency was increased and they were more detailed according to the volume of the budget administered.

Forecasting instruments for setting objectives

The forecasting instruments for setting objectives defined a framework of reference for decision making and they were reviewed periodically with the most reliable information available. There were three such instruments: the Master Plan, the budget and the Human Resources Plan. All three were revised at the end of each year. The Master Plan was also updated in June.

Analytical instruments for decision taking

Final approval of all expenditure proposals in excess of a million pesetas was conditional on the presentation of a special budget management report identifying the economic impact of the different commitments and contracts. Moreover, the contracts had to be revised by the Legal Affairs Department.

Instruments for economic analysis of the degree of progress on the Olympic project

These instruments revealed the specific state of the different objectives set by the forecasting instruments through an analysis of two main sources of information: the amounts contracted and the amounts paid. Three kinds of report were produced for the amounts paid.

The first analysed the degree of commitment of the global budget, ie, the percentage of the total resources already assigned to the implementation of certain measures and certain projects according to the agreement with the suppliers commissioned to supply the goods or services in question.

The second controlled the estimated expenditure and income, which indicated the evolution of the economic resources obtained or spent at any given time.

The third studied the financial plan for the flow of payments in order to detect the treasury peaks in the short, medium and long term.

These economic reports were supplemented by monitoring the targets achieved in the different projects and the covering of the Human Resources Plan.

The range of projects to be controlled called for other instruments than the ones mentioned, more specific to the projects or aspects that the management of COOB'92 considered most risky at any given time. These instruments took the form of a more profound and detailed analysis of the set of previous instruments and the support provided by the internal and external audits.

Internal auditing

From the outset, COOB'92 had an internal auditing service which, in addition to carrying out the tasks involved in this kind of activity, had an important function in applying and disseminating the economic and administrative norms and procedures to the different departments and divisions, especially the ones which had more administrative autonomy, such as Ràdio-televisió Olímpica'92 (RTO'92).

The other important internal auditing task was cooperation with the external auditors, which was very close throughout.

External auditing

Given the scope and public importance of the Games, it was decided that the annual accounts and the global budget would be audited separately by two outside companies. The ones chosen were two of the most renowned firms in the world, Arthur Andersen and Price Waterhouse.

COOB'92's primary interest in being audited was to provide maximum openness of information, not only about what was being done, but how it was done.

Strict auditing of the annual accounts would not have revealed a great deal, given the peculiar characteristics of the Olympic project, had the global budget not been audited at the same time. This procedure showed the credibility or lack of credibility of the estimates, bearing in mind that they would only become effective almost at the end of the Games. This check was carried out basically to guarantee the eventual achievement of the two fundamental economic objectives

of COOB'92: keeping within the limits of expenditure initially approved and attaining a balanced budget.

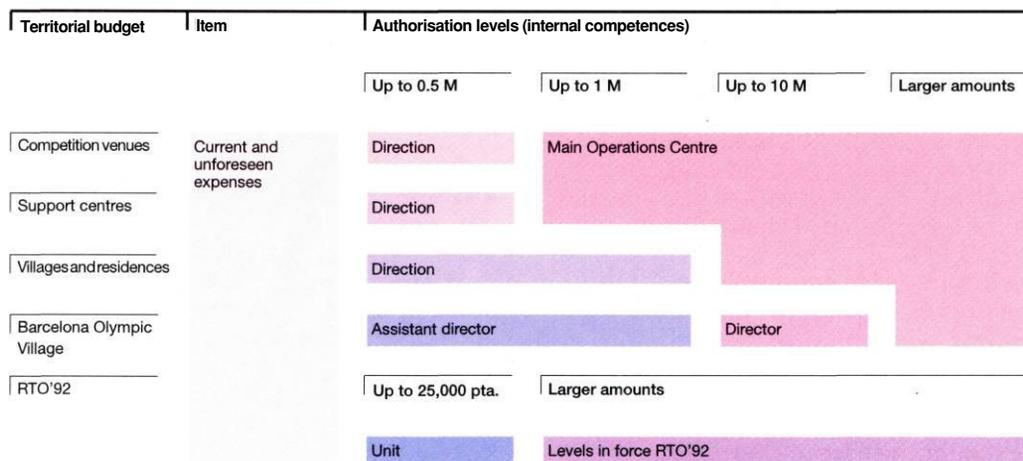
We should mention the professional attitude and serious dedication of the auditors, who made the Olympic project their own and brought their knowledge to improve the accounting information presented, while never losing sight of the special nature of the Olympic project.

Economic management during the Games

The COOB'92 budget was administered centrally with the procedures described above and according to the functional organisation in force until a few months before the Games.

For the operations phase, COOB'92 was decentralised in about sixty territorial units. The economic and administrative project for this stage was approved in the spring of 1991. The units had the resources they needed for petty current and unforeseen expenses. Thus, the budget for the forty-three competition venues was only 350 million pesetas.

The budget for each unit did not include the expenditure involved in the Olympic installation and adaptation process, as the necessary resources had been contracted beforehand from the catering, security, cleaning, technological materials and other functional projects.



Levels of authorisation for expenditure during the Games

(*) During the operations phase the RTO'92 departments at the units had an independent budget provided by the RTO'92 organism.

1 and 2
RTO'92, which was functionally autonomous but did not have independent legal status, managed its own projects directly. As an exception to the general rule of COOB'92, the director could contract up to a value of 10 million pesetas. During the Games, the RTO'92 technicians were present at all the competition venues, among them the Tennis de la Vall d'Hebron (2).

The economic and administrative procedures were based on the principle of autonomy in harmony with the general functional criteria of the Standard Operations Plan (PNO). The economic and administrative management and the final inventory were the direct, explicit responsibility of the management of each unit.

Each unit had to pay all current expenditure generated, for which it had special funds and a current account.

RTO'92 had its own operations budget, independent of the budgets for the territorial units.

Management procedures at the units

Authorisations and payments of expenditure

All expenditure from the operations budget had to be authorised by the management of the unit which could

authorise expenditure for the following amounts case by case: up to 500,000 pesetas for the competition venues and support centres; up to a million pesetas, for the Villages and residences; and up to 10 million pesetas for the Barcelona Olympic Village.

For larger amounts the authorisation of the Main Operations Centre (CPO) was required; it returned the signed proposal to the unit.

These competences also applied to signing cheques and paying out cash from the funds.

Monitoring the budget

Each unit monitored all authorised expenditure from its own budget and the corresponding invoices. This was done by means of a computerised register of expenditure and invoices received, which was supplied to the people in charge of managing all the units.



Coordination with the central services

The relation between the territorial units and the Administration and Finances Division took the form of advice on the economic and administrative questions that arose, gathering economic information and checking and monitoring the criteria of economic and administrative management defined on the spot.

Income

The management of income involved a small amount of money at most of the units, basically from the sale of tickets.

However, there was a complex administrative operation related to the income generated at the Olympic Villages, the residences, the Main Press Centre (MPC) and the International Broadcast Centre (IBC).

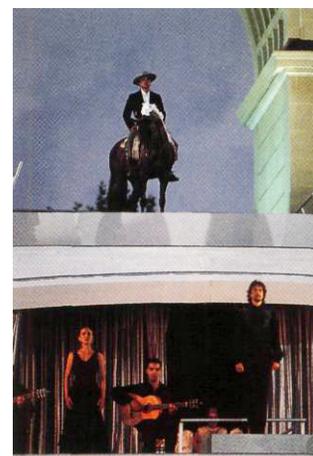
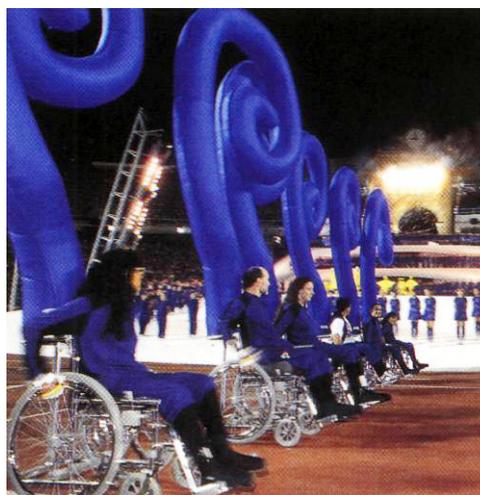
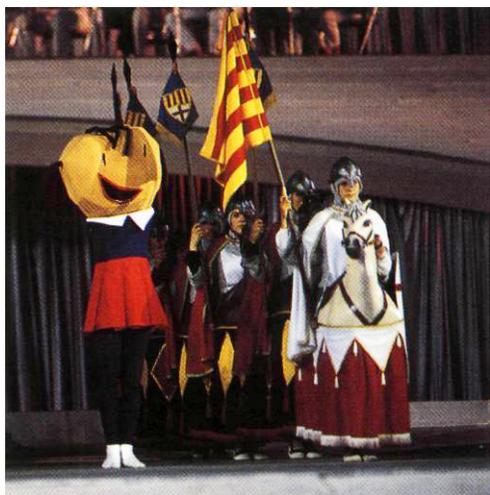
Ràdio-televisió Olímpica'92 (RTO'92)

To guarantee the provision of the production services for the international radio and television signal, in July 1989 COOB'92 constituted Ràdio-televisió Olímpica'92 (RTO'92) as an organism with functional autonomy but without independent legal status, which had a budget and accounting which were integrated into and homogenised with the general projects structure of the Olympic organisation.

All the projects were managed independently and directly by RTO'92, but the central resources already provided for other projects —such as the television and videos, the office material or the furniture— were supplied by the COOB'92 divisions in charge of acquiring them.

RTO'92 constituted a delegated administrative management with the

1,2,3 and 4
The Paralympic Games were organised by COOB'92 and the Paralympic Games Management Committee monitored the budget. The images show four moments from the opening ceremony.



faculty to draft contracting and purchase proposals and to do the accounting of invoices and other documents, although the central control services had access to computerised information about the economic situation of RTO'92 at all times.

The director of RTO'92 —an exceptional case within COOB'92— could contract up to 10 million pesetas worth of supplies. For larger amounts, the general COOB'92 procedure was followed; for the hiring of staff and management of the treasury, the general central regulations applied.

The Paralympic Games

The global expenditure budget for the IX Paralympic Games, with a total volume of 9,528 million pesetas, was structured in two large blocks: the special budget of the COOB'92 Paralympics Division (6,259 million) and the expenditure of other COOB'92 divisions on their projects which was destined for the organisation of the Paralympic Games: for example, the technological and computer equipment, the adaptation of the sports venues or the assignment of COOB'92 staff during the Paralympic Games operation.

This set of planned expenditure and income constituted the global budget of the IX Paralympic Games, which was established in the contract signed on 26 November 1990 between COOB'92 and the ONCE Foundation as joint partner of the project.

For the implementation of the budget, the Management Committee of the

The budget of Olimpiada Cultural S.A. (in millions of pesetas)

	1989	1990	1991	1992	Total
Income					
COOB'92, S.A. contributions	910	850	1,240	925	3,925
Sponsors' contributions	54	172	191	1,216	1,633
Others	196	227	321	313	1,057
Total income	1,160	1,249	1,752	2,454	6,615
Expenditure					
General expenses	310	277	285	356	1,228
Programmes	1,307	1,048	954	2,078	5,387
Total expenditure	1,617	1,325	1,239	2,434	6,615

Paralympic Games, which supervised the budgets, received regular information and had to be notified of all expenditure in excess of 150 million pesetas.

Olimpiada Cultural S.A. (OCSA)

The programme of the Cultural Olympiad began on 8 and 9 October 1988, with the Gateway to the Olympiad. Over the four years up to the Games a wide variety of cultural events were organised.

To carry out these activities, the General Assembly of COOB'92 agreed, on 17 October 1988, to constitute a private company, Olimpiada Cultural S.A. (OCSA), with its own, though not independent, legal status. The shareholder was COOB'92, which took a full part in the governing bodies of the company, constituted on 10 November 1988 to organise and manage the cultural, artistic and scientific events connected with the Games.

COOB'92 set aside 3,925 million pesetas to finance the general operations and the programme set out in the basic document of Olimpiada Cultural, at the moment of constitution. The other events on the

¹ *La Unión y el Fénix was the COOB'92 insurance company. Among the policies, the largest was the one which guaranteed the income from the sale of television rights to the Games. It was taken out in July 1989. In the photograph, an RTO'92 camera follows a rowing regatta on Banyoles Lake.*

² *COOB'92 took out policies for accidents and medical care for all the volunteers who worked on the Games organisation, such as these at the Coca-Cola Athletics Meeting, held at the Olympic Stadium in 1990.*



1



2

3, 4, 5 and 6

The policies for electronic and technological equipment and for goods and property guaranteed indemnity for damage and loss of material, buildings and installations while they were under the control of COOB'92. During the Games, the materials were distributed around the units according to the services to be supplied, which were set out in the Territorial Operations Plans (PTO). Audio-visual equipment (3), the Hockey Stadium in Reus (4), televisions, typewriters and telephones at one of the venue press centres (5) and the Main Press Centre (6).

OCSA programme, up to 6,615 million pesetas, were financed with the income from agreements with companies and institutions and the direct resources from the exploitation of the events (television rights, marketing reproductions of design and art works, sale of tickets).

As shown in the table on page 77, the evolution of the Cultural Olympiad budget—unlike the COOB'92 budget—did not rise geometrically, but maintained a uniform level, as the events on the programme were put on over the four years of the cultural programme, which culminated in 1992 with the Olympic Festival of the Arts.

The management of risks and accidents

Insurance

The aim of the COOB'92 insurance management project was to prevent the estimated final economic results from being distorted by accidents or other risks. The achievement of that objective was based on three activities: risk management and risk transfer and prevention.

Risk management

Risk management identified and assessed the risks inherent to the organisation of the Olympic Games.

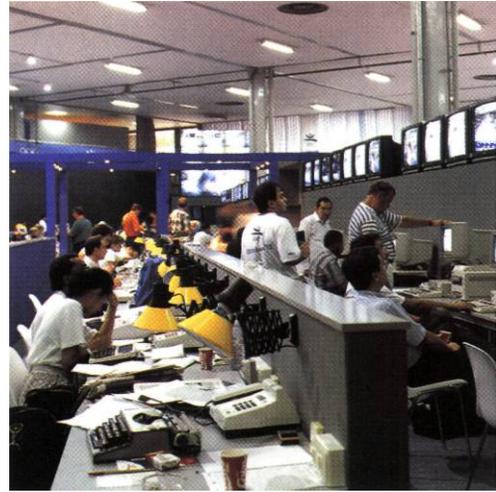
For that reason, COOB'92 contracted a consultant, whose function was to draft a Risk Management Plan in which each risk was qualified on a scale of values with the following categories: avoidable, reducible,



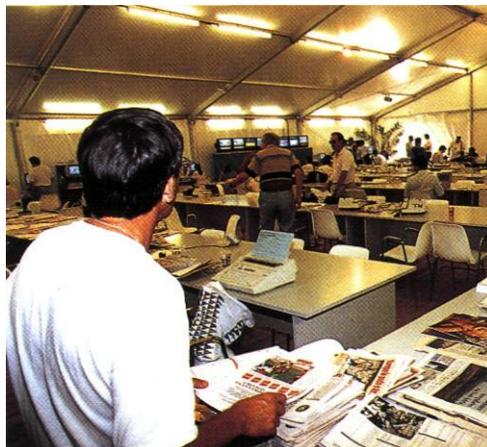
3



4



6



5



^{1 and 2}
For the first time in the history of the Olympic Games, there was an insurance policy to cover not only the members of the Olympic Family, but also the spectators at the competitions against all kinds of hazards such as sunstroke, food poisoning and even heart attacks. In the photographs, images of the public at the tennis competition.

acceptable and transferable to third parties. According to this classification, the measures to be taken for each group were decided.

Risk transfer

The economic consequences of possible accident risks were transferred to third parties in the insurance market, ie, the necessary policies were taken out to cover most of them, applying the types of cover most appropriate for each one.

A Games Insurance Plan was drafted from an analysis of risks with the cooperation of external advisers. The Plan set out the kind of policies to be taken out in the market, specifying for each one the minimum scope and coverage required and proposing the most suitable individual and joint strategies.

Risk prevention

A policy of accident prevention had to be applied to reduce levels of risk at each venue and for each activity. To prevent accidents and secure the most advantageous prices for the policies which had to be taken out, a Risk Prevention Plan was drafted. It served to make the COOB'92 divisions aware of the problem and took account of the specific actions to be taken by the security services.

The policies

On 12 September 1990, the chief executive officer of COOB'92, Josep Miquel Abad; the chief executive officer of Banesto, Juan Belloso, and the chief executive officer of La Union y el Fénix Español, Felipe Pujol, signed the contract by which the Banesto Group acquired the category of joint partner for financial entities and insurance for the Barcelona'92 Olympic Games.

For the first time in the history of the Games, the Barcelona insurance policies covered not only the members of the Olympic Family, but also the spectators at the competitions, for all risks including all kinds of hazards such as sunstroke, food poisoning and even heart attacks.

Negotiations led to the signing of seven groups of policies: civil liability, financial loss from television rights, electronic or technological equipment, goods and property, accidents and Olympic Family medical care, goods transport and life insurances for the staff of COOB'92. The total cost of the insurance package was 843 million pesetas.

Civil liability

This policy guaranteed third parties indemnity for material, physical and property damage incurred as a consequence of the activities carried out by COOB'92 during the Olympic Games. The sum insured was 11,000 million pesetas and the contract was formalised in February 1989.

Financial loss from television rights

This policy guaranteed COOB'92 the income due from the sale of broadcasting rights for the Games in the event of any claim by the purchasers of the rights for reduction of their payments. The sum insured was 15,000 million pesetas and the contract was formalised in July 1989.

Electronic or technological equipment

This policy guaranteed indemnities for loss or damage to electronic or technological equipment as a result of any accidental cause whilst under the control of COOB'92 or if used during the Olympic Games. The sum insured was 5,000 million pesetas and the contract was formalised in July 1989.

Goods and property

This policy guaranteed indemnities for loss or damage to equipment other than electronic or to property and installations as a result of any accidental cause whilst under the control of COOB'92 or if used during the Olympic Games. The sum insured was 2,500 million pesetas and the contract was formalised in July 1989.

Accidents and Olympic Family medical care

This policy guaranteed the cost of any medical care received by members of the Olympic Family, as well as returning patients to their own countries and indemnity for death or disablement as a result of accident. The guarantee for indemnity for death or disablement as a result of accident was extended to spectators holding valid tickets for the day the accident occurred.

The sums insured were 5 million pesetas for members of the Olympic Family and 2.5 million for spectators. The policy was formalised in July 1989.

Goods transport

This policy covered loss or damage to goods and equipment in transit, as a result

of any accidental cause. The sum insured was 50 million pesetas and the contract was formalised in April 1991.

Life insurances for the staff of COOB'92

This policy guaranteed an indemnity for death or professional disablement for any cause for all members of the staff of COOB'92.

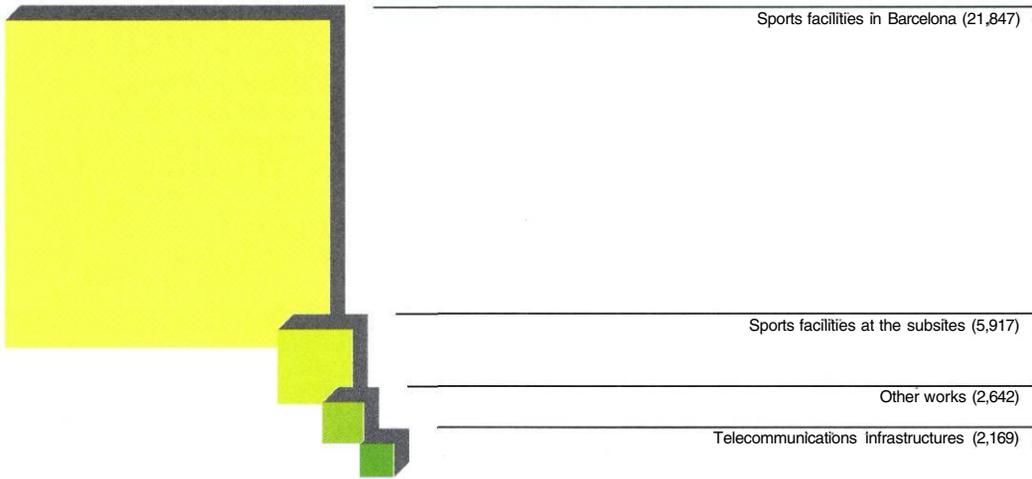
The sums insured were 5, 8,10 or 30 million pesetas, according to the professional category. The contract was formalised in December 1987.

Accident management during the Games

Alongside the process of negotiating and contracting policies, COOB'92 drafted an Accident Management Plan for the Games to guarantee a fast, simple and efficient procedure.

This management consisted of notifying the Accident Management Centre (CAS) by fax of any occurrences in order to centralise the processing to the insurance company. The CAS management was subcontracted to the NCG company, which worked with COOB'92 from the design phase of the Insurance Plan.

During the Games, 1,300 accidents were reported, most of them slight. The most serious ones involved damage or loss to material during the dismantling of the Olympic facilities.



COOB'92 contributions in social assets.
(Total: 32,575 million pesetas)

¹
Part of the COOB'92 budget was used to finance the construction or conversion of sports facilities. The Pavelló de la Vall d'Hebron, a new building financed by COOB'92 (1), and the Parc del Segre in La Seu d'Urgell (2), a modern amenity built with contributions from the Generalitat of Catalonia, the City Council and COOB'92.

The income and expenditure of COOB'92

The economic results

The aim of COOB'92 was to organise the Barcelona Games with whatever resources it could acquire and to reach a final balance between income and expenditure. The final result was a profit of 358 million pesetas according to the definitive accounts presented to the COOB'92 governing bodies on 25 July 1993.

The Games acted as a catalyst in starting and completing the large-scale construction works that Barcelona needed, not only for the organisation of the Games, but also for the modernisation and development of the city. As explained in the section on the economic impact of the Games, the works in this sector were undertaken by the public agents which

would be responsible for managing the facilities in the future; investors from the private sector were also involved.

Nevertheless, part of the COOB'92 budget was used to finance some of the infrastructures, especially in the construction and conversion of the sports venues which were to be used during the Games. COOB'92's contribution in assets which have increased the social capital of Barcelona and the subsites amounted to 32,575 million pesetas, or 17% of the whole budget. The sum was distributed in a ratio of 82% for Barcelona and the remaining 18% for the subsites.

Most of the resources collected by COOB'92, 67% of the total, were used to cover the expenditure directly involved in the events organised during the Games.

In addition, expenditure on support structures and commercial management





¹ One of the sculptures by Pablo Gargallo which crown the old Marathon Gate at the Olympic Stadium and, in the background, the spectators packing the stands. The sale of tickets for the Barcelona Olympic events brought in a revenue of 9,450 million pesetas.

(basically commissions to be paid to the IOC and other agents) constituted approximately 16% of the total.

As explained in the previous section, expenditure rose in geometrical progression, as almost 60% was concentrated in 1992. Income showed the same tendency: 80% was concentrated in the two-year period 1991-1992 and 67% in 1992.

Income

The final liquidation of COOB'92 set the whole income generated by the organisation at 195,594 million pesetas, broken down into own income (147,551 million), participations and collections (46,349 million) and other income (2,094 million).

Own income

Own income was the main source of financing for the Olympic Games organisation budget, with an approximate volume of 75% of the whole. This section included the following sources of revenue:

Sponsorship

This heading includes the cash and kind income (58,152 million) from the national and international sponsorship programme and TOP-2 contracted in the five association categories for companies defined in the COOB'92 marketing plan: joint partners, world sponsors, sponsors, suppliers and suppliers of official sports material. The cash income provided by these categories was 19,040 million pesetas and the contributions in goods and services amounted to 39,112 million. Thus the revenue from sponsorship was the main source of revenue, with a relative weight of 30% of the total consolidated income (income in cash plus income in goods and services).

Contributions and cessions of goods and services were one of the highest growth sectors over the organisation period. If in the Candidature Dossier they were estimated at 10% of the consolidated budget, in subsequent budgetary revisions they amounted to a fifth of the total. In the section of contributions of goods and services, we should point out that technological equipment constituted 80%

of the total. The remaining 20% covered contributions for building elements, sports material, vehicles, uniforms, software, consultancy and international promotion services.

Radio and television rights

Income from radio and television rights (54,164 million) included income from the cession of the rights to the international television transmission signal, both in kind through the provision of staff, technical equipment and promotional space (3,336 million) and cash (50,828 million). This second figure was COOB'92's largest single cash revenue component (33% of the total cash income).

It should be emphasised that the Candidature Dossier provided for a flow of net payments —discounting the income earmarked for the IOC— of 293 million dollars. Those estimates were easily outstripped by the 419 million which was eventually paid.

Nevertheless, this source of finance was seriously affected by the downward trend of the exchange rate with the dollar. In 1985 the expected exchange rate was 160 pesetas to the dollar, but the average over the period 1989-1992 was around 105. This reduction was compensated by taking out an insurance policy for the exchange rate, applied basically to the income from the NBC (65% of the total revenue under this heading, 70% of which was paid in 1992).

Tickets

The income obtained from the sale of tickets for the sports competitions amounted to 9,454 million pesetas. Ticket prices ranged from 750 pesetas for the cheapest (the preliminary phases of some sports) to the 9,000 for the most expensive (the basketball finals). Two thirds of the tickets cost 2,000 pesetas or less and only 5% were over 5,000 pesetas. Tickets for the opening and closing ceremonies were sold at special prices: 46,000, 18,000 and 9,000 pesetas. Details of the operation of this project are to be found in Volume 3 of the Official Report.

Accommodation

For the first time at the Olympic Games, the competitors were lodged at the expense of the Organising Committee.

The undertaking made by COOB'92 was to pay for the competitors' stay for the days they were in competition and the three days before and after. For the remainder, the National Olympic Committees in question had to pay 11,000 pesetas per person per day.

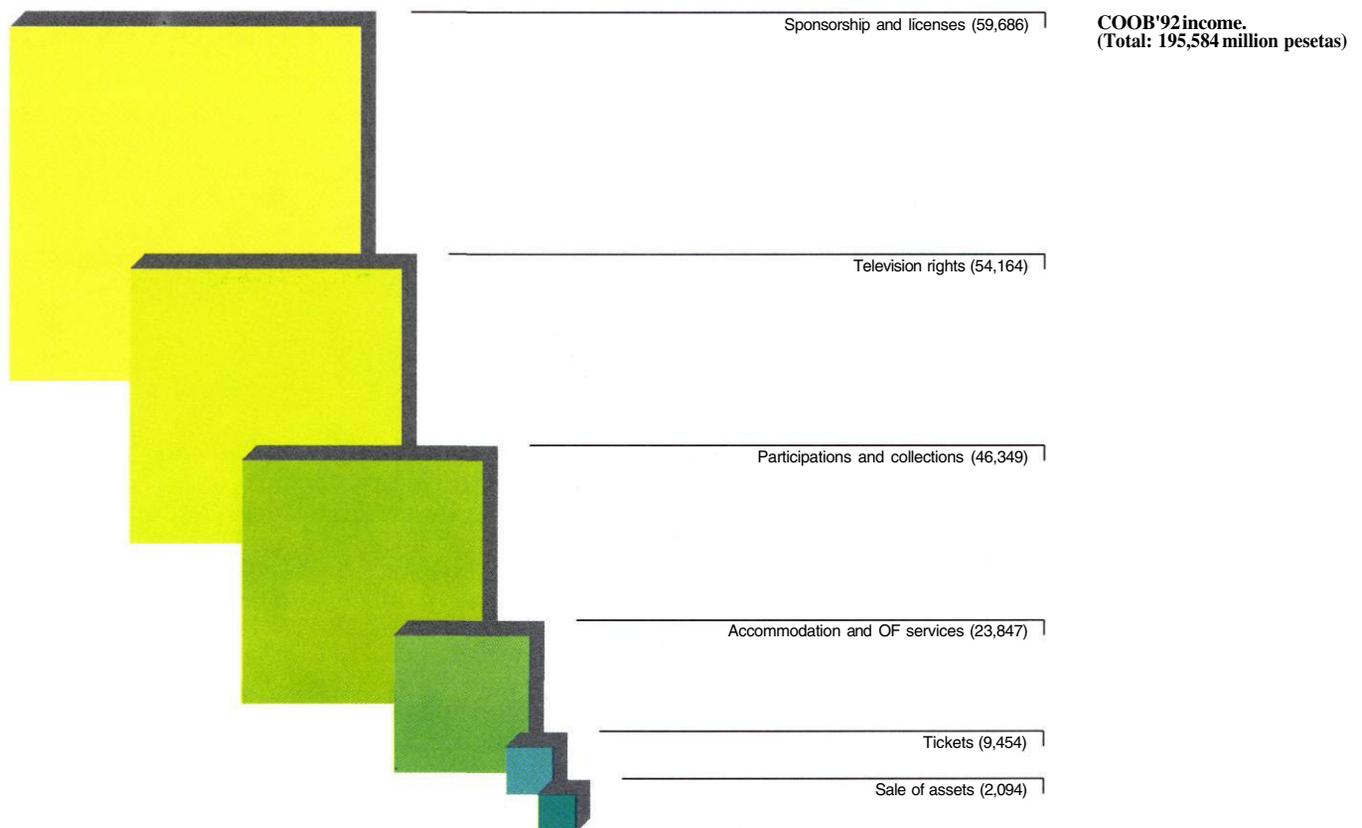
Of the total income under this heading (8,866 million), the main net source was the accommodation of the people accompanying the competitors staying in the Olympic Villages and the journalists in the two Media Villages.

This section also covered the income provided by the Olympic Family without the right to free accommodation staying in hotels, for whom COOB'92 acted as intermediary with the hoteliers. The Organising Committee paid for the rooms in advance and recovered the money later by invoicing the amount to the group which had reserved them. The

management of this project was of technically and financially extremely complex. The question was to adapt a demand scattered among a large number of buyers to a wide range of requirements in terms of services, with a supply of rooms rented in large homogeneous packages. This operation is explained in Volume 3 of the Official Report.

Licences

This section covers the income from the participation of COOB'92 in the commercialisation of over 500 licensed products which were entitled to use the Barcelona'92 logotype and mascot (1,534 million). In all the contracts signed between COOB'92 and the licensee companies, a guaranteed minimum was demanded, regardless of the volume of sales obtained by each one.



¹
The special lotteries for the Barcelona Games were one of the projects managed by the State, along with the pools, stamps and coins. The share for the Organising Committee was established in the Law of general State budgets for 1992.

²
Juan Antonio Samaranch, president of the IOC, and Josep Miquel Abad, chief executive officer of COOB'92, on 13 December 1991 at the Palau Badal at the exhibition to present the collection of commemorative gold and silver medals for the Barcelona Games.

Supply of services

Income from the supply of services (14,891 million) means: the income from the sale of services to the media (6,946 million), the commercialisation of three promotional operations —the Sponsors' Reception Centre, the Olympic torch and the Cobi cartoon series—, the financial revenue and the resources generated by the organisation of the Paralympic Games, the Competitions'91 and the test events.

Participations and collections

This section (46,349 million) included participations in the income programmes managed by the State (lotteries, pools, stamps and coins) and the direct transfers from the State. These contributions were set out in the Law of general State budgets for 1992, which assigned the final sums that COOB'92 would receive on the

basis of the undertakings in the Candidature Dossier, of which the most important were the revenue from lotteries and pools (9,952 million).

This section also included the income from sales around the world of the commemorative gold and silver medals of the Barcelona Olympic Games, produced by the Fàbrica Nacional de Moneda y Timbre (the Mint), and the subsidies which COOB'92 received from other institutions and organisms such as the European Community or the Department of Telecommunications (DGT).

Sale of assets

This section includes the sale of the assets belonging to COOB'92 in the process of its final liquidation as a company (2,094 million). A large part of them were used for only a short period of time, and so they had depreciated very little; this made



it possible to sell them to private individuals, companies and institutions.

We should mention the change of criterion that took place after the constitution of COOB'92. From then on, priority was given to renting goods rather than buying them, which had been the preferred system in the Candidature Dossier. For that reason, both the volume of assets sold by COOB'92 in the liquidation phase and the income from the sales were considerably smaller than those estimated in the Candidature.

Expenditure

The expenditure of the COOB'92 management budget, estimated at 194,236 million pesetas, was structured in two broad programmes.

Competitions

This programme included the expenditure directly connected with the organisation of the sports competitions (6,060 million), among which the most important items were the cost of the sports material (2,951 million), the planning and coordination staff for the sports competitions (2,518 million) and the expenses involved in training control staff (325 million).

Other costs that had to be taken into account were the organisation of the Competitions'91 and other pre-Olympic events (1,725 million) and the direct cost of the organisation of the IX Paralympic Games (6,259 million). The remaining

1, 2 and 3
In December 1992 at the Estació del Nord, COOB'92 put on sale objects of all kinds which had been used during the Games and which might be of interest as souvenirs of that unique event, in which so many people had taken part as volunteers or spectators or by simply living the atmosphere in the city. This operation was part of the project for the sale of COOB'92's assets in the process of liquidation of the company.



expenditure connected with the organisation of the Paralympic Games which corresponded to "Olympic" projects was included in the programmes involved.

Ceremonies and cultural events

This programme covered the expenditure for the route of the Olympic torch (812 million) and the organisation of the ceremonies and congresses (3,556 million). In the second group came the costs connected with the opening and closing ceremonies of the Olympic Games (2,918 million), the victory ceremonies (137 million), the organisation of the congresses of the International Federations, and the costs of the sports sciences congress and attendance at meetings of the IOC.

Lastly, this programme also included the cost of organisation of the events of the Cultural Olympiad (4,685 million).

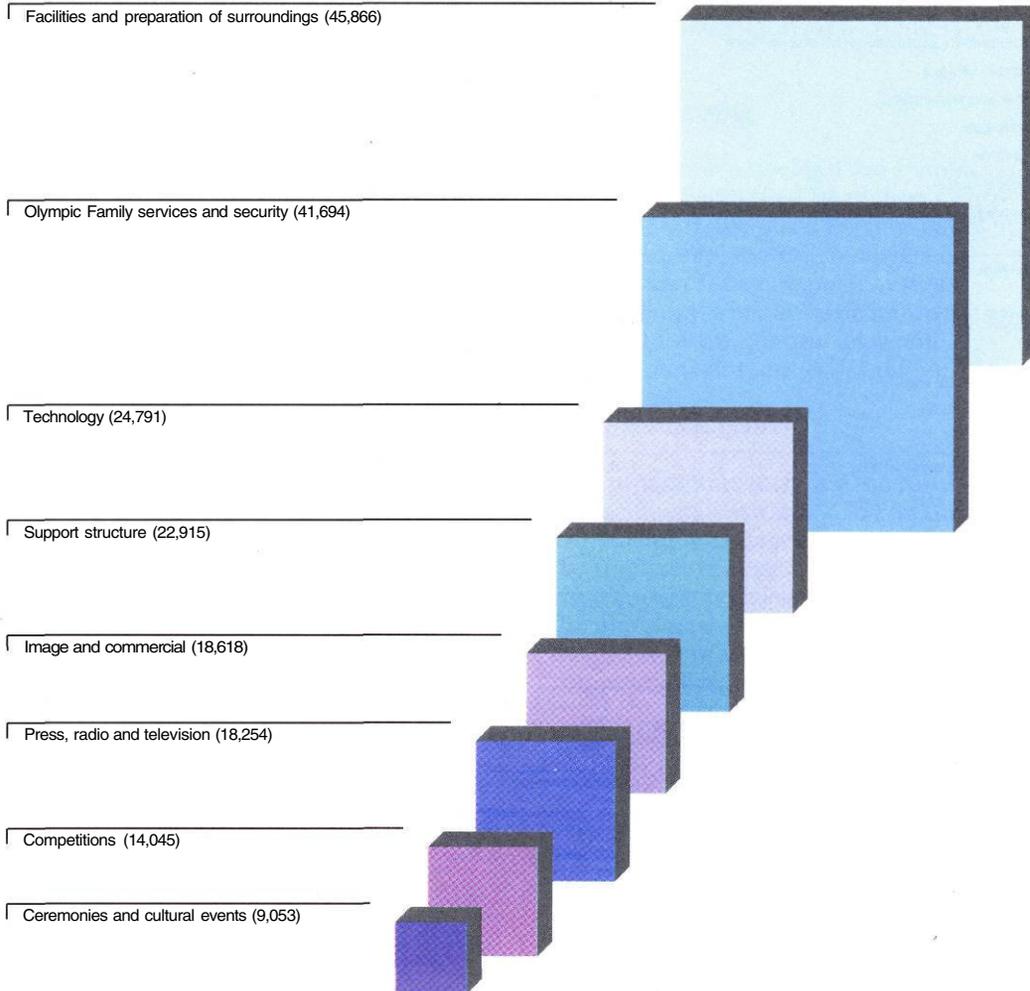
Press, radio and television

This programme took account of the expenditure on RTO'92, which was responsible for supplying the international television signal for the networks which had acquired the broadcasting rights to the Games (16,900 million pesetas).

We should note that the Candidature Dossier did not include the variable costs related to the sales of additional services to the broadcasters; those expenses were dealt with considering only the net margin obtained in the operations, which was incorporated into the income budget. However, the total cost of the services provided was counted in the liquidation.

Reference was also made to the special services designed for the press and photographers (1,354 million). Among these we should mention the adaptation works that had to be done at the Main

COOB'92 expenditure by sectors.
(Total: 195,236 million pesetas)



	Budgets approved by the governing bodies				Liquidation
	1989	1990	1991	1992	
Competitions	7,358	9,476	12,847	13,642	14,045
Competition organisation	4,480	4,273	5,240	6,043	6,061
Paralympics	2,878	5,203	6,220	6,220	6,259
Competitions'91 and other events			1,387	1,379	1,725
Ceremonies and cultural events	9,132	9,564	7,950	8,762	9,053
Olympic torch	1,350	850	1,100	1,000	812
Ceremonies and congresses	2,210	3,055	2,808	3,525	3,556
Cultural Olympiad	5,572	5,659	4,042	4,237	4,685
Press and RTV	13,602	14,135	17,831	21,372	18,254
RTO'92 organism	11,030	11,519	14,651	18,518	16,900
Written and graphic press	2,572	2,616	3,180	2,854	1,354
Facilities and adaptation of surroundings	34,358	35,444	36,079	38,760	45,866
Technology	24,582	21,306	21,095	21,782	24,791
Telecommunications	9,747	8,753	7,948	7,615	7,159
Electronics, video and sound	4,179	2,162	2,520	2,968	2,698
Data-processing and CIOT	5,561	5,247	4,955	5,389	8,517
Results management	5,095	5,144	5,672	5,810	6,417
Olympic Family services	30,619	34,109	28,744	29,483	37,023
Accreditation, accommodation and protocol	1,475	1,680	1,874	1,638	1,666
Olympic Villages	11,583	10,645	15,133	15,653	15,849
Other accommodation	6,302	10,726	2,509	2,550	8,161
Information	6,263	5,572	3,289	3,374	3,108
Transport	2,642	3,110	3,490	3,881	6,170
Medical care	1,595	1,561	1,516	1,412	1,376
Language services	759	815	933	975	693
Security	4,132	4,067	4,249	5,032	4,671
Image	4,096	7,511	8,537	8,342	7,937
Identity and design	1,476	1,389	1,457	1,375	1,364
Games promotion	2,620	6,122	7,080	6,967	6,573
Commercial management	9,349	9,475	9,295	9,176	10,681
Commercial	8,216	7,055	6,578	6,542	8,055
Tickets	1,133	2,420	2,717	2,634	2,626
Supportstructure	21,381	24,779	22,538	22,872	22,915
Administrative and financial management	11,397	11,268	7,637	7,962	8,226
Materials logistics	1,798	2,307	2,581	3,221	4,175
Office automation and documentation	949	931	1,456	1,564	1,428
Human resources management	2,256	2,606	3,513	3,246	2,935
Organisation and general services	4,981	7,666	7,351	6,879	6,151
Total	158,609	169,866	169,165	179,223	195,236

Evolution of the global expenditure budget by programmes (in millions of pesetas)

Press Centre and the press centres at the competition venues (703 million) and the rental of spaces for services at the Communications Media Centre in the Montjuïc trade fair precinct.

Facilities and adaptation of the surroundings

COOB'92 undertook most of the adaptation of the competition venues to meet the special requirements of the Games. The total investment under this heading, 14,681 million pesetas, can be broken down as follows: competition venues (10,745 million), training facilities (959 million), walking and Marathon circuits (227 million), service and support centres (604 million) and signposting, look and gardening (2,146 million).

The cost of the new buildings and conversions or extensions to existing ones was shared between COOB'92 and the owners of the facilities or the public administrations involved in the Games organisation, according to the agreements signed in each case.

COOB'92's investments in new buildings, the conversion of sports facilities and the development of the surroundings amounted to about 25,378 million. A large part of the works were contracted directly by the Organising Committee. The cost of the sports facilities financed entirely by COOB'92 amounted to 12,413 million pesetas, and the contribution to works financed jointly with other agents was 5,473 million (the total cost of these was about 15,000 million).

The contributions made by COOB'92 to works managed by other bodies amounted to 5,042 million. COOB'92 also assumed the costs of permanent adaptation or adaptation for temporary use during the Games and of the development of the areas where the facilities and residential units were located, which came to a total of 2,450 million.

This programme also covered the costs of maintenance and consumption of the facilities (3,489 million), staff costs, general works planning and control costs and the design of surroundings, venues and spaces (2,318 million).

Technology

Apart from the cost of technical staff, this programme included the investment and

expenditure involved in the management of the telecommunications networks and the electronics, video and sound equipment; the cost of computer equipment and the development of special software for the Games, as well as the expenses of adapting and operating the Technology Operations Information Centre (CIOT).

Telecommunications

This programme included the investment and consumption involved in systems of transmission and access to public networks (3,131 million), telephone communications systems (1,601 million), radiocommunication and paging systems (1,536 million), and the design and management of the telecommunications and electronics operations (421 million).

Electronics, video and sound

This programme covered investments in temporary sound systems at the venues (709 million), temporary scoreboards and screens (250 million) and CATV, the Olympic Family television circuit (1,304 million).

Data-processing

This programme covered the adaptation of the CIOT and the Calculation Centre (537 million), the plans for the setting up, operation, exploitation, security and emergency of the computer systems (390 million), and the basic hardware and software for the central, local and independent systems (6,771 million).

Results management

This programme included the results management software (2,754 million), the time-keeping and measurement systems, the track score-boards and the closed circuit sports television (917 million), and the photocopying systems for the distribution of information and competition results (2,124 million).

We should observe that in the Candidature Dossier technology was expected to be the main item of expenditure in the organisation of the Olympic Games. However, in later revisions of the budget, it became relatively less weighty owing to the change in criteria for the procurement of this type of equipment: from acquisition

by purchase, the principle changed to rental or cession by the sponsor companies.

Olympic Family services

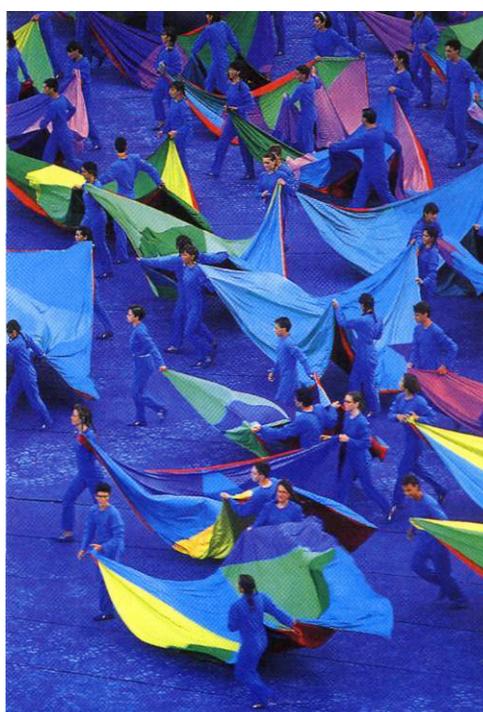
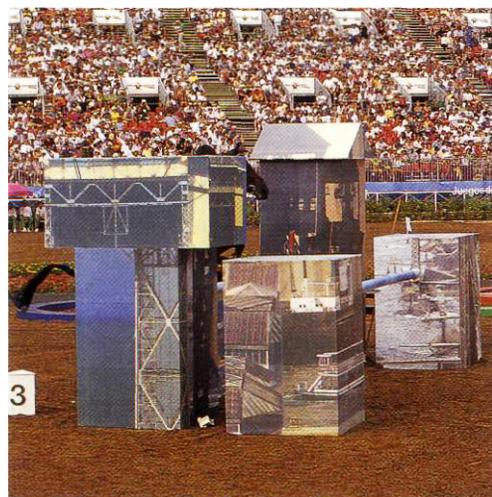
Among other items, this programme covered expenditure for adaptation and hotel management (laundry, cleaning, catering, etc.) of the Olympic Villages, the media Villages and the referees' and judges' Village (15,849 million pesetas).

Expenditure for accommodation for the Olympic Family in hotels, aboard ships and in private residences was also included (although some of those costs were clawed back by invoicing the groups which were not entitled to free accommodation), as was the cost of housing some of the temporary staff who worked for COOB'92 during the Olympic Games (8,161 million).

Expenditure on information for the Olympic Family and visitors went basically on publications (968 million), the computerised information and communication system for the Olympic Family and the media (1,666 million), and other necessary activities and services for the dissemination of all kinds of information about the Games, the city of Barcelona and the Olympic subsites: audio-visuals, photographs, the official posters programme, information points, etc. The official film, report and book also came under this programme.

Expenditure on the Games accreditation, reception and protocol system (1,666 million), the cost of transport around the venues (6,170 million), the medical care services (1,376 million), interpretation, translation, PA and announcers (693 million) made up the programme of Olympic Family services.

1, 2, 3 and 4
The COOB'92 expenditure budget, 195,236 million pesetas, was assigned to projects for the purposes of management and control. This involved a detailed monitoring of the 350 or so administrative units as wide-ranging as the material for the competitions (1), the staging of the opening and closing ceremonies (2), the supply of track equipment and instruments (3) or the computer projects (4).



⁵
All expenditure on the Villages, from the adaptation to the hotel services, were managed by the Villages Division. An image of the adaptation and signposting of the Montigalà Village.

Security

This programme included the expenditure connected with the internal security of the Olympic Villages, the sports venues and support centres, in terms of both surveillance services (2,561 million) and electronic security systems (1,256 million).

Image

This programme covered the costs of promoting the Games (3,121 million), making the Cobi cartoon series, organising exhibitions and taking part in major events (1,008 million), setting up a promotional media information system (1,939 million) and designing and producing the corporate signs and symbols and the promotional material (1,364 million).

Commercial management

This programme basically covered commissions and direct management expenditure, as well as the expenses involved in promotion and market research, linked to the projects devoted to acquiring economic resources (8,055 million), as well as the costs of the ticket management project (2,626 million).

The support structure

The main items on this programme were connected with general expenditure on the functioning of the Organising Committee and the provision of support for the organisation structure of the Games.

Fundamentally it included administrative and financial management expenditure (1,785 million), taking out and managing the insurance policies which would cover





¹
Aerial view of one of the entrances to the Rovira Tunnel, which links the upper ring road and the Ronda del Guinardó, a fast highway across a dense area in the north-east of Barcelona.

the Olympic Games (843 million) and the general expenditure on the structure and functioning of the company (2,096 million), in addition to the office automation and documentation systems used (1,428 million). In this section we should mention the savings made on the initial estimates for financial expenditure due to the improvement in the correspondence between the flow of income and expenditure throughout the organisation and staging of the Games.

This section also covered expenditure for the logistical system for the storage and distribution of materials (662 million); the manufacture of the uniforms worn during the Games (2,924 million); the management of the human resources selection and training programme (658 million); the selection, training and motivation programme for the Olympic volunteers (1,288 million); organisation, planning and press relations projects; rental and conversion costs for the spaces used by the organisation for the preparation and operation (3,817 million), and the operational expenditure of the territorial units during the Games (1,100 million).

The tax benefit law

On 25 May 1988 Law 12/1988, the tax benefit law, came into force. It established a set of tax incentives to encourage contributions from public and private entities and from individuals for the great events that were to take place in Spain in 1992.

The incentives basically affected three elements of the Spanish tax system: corporation tax, personal income tax and value added tax (VAT), and they took the form of the following benefits.

Donations

Donations made by companies to COOB'92 were classified as tax deductible for the purposes of the base rate for corporation tax (Article 19 of the Law) and, therefore, they represented a tax saving for the company of 35% (the rate for this kind of tax) of the sum donated.

Private individuals could deduct 10% of the sums donated to COOB'92 from the whole amount of their personal income tax (Article 24).

Investments

The Law provided for types of investment which allowed companies to obtain a tax saving of 15% of the sums invested, which could be deducted from the corporation tax to be paid (Article 21). These investments had to be made in the fulfilment of the plans and programmes established by COOB'92, which had to accredit them by issuing a certificate.

The kind of investments envisaged were: fixed assets and new materials, except land (buildings; machinery, installations and tools; transport and furnishing elements; and information processing equipment); restoration work on buildings and other construction work which would help to enhance the physical space affected by the Games, and works to improve facades, the environment or public areas; investments designed to develop a physical support for the publication of books or film or audio-visual productions; expenditure on advertising and publicity which could be used for the promotion of the Games and which was complementary to the usual campaigns of the COOB'92 associate companies, and investments in research and development programmes in the fields of computers, telecommunications, construction, transport and security, new techniques and products directly related to the Games.

COOB'92 issued investment certificates for a total amount of 221,500 million pesetas.

Implementation of basic infrastructure works

Moreover, exemption from VAT was also established for basic infrastructure works for the Games, also certified by COOB'92 (Article 27.3). The economic effect depended on the nature of the promoter of the infrastructure: for public institutions, as the end consumers, it involved a saving on the cost of the work equivalent to the current rate (15% in 1992); and for the private promoters it was basically a financial saving. COOB'92 issued certificates under this heading for a total of 267,000 million pesetas.

Special for COOB'92

COOB'92 enjoyed the same tax treatment as the State in carrying out its activities.

This benefit came down to exemption from corporation tax (Article 1) and exemption from VAT, with the right to the return of the sums paid every month and to invoice COOB'92 services without charging VAT (Article 27.1).

The impact of the Olympic Games

When Barcelona won the Olympic Games, the city was able to carry out a series of town-planning works which had been postponed for many years. The definitive development of the Parc de Montjuïc, the recovery of the beaches and the sea front, the reform of the four Olympic areas, the construction of the ring roads, the new sports facilities and the large-scale telecommunications works were the main actions carried out thanks to the Games.

The Games were part of a development strategy for the city and provided a spur

to the considerable investment made over those years. Moreover, most of the fifteen Barcelona'92 subsites also benefitted: first-rate new sports facilities or the conversion of existing ones, new residential areas and improvements to communications and the surrounding areas.

This investment, estimated at 753,708 million pesetas in a study done by the Barcelona City Council Programming Cabinet, was distributed as follows: public investment, 530,898 million (government 48%, Generalitat of Catalonia 19%, Barcelona City Council and others 20% and COOB'92 12%), and private investment, 222,810 million. The investments made by COOB'92 can be broken down into social assets (32,575 million), other works (6,857 million) and other investments (26,499 million).

In addition to the investment, we should consider the expenditure on consumption,

Projects	Investments	Totals
Olympic Areas and subsites		313,689
Montjuïc Area	45,269	
Diagonal Area	5,539	
Vall d'Hebron Area	21,734	
Parc de Mar Area	161,889	
Subsites with residence	30,934	
Other subsites	15,412	
Other facilities	32,912	
Communications		249,751
Upper Ring-road	43,911	
Coastal Ring-road	50,283	
La Trinitat intersection and links	11,450	
Motorway spurs	30,428	
Links between ring-roads	22,894	
Accesses to the Areas	90,785	
Hotels		61,469
Barcelona Hotels Plan	23,674	
Other hotels	37,795	
Airport	28,514	28,514
Telecommunications		73,786
Telephones	67,802	
Collserola Mast	5,984	
Other COOB'92 investments	26,499	26,499
Total		753,708

Olympic investments (in millions of pesetas 1992 value)

Source: Barcelona City Council: *The economic impact of the Barcelona'92 Olympic Games*. Programming Technical Cabinet, 1992.

both by COOB'92 on staff and services and the private consumption by the sponsors of the Games, VIPs and tourists who visited the city during the Games (hotels, restaurants, transport, recreation, etc.). This whole process had a clear economic dimension: costs, financing and an impact. Altogether, the direct impact on the Spanish economy (discounting imports) was estimated at 854,602 million pesetas 1992 value; of that total, investment (81%) predominated over consumption (19%).

Moreover, the total economic impact for the period 1987-1992, from the

multiplying effect of the direct impact on the Spanish economy, was placed at a volume of almost 3 billion pesetas, a figure which represented 0.9% of the gross domestic product.

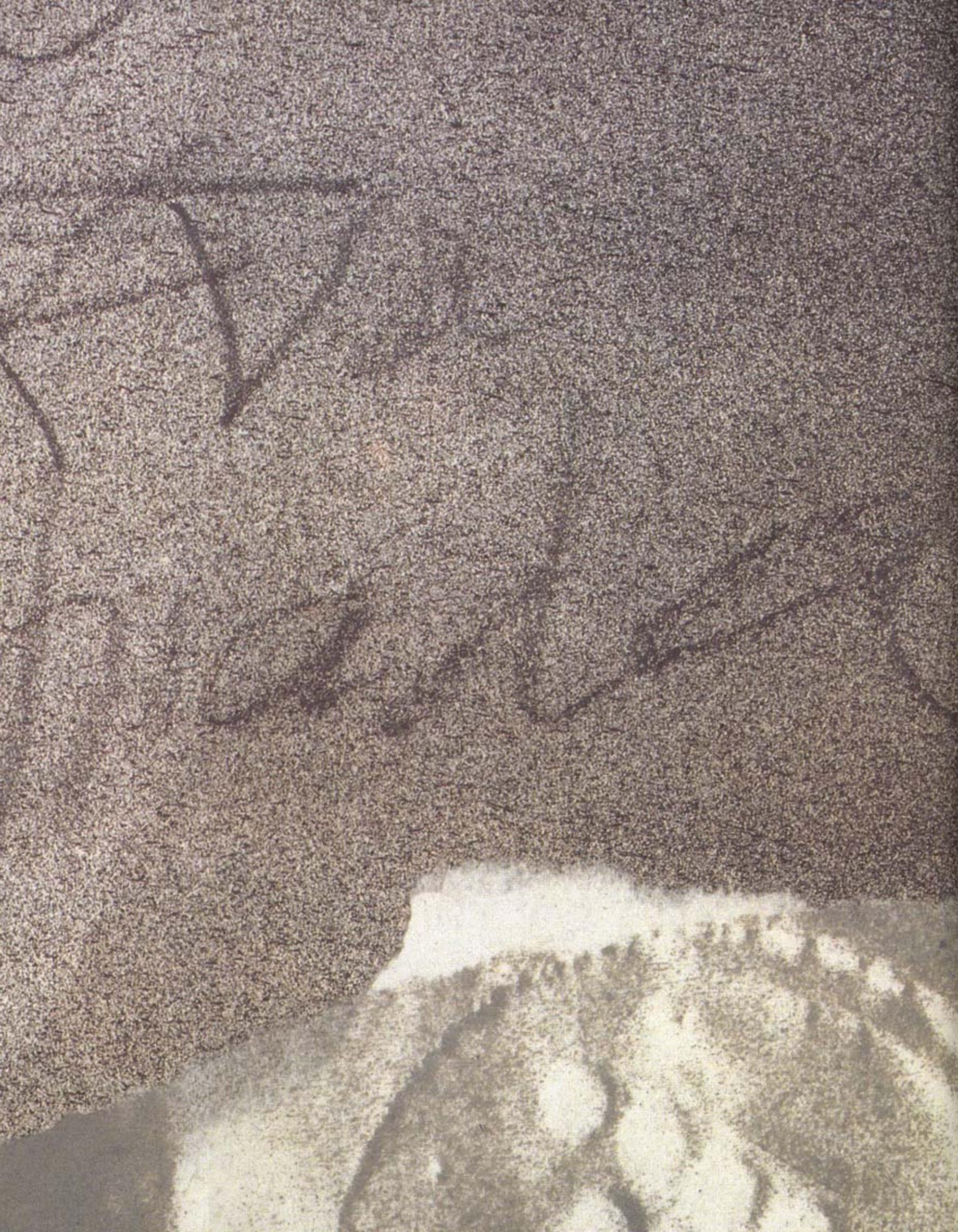
The economic impact described here is obviously not the only relevant economic effect. There were other major ones deriving from the vast increase in the international projection of Barcelona, the thrust given to innovation and the boost to the practice of sport. These intangibles cannot be valued, but they are clearly relevant.

Direct economic impact of the Games: consumption and investment*
(in millions of pesetas 1992 value)

	1987	1988	1990	1991	1992	Total
Consumption	314	3,259	8,971	14,136	25,490	160,104
Public	314	3,259	8,971	14,136	25,490	111,621
Private					48,483	48,483
Investment	23,850	24,436	71,906	213,217	259,131	694,498
Public	23,377	23,840	55,334	124,978	160,988	471,688
Private	473	596	16,572	88,239	98,143	222,810
Total	24,164	27,695	80,877	227,353	284,621	854,602

Source: Barcelona City Council: *The economic impact of the Barcelona'92 Olympic Games*. Programming Technical Cabinet, 1992.

(*) The adjusted direct impact, ie, the direct impact less imports.



4. The human resources





IBM
Barcelona'92

Barcelona'92

Barcelona'92

73

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¹
The deployment of technology and services required by the Olympic Games called for the support of many and varied specialists, many more than in any other sporting competition. There were approximately four members of the organisational staff to every athlete.

²
The Team'92 personnel of the Pavelló d'Esports de Reus in front of the entrance to the venue. The different uniforms and colours identified the groups to which they belonged and the duties they were assigned to.

The figures

During the Games of the XXV Olympiad, 45,133 people did 400 different organisational jobs. All of them worked for COOB'92, but they were contracted in four different ways.

Firstly, 1,078 of them were permanent COOB'92 employees, who had gradually joined the organisation between 1987 and 1991, in accordance with a plan approved annually. Secondly, 4,878 other workers were contracted in various ways (temporary contracts, training contracts, by agreement with companies and with the INEM, etc.), between January and July 1992. Thirdly, 1,315 workers were seconded by sponsors and 3,314 were contracted from broadcasting organisations around the world to form part of RTO'92; these 4,629 worked for COOB'92 for two to four months. Finally, the remaining 34,548 posts were filled by volunteers who joined the organisation for the period of the Games, according to a

placement plan which was drawn up between October 1991 and June 1992.

In addition to these 45,133 people (who were accredited in the categories COOB and RTO), two other large groups carried out duties directly related with the organisation of the Games: employees of third-party suppliers contracted by COOB'92 —cleaning, catering, shops, etc.— with a total of 23,474 workers (accredited as SC); and those directly involved with Olympic security, who numbered 21,116, drawn from various bodies (accredited as SX).

This chapter described the evolution of the COOB'92 work-force from 58 permanent employees at the end of 1987, to 133 in 1988, 342 in 1989, 669 in 1990 and 1,078 in 1991, a number which in the course of 1992 was increased —with a contingent of 4,876 temporary workers— to 5,956. The volunteers are also dealt with in detail; during the Games they were the most numerous section of the

The human resources for the Games

	COOB'92		Volunteers	Others	Total
	Staff	Temporary			
Team'92*	1,078	4,878	34,548	4,629	45,133
Service companies				23,474	23,474
Security				21,116	21,116
Total	1,078	4,878	34,548	49,219	89,723

* COOB'92 and RTO'92 accredited



organisation, and then formed part of Team'92 (an umbrella which also included permanent and temporary COOB'92 staff, those seconded by sponsors and those belonging to RTO'92).

In the final analysis these figures were the outcome of a strategy which had been adopted from the very beginning, which had two basic aspects: the subcontracting of the execution of projects —although always under the direct management and control of COOB'92 personnel— and the participation of volunteers during the Games.

For the internal organisation of COOB'92, the chosen staffing model translated into the need to create two divisions specifically to deal with this question. The Human Resources Division selected, contracted and administered the personnel, and compiled the necessary information with a view to future recruitment; the Volunteers Division was in charge of maintaining contact with the

volunteers who had enrolled in the candidature stage, keeping them informed of organisational progress and of training them and maintaining their interest with a view to their forming part of Team'92 during the Games.

¹ *During the organisational period of the Games, the COOB'92 Human Resources Division had dealt with 33,905 CVs in computerised form, 6,638 of which came from abroad.*

COOB'92 personnel

The selection process

The growth of the COOB'92 staff was monitored by an annually-revised human resources plan which took account of the extra requirements in each area of activity and the various stages of new recruitment. Hence, whenever a particular department applied to employ extra staff, the application had to comply with the plan in force for that year or, alternatively, a special approval procedure had to be followed, so as to be able to cover staffing needs that, for one reason or another, had not been foreseen when the human

	1987	1988	1989	1990	1991	9.8.1992
Executive Officer's Cabinet	6	8	16	20	20	20
External Relations	2	5	4	7	13	202
Image and Communication	6	17	35	59	70	80
Operations	6	13	51	111	253	2,467
RTO'92	0	1	24	85	169	1,181
Technology	4	11	35	56	74	510
Infrastructures and Construction	10	14	36	59	67	126
Human Resources	2	4	7	13	19	37
Volunteers and Team'92	1	10	15	21	23	26
Planning and Control	3	3	7	9	23	25
Special Projects			5	13	21	39
Sports	2	11	52	89	133	564
Others	3	6	6	5	5	195
Paralympics			6	65	108	262
Culture	3	10	*			
Total	58	133	342	669	1,078	5,965

* The staff of the Culture Division were incorporated into OCSA.

Evolution of the staff at COOB'92

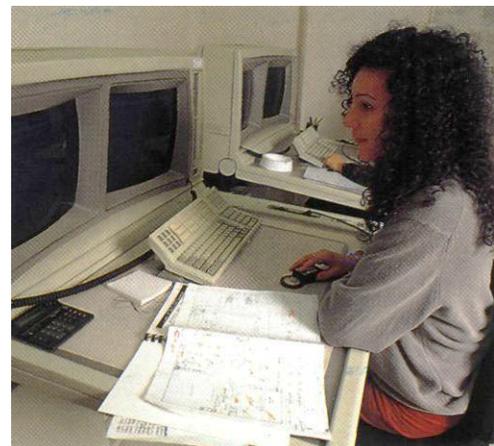
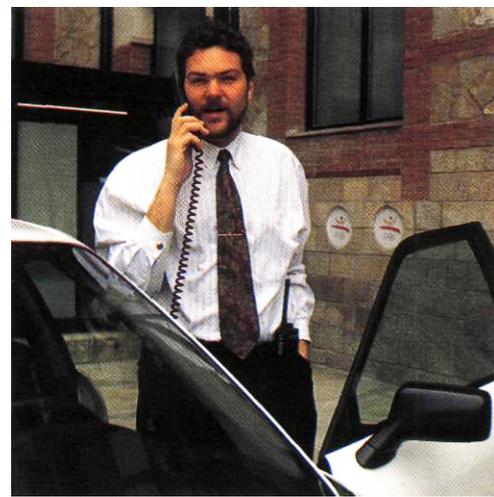
2, 3, 4, and 5

The great variety of skills needed for the organisation of the Games meant that professionals of all sorts had to be recruited: administrators, architects, drivers, computer experts, journalists, publicists, economists, lawyers, linguists, engineers...

resources plan and the corresponding budget had been drawn up.

At first, the task of selection was entrusted to outside companies specialising in the field; soon, however, it became clear that this system was slow and costly, and COOB'92 began to recruit directly. Hence, the Selection and Training Department was created, within the Human Resources Division. This began work in 1988 with a staff of two, and in 1991 it had grown to a team of fifteen professionals able to meet all the urgent demands that, more and more often, the organisation made on them. One of the main tasks of this team was the compilation of a data base of possible candidates for posts in COOB'92. Through press advertising, through advertisements in various publications of professional bodies and technical schools, and the review of all the CVs that arrived from all over the world, before the Games 33,905 candidates (27,267 from Spain and 6,638 from abroad) had been processed

and more than 5,000 personal interviews had been carried out. Recourse was only had to external, professional head hunting companies to cover thirty particularly responsible posts.



The evolution of the staff

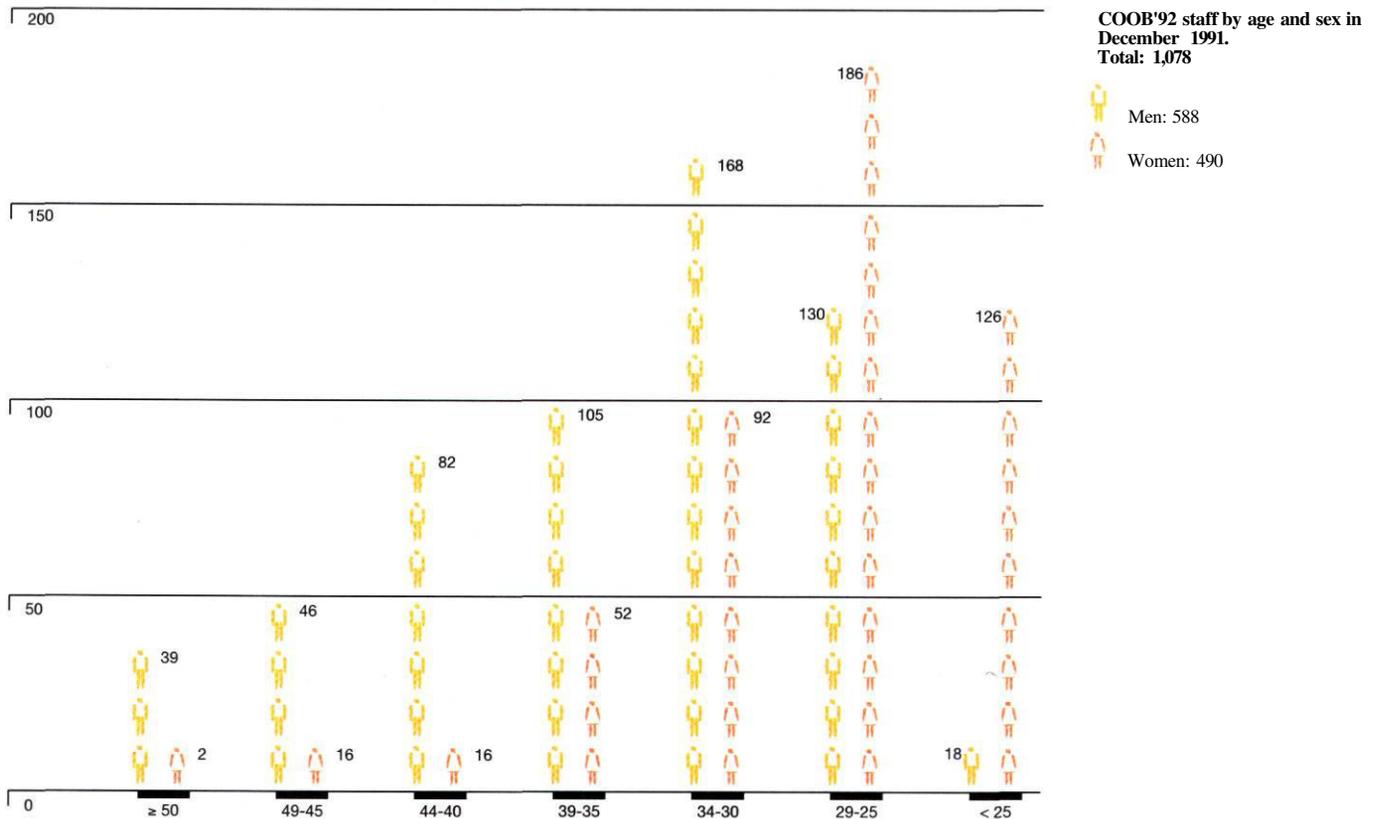
The planning phase (1987-1989)

In the early days COOB'92 had a wide distribution of responsibilities: the first to join the staff were directors of division and project managers (with their respective administrative support), in order to study, define and plan the action to be taken and the resources that would be needed. There was, therefore, a large proportion of highly-qualified experts

The general service, financial administration, commercial services and press and public relations departments were soon operational; the various divisions provided themselves from the outset with the structure and the management and support personnel needed to carry out their functions; hence, the subsequent growth of these departments was less marked than that of the others.

The contractual arrangement used was that of contract for a specific service (normally, until the end of the Games). An agreement was reached with the Works Committee in 1988, which laid down a stable framework that would remain in force until 1993: it promised an annual pay increase two percent greater than the rise in the retail price index and it laid down the requirements for geographical mobility and availability for overtime (extra days worked would be made up as extra days of holiday). Also, to compensate for the temporary nature of the contract an extra payment was offered of one month's pay for each year worked, subsequently increased to 45 days for each year worked, and an internal promotion plan was agreed.

The staff's professional diversity and their different methods of working were never an obstacle to the smooth running of COOB'92. On the one hand, working in an advanced, computerised office environment and the standardisation of



the methods of producing reports and of project control facilitated integration and communication; on the other, the location of the staff (concentrated in the Font Màgica building, an open-plan building that facilitated interpersonal communication) and the inherent excitement of the Olympic project favoured a good working environment and job satisfaction.

In late 1988 Olimpíada Cultural was created, which had a staff of about thirty until 1992. The system of recruitment used by OCSA was essentially similar to that used by COOB'92. The staff was also enlarged, in accordance with the needs of each project, by means of temporary recruitment.

The project execution phase (1990-1991)

In 1990 and 1991 the projects were executed and the necessary tests were done. In this period the staff tripled: from

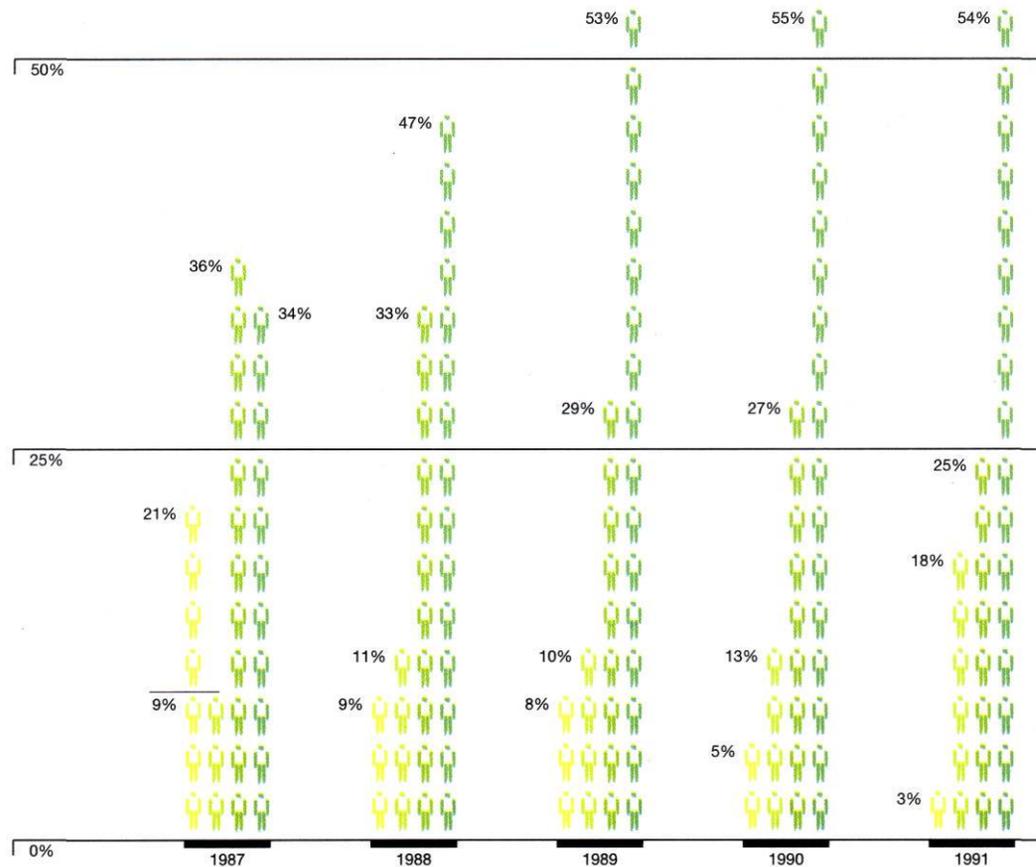
342 at the beginning of 1990 to 669 at the start of 1991 and to 1,078 by the end of that year. The Font Màgica building was now too small, and in February 1990 COOB'92 moved into the Maternitat buildings, refurbished and with enough room for future growth.

It was at this time that something became noticeable that set COOB'92 apart from other undertakings of comparable scale: the mixture of very different professions, paid quite differently in the labour market. This meant that the average pay of the less-well-paid professions was higher in COOB'92 than outside.

Furthermore, certain specialists were very scarce. This made it difficult to fill new posts that would only exist for a couple of years; hence, higher salaries had to be offered and this caused imbalances with respect to longer-established personnel; these imbalances had to be corrected. Salaries were complemented with a social benefits plan, which included training

COOB'92 staff by professional groups.

-  Managerial
-  Specialist
-  Support
-  Technical



(language and computing classes), free insurance and advantageous terms for the products of sponsors and suppliers. Also, they could buy tickets for the Games in advance and they had the opportunity to acquire COOB'92 assets that were no longer needed when the organisation was being wound up.

Another characteristic of the COOB'92 staff was the low average age, understandable if one bears in mind that this was temporary work and that by its nature the Olympic project enthused above all the young, who are naturally more enthusiastic. Another factor in favour of this was the series of spare-time activities in COOB'92's motivation plan, which was a factor that encouraged the inclusion of people from very different backgrounds.

In summer 1991 Competitions'91 were held, a dress rehearsal for the Games for all the staff. Their specific responsibilities were temporarily changed, and people

learnt to do two jobs at once: they were working for their division but also for the unit to which they were allotted. This helped to create an outlook of organic mobility which later on would be essential if they were to be able to adapt to the changing needs of the moment.

During the Games, COOB'92 personnel had to work in about 100 different units (sports, support, services, etc.); it was necessary on the one hand to employ a large number of extra staff, and on the other to redistribute responsibilities amongst the personnel under contract. In 1991 personnel requirements for the Games were studied as was the use of volunteers, as had been provided for in the Candidature Dossier; Competitions'91 served to check these plans.

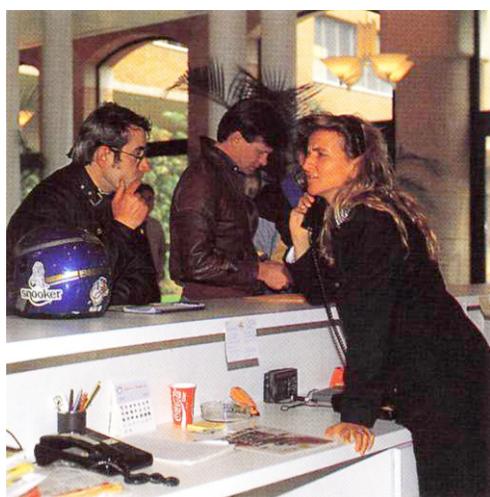
The start of deployment (October 1991)

The first task to be undertaken was the selection of the management teams from

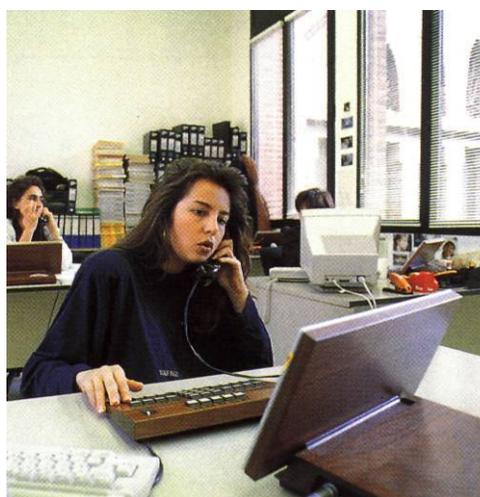
¹ *At reception in the Olímpia building, headquarters of COOB'92, hostesses were always available to deal with the thousands of people who requested information, either by telephone or in person.*

² *The switchboard at the Olímpia building was staffed by five operators, and twenty during the operational phase of the Games.*

³ *An IBM AS/400, run by specialised personnel, was used for COOB'92's business management.*



1



2



3

⁴
The Olympic Village was one of the first units to which staff were decentralised. The offices were located in the Eurocity 2 building.

⁵
Many of the volunteers provided support services for the athletes on the track itself during Competitions '91. The photograph shows a moment just before the start of a race in the European Athletics Cup B, in June 1991, in the Olympic Stadium.

within COOB'92 itself and from amongst the volunteers who had taken part in the organisation of Competitions'91 as heads or observers of the departments of technology, press and health care. And so in October 1991 the managers and assistant managers of the competition units, the residences and the large support centres were appointed, as were the sports managers. As well as COOB'92 staff, some unit managers came from the private sector, where they occupied senior management posts. The managers took part in the Olympic organisation as volunteers.

The Villages, meanwhile, could not undergo the same running-in process as the competition units during Competitions'91. The deployment process also began in October 1991, when the division concerned, with a large number of extra staff, transferred to the Barcelona Olympic Village as a prior step towards decentralisation to six different sites. At the same time, there was a considerable

increase in the staffing of the Construction Division, which had to monitor the work of adaptation of venues, which had already begun on the venues used for Competitions'91.

The deployment of personnel and the creation of new responsibilities brought about changes in the COOB'92 organisation chart from October 1991 onwards, but it was agreed that this would not imply changes to salaries, which would have been enormously complex to administer.

The Games and the dismantling of COOB'92 (1992)

Throughout 1992, as has already been mentioned and as will be described in detail in the section devoted to Team'92, the COOB'92 staff was enlarged through the contracting of temporary employees or secondments from sponsoring companies. However, at the same time as these employees, contracted until August



15 (and in some cases until September 15, when the Paralympic Games ended), were being recruited, it was necessary to prepare for the redundancy of the 1,078 staff contracted between 1987 and 1991, as part of the winding-up of COOB'92. In May 1992, COOB'92's permanent staff received a redundancy notice stating the day on which their contract would be terminated, in either August or September, except for a small number of people who would be responsible for the preparation of the Official Report of the Games, the archives of documents, objects and images, and the winding-up of the company.

As dates were being set for the redundancy of the permanent staff, a relocation programme was being prepared which would help them find new jobs. Internally, this consisted of a series of courses and careers advice sessions, and externally, the preparation of a series of dossiers on COOB'92 professionals and of

the book of CVs, which contained the CV of every member of staff who so desired. Three thousand dossiers and 500 books were sent out to numerous companies in an effort to "plant" the "Olympic nursery".

The imminence of the Games as the redundancy notices were sent out and the growing motivation of the COOB'92 staff meant that they started looking for a new job when the final day arrived, and not before, as had happened at previous Games. Although the labour market had entered a period of recession, the perceived value of their Olympic experience and the relocation plan meant that leaving COOB'92 was not as traumatic as it might have been and these factors made it easier to look for new jobs and to adapt to new situations.

¹
Once the Olympic Games were over, COOB'92 had to deal with the organisation of the Paralympic Games, in September of the same year. Many members of Team'92 were involved in the organisation of these Games. In the photograph, a touching moment from the opening ceremony of the IX Paralympic Games, when 96 children on the stage "sing" the welcoming song of the Games in sign language for the deaf.



A small number of people continued to work for COOB'92 after the Games were over in order to complete essential tasks before the winding-up of the organisation in July 1993: compiling the archive of documents, photographs and videos; dealing with outstanding bills and legal and administrative questions, and writing the Official Report.

The volunteers

The project

One of the most important assets of Barcelona's candidature for nomination for the Games of the XXV Olympiad was the record figure of 60,000 citizens who had enrolled as volunteers, prepared to take part in the Olympic organisation. The popular enthusiasm aroused by the nomination, on 17 October 1986, helped to increase this number to 102,000 by the time the recruitment campaign closed at the end of that year.

These 102,000 people, from all over Spain, ensured that the organisation's human resources needs could be met, but the tasks they were to undertake had been neither defined nor quantified (unlike the situation at Los Angeles and Seoul, where volunteers were sought after the organisation's needs had been defined).

The Barcelona process, therefore, was the opposite of what had occurred previously, when the volunteers had been selected in accordance with a pre-determined profile and for a specific post.

This was a considerable challenge. The "Volunteers Barcelona'92" project had to be finalised and implemented, a project which, before being turned into concrete measures, already held all the human assets it would need, and more. The broad lines of the project were then defined: to maintain the interest of all those who had so generously offered to work during the Games and strengthen their links with Barcelona'92, inculcate the Olympic values, and hence, finally, contribute to the strengthening of society as a whole.

The advisory committee

Once the Standing Committee of COOB'92 had approved the training programme for the Barcelona'92



COBA
Barcelona '92



¹
From the Candidature period until the Games, the white track suit with the logo was the distinguishing mark of the volunteers, a fond memory of whom will be kept by all those who came into contact with them as they performed their duties.

volunteers, on 30 November 1987 the Advisory Committee for the programme, which was to watch over its implementation, was set up. It was made up of representatives of COOB'92, of the Youth Institute (INJUVE), of the COE, of the CSD, of the Directorate General for Sport and of the Directorate General for Youth of the Generalitat de Catalunya and of the Barcelona City Council.

The Advisory Committee met on more than fifteen occasions, to shape the design of the programme and to see that the broad aims of the programme were being achieved.

SEAT'S sponsorship

One of the first requirements was to find a sponsor that would take on the high cost of the training programme; SEAT did so with enthusiasm and confidence. Thus, on 27 June 1988 a letter of intent was signed between COOB'92, S.A. and SEAT, S.A., by which the company assumed the cost of the programme, which amounted to 1,000 million pesetas. Thereafter, SEAT representatives sat on the Advisory Committee.

The training programme

Basic training

The first stage of the training programme, known as basic training, took place in Barcelona (in three centres directly managed by the team responsible for the COOB'92 volunteers programme), at several subsites (with a coordinator designated by agreement between COOB'92 and the town councils), in the rest of Catalonia (where 58 centres were administered by the respective municipal authorities) and in all the other autonomous communities of Spain (where the programme was administered by INJUVE, with variable criteria according to the wishes of the autonomous regional authorities responsible for youth or sport in each case).

Basic training covered fundamental concepts, grouped into six broad thematic blocks, so that all the volunteers knew about Barcelona, the Olympic project, Olympism, the sports, and so on. It was addressed exclusively to volunteers aged between 14 and 22. For those over 23, from Barcelona or the subsites, because of their background and the availability of

time, a different process was followed: group interviews were held with the COOB'92 Volunteers Division, they were allowed to study the dossiers at home, without attending the courses, but they were invited to take part in all the activities intended to provide knowledge in depth (conferences, audio-visuals, etc.).

The basic training stage was followed by 35,642 volunteers from all over Spain (as shown in the table on page 114). Looking back, one can state without fear of contradiction that, right from the training stage, a previously-unknown social awareness of the nature of voluntary work was revealed, and a link was established between this movement and various organisations and associations of the social fabric of the country. Also, the involvement of municipal, autonomous regional and state bodies was effective, active and fruitful.

The motivational programme

When the details of the programme were being worked out, it was first of all decided that a motivational programme was called for that would be complementary to and parallel with the training courses. The aims were approved by the Advisory Committee on 29 September 1989, in the following terms: pride and enthusiasm in being a volunteer was to be stimulated and maintained (identifying the group, differentiating it and offering it specific advantages), to create favourable attitudes (direct and personal communication with the volunteers, seeking social recognition for them and fulfilling the undertakings made by Barcelona at the time of the recruitment programme) and finally to create the awareness of a "social body".

The identification of the group was achieved by a variety of means: its own logotype that communicated the concept of "Volunteers'92" and the COOB'92 emblem, an identity card for all those who had completed the basic training course, and a uniform that would contribute to the public awareness of the volunteer corps (a white track-suit with the relevant logos) to be worn while they were participating in various events.

COOB'92 and the bodies represented on the Advisory Committee wanted to ensure that volunteers from all over Spain would take part: nineteen volunteers from all the autonomous communities, selected

by means of a draw, took part in the International Youth Camp at Seoul; and an undertaking was made to ensure that during the Barcelona'92 Games, there would be 750 volunteers from the rest of Catalonia and 750 more from the rest of Spain (who would stay at the homes of other volunteers), while many more would take part in the torch relay as bearers.

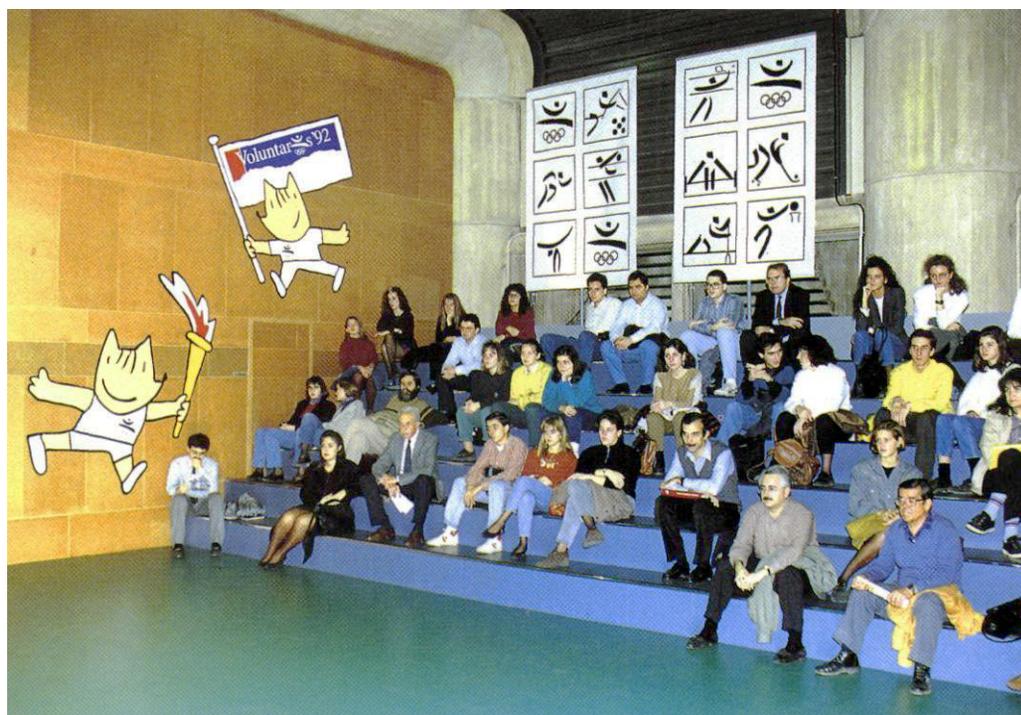
One thousand grants were made available to the volunteers so that they could stay for four weeks in Britain or France (in the summer of 1990 and of 1991) to practice their languages (with free travel, lodging and tuition), and another 2,000 grants were offered by the Catalan Languages Association (ADIC), so that they could take courses in all the associated schools between autumn 1990 and summer 1992. To obtain these grants, volunteers from all the training centres in Barcelona, the subsites in Catalonia and all the other autonomous communities took the

same test to analyse their linguistic abilities.

At the same time, direct and fluent communication with every volunteer was ensured by the establishment of the Volunteers' Centre, at the Font Màgica, which offered a permanent service to deal with any questions. Also, a campaign was instigated addressed to all the volunteers who had completed the training courses, offering them an opportunity to visit the Olympic sites; volunteers from outside Catalonia, or from Catalan towns far from the capital were given a chance to get to know the city. Altogether, 15,251 volunteers took advantage of the campaign (5,027 from Barcelona, 4,094 from the subsites, 3,400 from other Catalan towns and 2,730 from outside Catalonia).

Notable amongst the measures taken to draw the volunteer corps together were the organisation of numerous parties, a

¹ *The Volunteers Centre, in the Font Màgica building, was always open to the more than thirty thousand volunteers who helped with the organisation of the Games as well as for the organisation of specific training courses. Any problems volunteers might have had were solved here.*



2, 3 and 4
 After the nomination, and even in the Candidature phase, the volunteers' sense of motivation and enthusiasm was reinforced in the training courses (2) and active participation exercises. One of the things they did was to participate in the Candidature film which was premiered at the 90th IOC Session in Lausanne in October 1986 (3).

weekly radio programme (*Voluntaris Olímpics*) for Catalonia and for the rest of Spain —with gossip, news, interviews and a competition with a week in Greece as the prize, and, above all, the publication and distribution to the 102,000 volunteers for four years of the magazine *Voluntaris'92*.

The active participations and Competitions'91

The COOB'92 Volunteers Division insisted on the need for practical exercises to complement the theoretical aspects of the basic training. This would give both COOB'92 and the volunteers themselves the chance to learn about how they would react, as a group and as individuals, to a variety of situations.

With this end in view, advantage was taken of sport events held by various Spanish organisations to promote the active participation of the volunteers who

were following the training courses; altogether, 20,300 volunteers took part in 634 different activities, as shown in the table.

The culmination of this phase, in both its theoretical and practical aspects, came with Competitions'91. Taking part were 4,700 volunteers in Barcelona, and 1,800 at the subsites where events were held. The need to have a thorough awareness of the results of these experiments led COOB'92 to hire a public opinion poll company to assess the volunteer's satisfaction with their experience. The results were very positive: 93 % of the volunteers were satisfied with the job they had been given (of the remaining 7 %, 44 % stated that the reason for their frustration had been the lack of work to do); 84 % declared that the information they had been given beforehand had been sufficient; 95 % considered that they had got on well with the other people at the venue; 96 % considered that they had got



2



4



3

on well with the other volunteers; 58 % thought that the uniform was not very suitable, since it was too warm; 76 % made a positive assessment of the organisation's reaction to the unexpected; 98.7 % were satisfied with their participation and 99.08 % declared they would like to repeat the experience during the Games.

Team'92

During the Games, COOB'92's permanent personnel, temporary workers contracted by COOB'92 or seconded to COOB'92 or RTO'92 by sponsors and all the volunteers who took part were jointly known as Team'92. As we shall see, the process of the definition of the posts and the assignment of each of the 45.133 people who made up Team'92 was a very complex one, and the administration involved a number of different organisational areas; however, the coordination of the project

was the responsibility of the Planning and Control Division.

The starting point for the project was the consideration of the difference in the COOB'92 staffing levels between 1991 (1,078 employees) and the forecast for the number of personnel needed during the operation (45,000). It was inconceivable that the labour market could provide so large a number of workers for so short a time (something that would in any case have been financially insupportable). To meet the demand it was evidently necessary to have recourse to the volunteers, 35,000 of whom had already followed the training courses. But COOB'92's knowledge of future needs was an overall one, and could only be refined as the opening of the Games approached. It was, therefore, necessary to work on two fronts at once: firstly, to assess the demand, and secondly to assess and classify those available to fill the posts and to contact them.

Sphere	Participations	Volunteers
Barcelona	114	8,600
Subsites	150	3,700
Catalonia	220	3,500
Autonomous communities	150	4,500
Total	634	20,300

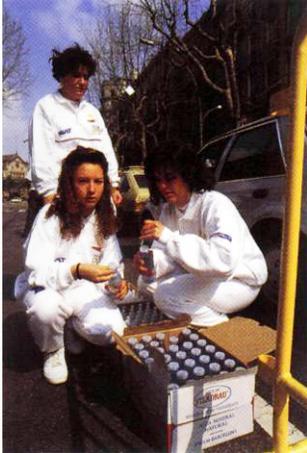
Active participation

Sphere	Coordinators	Teachers	Volunteers
Barcelona	3	96	18,728
Subsites	15	52	6,664
Catalonia	58	178	5,118
Autonomous communities	15	130	5,132
Total	91	456	35,642

Basic training courses

1 and 2
The volunteers participated in a large number of sporting events during the years of preparation for the Olympic Games. They performed a wide variety of tasks such as manning feeding stations during the XIII Catalonia Marathon in 1990 (1) and other tasks related to the international archery competition which was held the same year (2).

Temporary personnel were contracted to carry out duties lasting more than one month or which called for very special skills, and volunteers of all sorts were relied on to meet the remaining needs. Hence, volunteers were to be found in management and control positions as well as doing competition support duties.





1

The volunteers formed part of Team'92 and, as with the other groups, the colour of their uniforms indicated their job assignment. The photograph shows a group from the general organisation (blue uniforms) and hostesses (mustard colour uniforms).

The enlargement of the COOB'92 staff

In the plans for the enlargement of the COOB'92 staff in the first quarter of 1992, drawn up in late 1991, it was calculated that 3,464 new staff would be needed in various areas, who would be recruited in stages between January and July 1992. In the end, 4,878 extra staff were recruited, 1,414 more than originally planned.

In order to meet these needs, the Human Resources Division aimed recruitment towards universities and technical schools, as well as towards business schools. Recruitment was carried out through talks to student groups, which described the process the Games organisation was following in the phase of operational decentralisation to the various competition, support and service units. This made it possible to create large files of candidates sorted according to specialisation.

The next step consisted of the holding of meetings, of no more than thirty people, at which two members of the personnel selection department explained COOB'92's needs and what the organisation had to offer. Hence, all the candidates had been given the same information, and COOB'92 was able to computerise and handle all the applications filled in at these meetings, and sift out the most suitable ones.

This first phase lasted from November 1991 to May 1992; then, the preselected candidates were given personal interviews, and if the result of the interview had been satisfactory to both parties, a second meeting was arranged to sign the contract. To carry out these interviews, the selection department had four senior psychologists (who dealt with the recruitment process by areas: Olympic Village, Press Villages, transport, materials logistics, etc.), fourteen junior psychologists (specialised in profiles) and eight administrative staff (who arranged interviews, typed the documents, etc.).

For the posts that required specific training it was decided, in view of the short period of the contract, to make arrangements with educational institutions that included work experience in their courses. Hence, aspirants to masters or other degrees who had to

produce projects or obtain work experience were able to do so carrying out Olympic duties in their sphere of competence: sound control (telecommunications), transport and logistics (highway engineers), administration (economy, business studies), accommodation (tourism schools), catering (catering schools), etc. For support posts, however, the cooperation of the INEM was essential—this government body preselected more than 2,500 candidates in their offices—as was that of the Barcelona City Council; both these bodies took charge of the necessary training for personnel who would be selected for auxiliary duties in warehouses, as administrative assistants, telephonists, laundry workers, etc.

As a result of all this work by the Human Resources Division, more than 5,500 personnel were contracted in the first six months of 1992 (this figure includes some service hire arrangements and cooperation agreements with sports clubs and bodies). Virtually all the types of contract permitted by the law were used: training contracts, temporary work experience contracts (for more than six months), temporary contracts (less than six months) and contracts for a specific service.

In this way the COOB'92 staff, which at 31 December 1991 was made up of 1,078 employees, was increased by 4,878 (as shown in the table), to reach a total of 5,956.

Deployment to the units

In parallel with the decentralisation of COOB'92's permanent staff, who were going out to take up their posts at the various units, temporary personnel were being taken on. Their contracts stated the duties they were to perform, but not the place to which they would be posted. The same procedure was followed in the case of the 4,629 workers seconded from sponsors who formed part of Team'92.

The decentralisation process began at the end of 1991, when COOB'92 appointed the managers of all the units. The initial crew at each unit include at least three or four members of the organisation's staff—imbued, therefore, with the "house style"—who worked in management, sports, administration and personnel. Then, in the first quarter of 1992, the

personnel managers of the units were appointed (mainly from the Human Resources and Volunteers Divisions, who were to look after the contracted personnel as they took up their duties. The latter were always assigned a specific function, but not necessarily a specific place of work in a particular competition unit. From May onwards, the main task of the unit personnel managers was to control the incorporation of the volunteers, who had been enlisted, as described below, by various COOB'92 divisions.

drawn up. Between April and August 1990 all the project heads who were to be in charge of operations in July and August 1992 were interviewed and information was collected about the posts they would have to cover. In the third quarter of 1990, after unifying the information that had been collected in this first survey, another was carried out, in which the project heads were asked for the profile they required using the same parameters as those used in the computerisation of the data about the volunteers who had followed the basic training course.

Team'92. Distribution by age and sex.
Total: 45,133

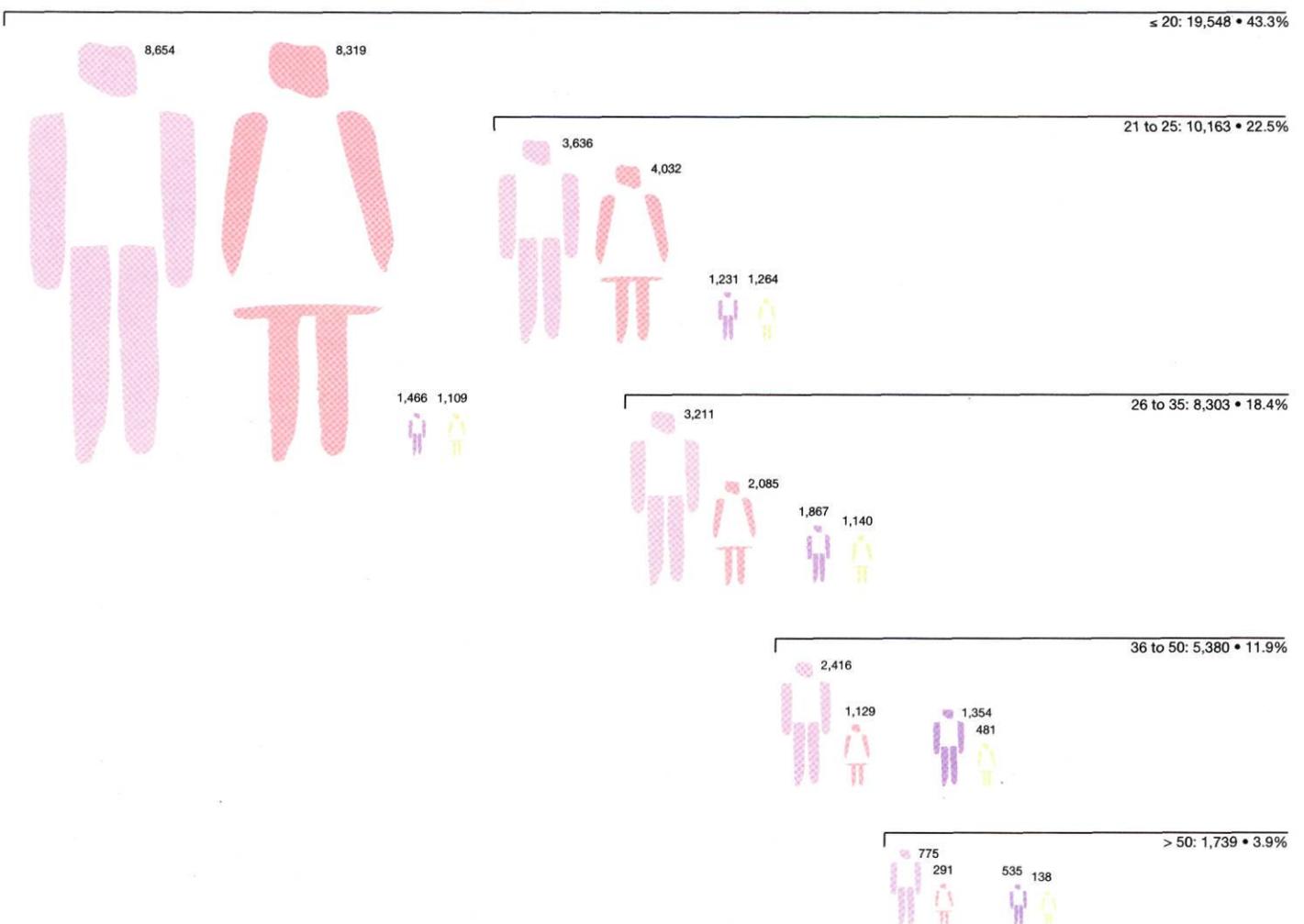
-  Volunteers. Men: 18,692
-  Volunteers. Women: 15,856
-  Paid staff. Men: 6,453
-  Paid staff. Women: 4,132

The incorporation of the volunteers

The catalogue of posts

In order to obtain the most precise possible specification of the demand for voluntary personnel in the various organisational areas during the Games, a catalogue of posts to be covered was

The aim of these surveys was to draw up a list of posts and to start quantifying the number of people needed to fill them; as a first approximation, it was calculated that 72,000 people would be needed, evidently an excessive number. At all events, by the end of 1990 a catalogue of posts was available, on the basis of which a catalogue of families of posts was devised,



Team'92. Distribution by professional groups.
Total: 45,133

-  Volunteers: 34,548
-  Paid staff: 10,585

which grouped together those that required the same professional profile, in order to make a preliminary comparison with the volunteer data base and begin the selection of candidates.

A review of the catalogue by division directors at the beginning of 1991 made it possible both to reduce the projected requirement to 60,000 volunteers and to produce the catalogue that would be used for the assignment of volunteers for Competitions'91.

These events showed that the catalogue was essentially correct, but that it was necessary to make the assignment process more fluid. On the other hand, it was made very clear that there was not necessarily a one-to-one relationship between function and post, and that more than one function could be carried out from a single post; that is, all the necessary functions could be achieved with fewer personnel.

Consequently, between September 1991 and April 1992, the period during which the territorial operation plans (PTO) for each unit were being developed, human resources estimates approached reality much more closely; it was also decided to establish shifts in accordance with the days and hours of work called for in each case. The first PTO assessment gave a figure of 49,500 people, very close to the definitive figure (45,133). In this way, requirements were refined and controlled via a computer system which could be accessed according to post, the division responsible or the unit of assignment.

As the table on page 120 shows, the number of Team'92 personnel provided for each unit varied widely according to the length and complexity of the competition and the characteristics of the facility in question, there being a minimum of 159 at the Frontó Colom and a maximum of 1,393 at the Olympic Stadium.

Auxiliary: 24,055 • 53.3%

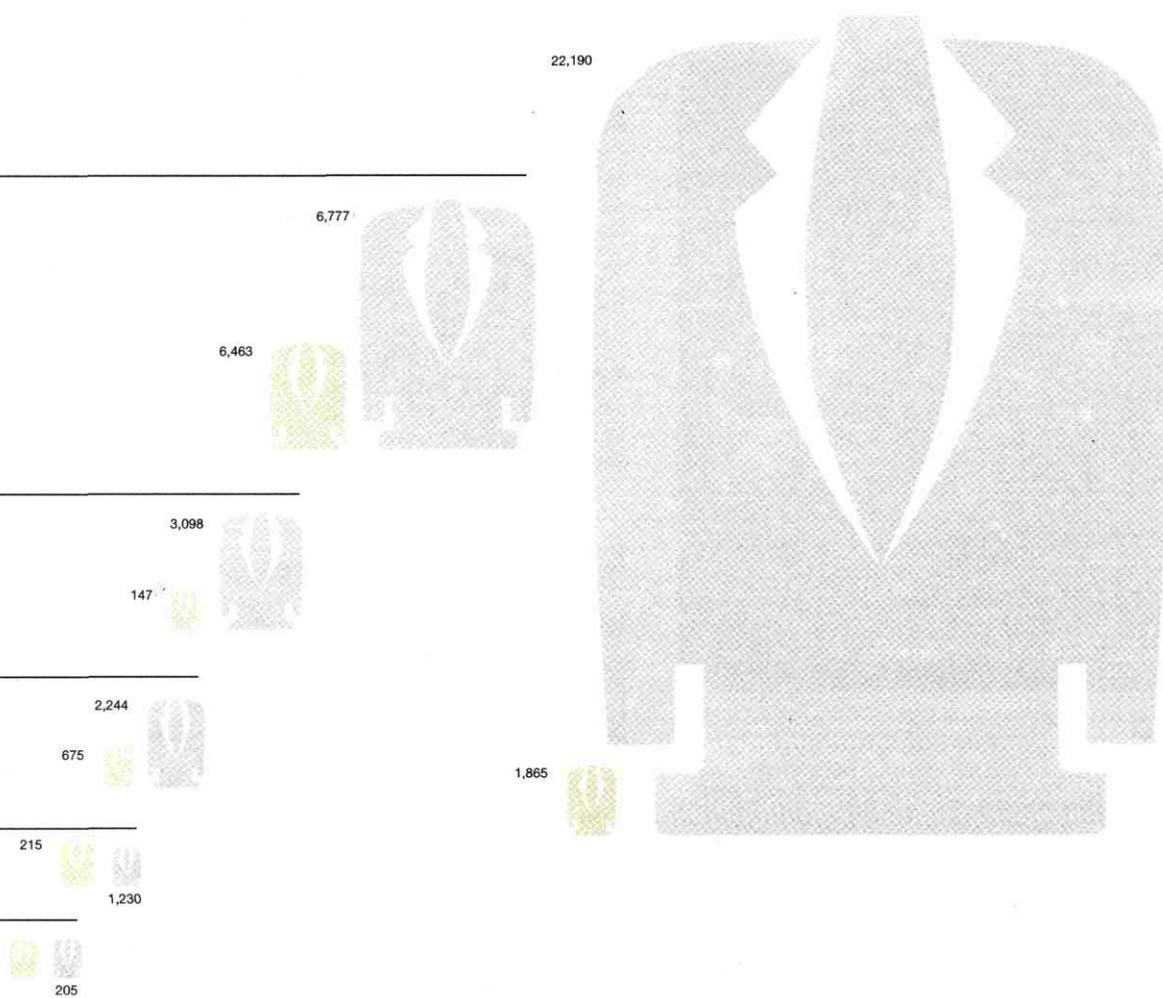
Technical: 13,240 • 29.3%

Hosts: 3,245 • 7.2%

Special trades: 2,919 • 6.5%

Managerial: 1,445 • 3.2%

Directors: 229 • 0.5%



Venue	Volunteers	Paid staff	Total
Montjuïc Area			
Olympic Stadium	1,232	161	1,393
Palau Sant Jordi	925	126	1,051
INEFC	322	39	361
Bernat Picomell Swimming Pools	596	80	676
Montjuïc Swimming Pool	522	59	581
Palau de la Metal·lúrgia	474	61	535
Pavelló L'Espanya Industrial	306	43	349
Palau d'Esports, Barcelona	599	75	674
Cross Country Circuit	11	9	20
Pau Negre Stadium	20	6	26
Walking Circuit	70	12	82
Marathon Circuit	117	7	124
Diagonal Area			
FC Barcelona Stadium	909	130	1,039
Palau Blaugrana	560	62	622
Real Club de Polo	700	88	788
RCD Espanyol Stadium	71	9	80
Vall d'Hebron Area			
Velòdrom	370	56	426
Archery Field	254	37	291
Pavelló de la Vall d'Hebron	429	84	513
Tennis de la Vall d'Hebron	913	76	989
Parc de Mar Area			
Olympic Harbour	741	83	824
Pavelló de la Mar Bella	362	35	397
Estació del Nord	409	42	451
Frontó Colom	121	38	159
Subsites			
Palau d'Esports, Badalona	877	73	950
Pavelló Club Joventut de Badalona	451	48	499
Palau d'Esports, Granollers	521	56	577
Banyoles Lake	497	87	584
Mollet del Vallès Shooting Range	566	58	624
Terrassa Hockey Stadium	437	97	534
Nova Creu Alta Stadium, Sabadell	326	45	371
A-17 Cycling Circuit	103	43	146
Sant Sadurní Cycling Circuit	275	49	324
L'Hospitalet de Llobregat Baseball Stadium	434	60	494
Viladecans Baseball Stadium	302	39	341
Castelldefels Olympic Canal	359	47	406
El Montanyà Equestrian Centre	496	84	580
Parc del Segre, La Seu d'Urgell	440	55	495
La Romareda Stadium, Zaragoza	356	78	434
Luis Casanova Stadium, Valencia	387	71	458
Pavelló d'Esports, Reus	230	35	265
Pavelló del Club Patí Vic	193	33	226
Pavelló de l'Ateneu de Sant Sadurní d'Anoia	212	29	241
Total	18,495	2,505	21,000

1
Accredited media staff covering the Olympic Torch relay were easily identified by their orange waistcoats.

2
The hosts were assigned information services task because of their knowledge of languages and the specific training they had received.

3
The volunteers present at the medals ceremonies were specifically chosen. The design of the uniforms worn by the girls who carried the medals was inspired by Catalan traditional dress.

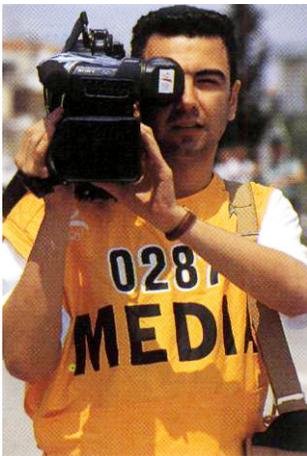
4
The sports organisation volunteers made every effort to ensure that the athletes were well attended to, like the volunteer in the photograph who is providing shade for the tennis player Jennifer Capriati.

Volunteer recruitment

In order to attend the basic training courses, the volunteers had filled in a file containing all their personal details. As a result of a process which was called "macroenrolment" this data was grouped in large packets which corresponded to a list of job descriptions. Then, a complicated procedure was carried out, with the assistance of computers, to place these volunteers in the different modules which were adapted according to the excess or lack of demand by the divisions. For example, all the volunteers who were good at languages were enrolled as hosts, but since supply exceeded demand, those who could also be included in the module for people with a technical background (where demand exceeded supply) were moved, leaving only those with a technical background who could offer less well-known languages.

This study pinpointed the shortages and surpluses; in general there was no

shortage of volunteers, but the different groups did not always have the necessary skills for the jobs to be performed. The problem was most acute in the more specialised fields. The search for volunteers who could perform such tasks commenced in 1990 and continued until the beginning of 1992 and had a successful outcome due to the cooperation of the various bodies which were in contact with people with the right profiles such as the sports federations (sports specialists), the Ministry of Foreign Affairs, diplomatic schools and CEI (protocol personnel), the Faculty of Information Science (press centre copy writers), the Institut Sant Josep de Calassanç (telecommunications support), schools of tourism, the Reial Automòbil Club de Catalunya (drivers), the Red Cross and CRIS, the Ministry of Defence (drivers and access control) and the INEFC. In addition, there were quite a number of civil servants from Barcelona City Council, Barcelona Provincial Council, the Generalitat of Catalonia and the Government



Delegation in Catalonia who performed the tasks of volunteers. Furthermore, many youth groups provided personnel for the International Youth Camp.

COOB'92 also made a great effort to recruit volunteers within its areas of influence. This was especially the case with computing and telecommunications, for which the assistance of several companies had been obtained to provide managers to act as technology directors at the units. This was also the case with Olympic Family services where the medical directors at all the units were either private sector or state professionals who provided not only their experience but in many cases also their equipment. Furthermore, a search was made to find volunteers who had not only a high level of education, but who also knew the city well and had a mastery of languages.

Allocation of tasks

The first volunteers to be allocated to the divisions were hosts and those who would be performing tasks involving computing or health services. After the volunteers had been assigned to the divisions which would be responsible for them, the process generally consisted of the specific training which had been accorded by both parties and the allocation of a uniform once the task to be performed had been definitively decided. Once it had been decided at which unit or area the volunteers were to work, they were accredited and introduced to the persons in charge of that particular unit, where their specific training continued. When the moment came, they were provided with the accreditation documents and issued a uniform.

For tasks which required a large number of personnel and very specialised tasks such as access control, the procedure was

¹
9,484 people participated in the Olympic Torch relay either on foot or by bicycle. In addition to the escorts and all the logistic support and organisation personnel, the volunteers from the different autonomous communities, through which the relay passed, also lent their support. Those bearing the torch were sometimes accompanied by their friends and families.

²
The first members of Team'92 to wear the Olympic uniform were those members of the organisation who went to Greece to accompany the Olympic flame on its journey to Empúries.



3 and 4

The organisation of the competitions required a large number of volunteers to perform the various support tasks such as the control of sports material (3) or preparing the facilities for competition (4).

different. The allocation of a unit and place was automatic and on introduction to the persons in charge of the unit the volunteers accepted their availability for specific dates and times in writing.

At the subsites the volunteers were mainly from the place in question or neighbouring districts. Subsite staff, in cooperation with the respective town councils, directed the allocation of tasks and staff from the various COOB'92 divisions came to introduce the volunteers on the agreed dates.

There were other procedures too, such as those applied to volunteers from outside Catalonia and to foreign volunteers who joined COOB'92 at the beginning of the operational phase, as well as the procedures which were applied to young men performing their military service who could only attend their training courses at week-ends when they had leave from their barracks or camp.

Volunteers were introduced to the divisions between September 1991 and May 1992. Not surprisingly, it was a complicated operation and the procedure was very slow. Perhaps the most noteworthy aspect was that the project directors supervised the introductions, passing on their enthusiasm to the hosts as they alloted them their duties. As well as the personnel provided by each division, the volunteer selection and allocation process kept some twenty people in the Volunteer Division fully employed. The level of communication necessary (course attendance consultations, accreditation, uniforms and time-tables etc.) made direct correspondence with the volunteers necessary. Additionally, a firm was contracted to attend to telephone consultations.

Volunteer enrolment was controlled by a computer system which ensured that the enrolment conformed to the PTO requirements of each unit and it provided



for the relay of information to those responsible for uniforms and accreditation.

The volunteers' specific training for the task they were to perform commenced the moment they were assigned to a division or unit. The specific training plans were drawn up by both the divisions in question, which were responsible for the drafting of the respective training manuals, and the Volunteer Division which, with the cooperation of the Publications Division, produced the material given to everyone: the *Manual del Voluntari*, the so-called 10 X 10 volunteer's card, various other items and specific training documents, a note pad and pen, pins and official Olympic Games posters. Despite the complexity of the operation, 80% of the volunteers completed the training process without any kind of problem and in contrast to what happened in Los Angeles and Seoul the volunteer drop-out rate was practically zero.

Evaluation of the assignment process

The difficulty of proceeding in an ordered and sequential manner was inherent in the Team'92 volunteer assignment process. The divisions tended to delay the decision on the assignation of personnel in the hope of getting to know everyone before deciding the tasks which would be allotted, but they were under pressure from the people responsible for accreditations and uniforms to speed the process up and this made the effort to synchronise operational timing essential without losing sight of overall management or the programme of events. Finally, the incorporation of unit managers and the dedication of personnel chiefs at the units helped to accelerate the process and ensure that it would be a success.

It should be pointed out that the result might have been very mediocre, considering the difficulty and scale of the enrolment process. Despite the fact that

Team'92. Distribution by types of unit.
Total: 45,133

 Volunteers: 34,548
 Paid staff: 10,585

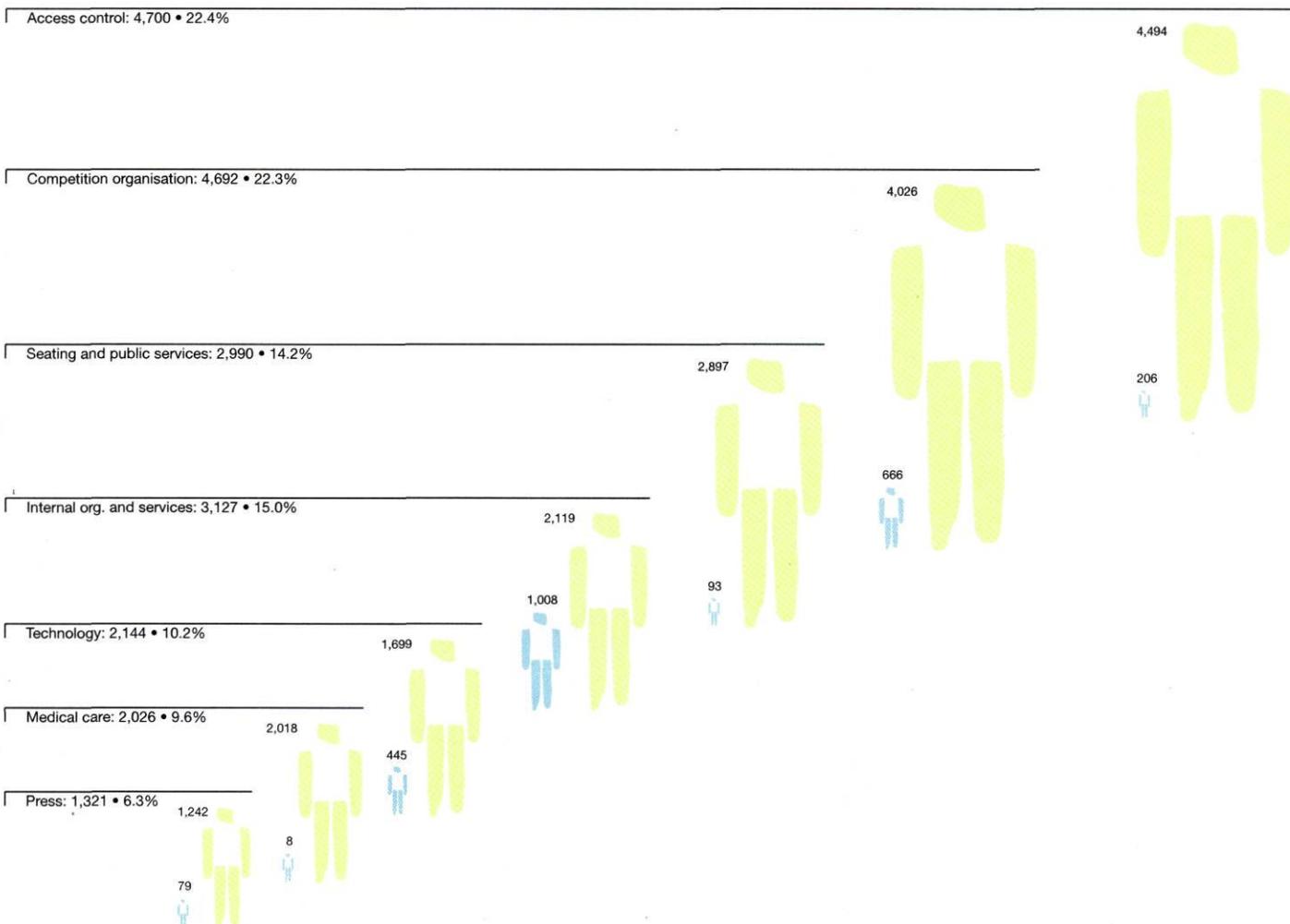


Team'92 at the competition venues. Distribution by functions. Total: 21,000

Volunteers: 18,495
Paid staff: 2,505

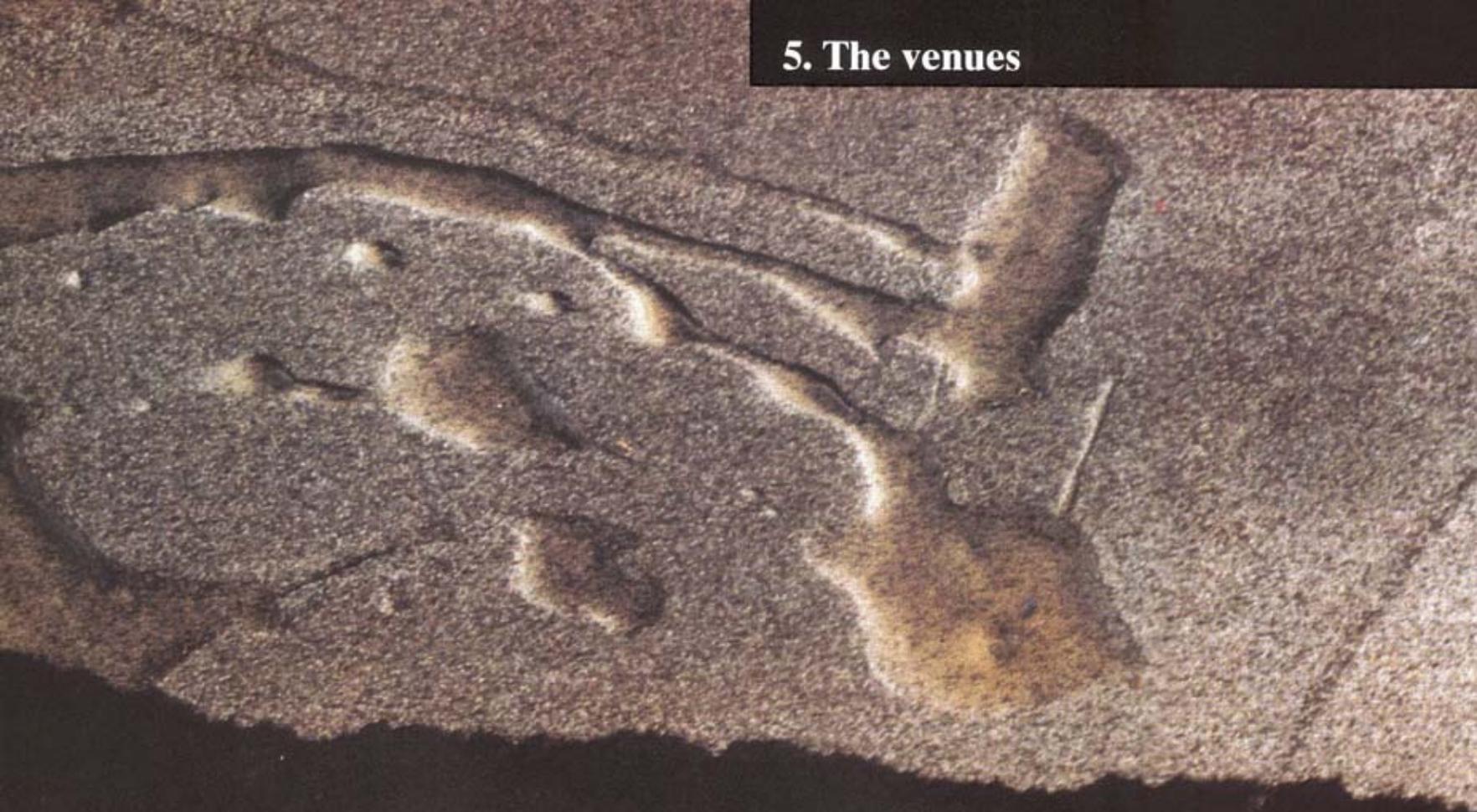
the allocation of tasks was not always perfect (there were volunteers who had been allocated tasks beneath their ability and, fortunately less frequently, vice versa) the general result was very

satisfactory. All the volunteers, like the rest of Team'92, were enthusiastically involved in the Olympic Games and capably assumed responsibility for the smooth running of the organisation.





5. The venues





1

Work in progress at the Olympic Stadium in 1988. The old Montjuïc stadium, built in 1929, was completely refurbished to a plan by the team of architects Correa/Milà/Buxadé/Margarit. The facade was preserved and the level of the arena was lowered by 11 metres to increase capacity.

Planning and design

On 31 January 1981, Narcís Serra, then mayor of Barcelona, officially announced that the city would seek nomination for the Games of the XXV Olympiad. From then until 25 July 1992, when the opening ceremony of the Games took place, more than ten years were to pass. During this period, Barcelona put into operation, little by little, the complex machinery that an event of this type calls for: financial viability studies, preliminary architectural plans, work on the preparation and promotion of the Candidature. Everything was aimed not only at obtaining the nomination, but also at laying down the broad lines of action to be followed.

The Olympic Games, as described in Volume I of this Official Report, offered a fine opportunity to give the city a stimulus and to project it to the world. Hence, amongst the first aims in the organisation of the Games was necessarily to construct an important infrastructure and certain special facilities that Barcelona still lacked: ring roads, a communications tower, new hotels, the Olympic harbour, the modernisation of the airport, etc. To carry out these works, essential for the organisation of the Games—and in view of their complexity and variety, as well as the tight, fixed schedule that would have to be observed—the Barcelona City Council set up a number of financially-independent bodies.

In March 1985 AOMSA (Anella Olímpica de Montjuïc S.A.) was created, a public works management company responsible for the construction of the large sports facilities of the Montjuïc Olympic Ring and for the completion of the Parc del Migdia. Later, in December 1986, VOSA (Vila Olímpica SA) was constituted to build the apartments that would accommodate the athletes and officials who, would come to the Games. And finally, in December 1987, IMPUSA (Institut Municipal de Promoció Urbanística S.A.) was created, with a broader scope for action and with more varied aims, including, in addition to large infrastructures, the venues and Olympic Areas of Vall d'Hebron and Diagonal.

In 1989 HOLSA (Barcelona Holding Olímpic S.A.) was born, as a result of the cooperation agreement between the central government and Barcelona City

Council. HOLSA took over the three former companies, assumed the financing of investment in infrastructure and facilities connected with the holding of the Games, and undertook the tracking and control of the work.

The agreements with the International Federations and the owners

The sports venues accounted for a considerable part of the work that had to be carried out with a view to obtaining the Games. During the organisational phase, the plan that had been sketched in the Candidature was followed.

After Barcelona's nomination, there began a process of development of the plans for the venues, and the agreements between COOB'92 and each of the International Federations of the Olympic sports were drawn up and signed. The agreements were drawn up on the basis of the requirements questionnaire of the Association of Summer Olympic International Federations (ASOIF), and the venues plan as presented tried to resolve all the problems posed by the questionnaires and to follow the provisions of the Candidature Dossier as closely as possible.

The drawing up and signing of the various agreements took place in early 1988, and in record time: a swift, efficacious schedule was made possible thanks to the viability and rigour of the plans put forward, enabling projects to be started and agreements to be made with the owners of the various facilities that were to be used during the Games.

The drawing up and approval of the agreements between COOB'92 and the owners of the competition units, which in some cases were long and costly, was on the basis of a standard agreement. Meetings with the various proprietors commenced a period of negotiation in order to reach agreement on the period of cession and the financial compensation, or on the best alternatives. Most of the agreements were signed between 1988 and 1989, although in some cases, as in that of FC Barcelona, the process took far longer as a result of the difficulties in the way of reaching a solution that would be satisfactory for both parties.

Project development

In parallel with this process, work began on the venue projects, following the basic provisions of the Candidature Dossier.

First, work started on projects for new buildings and major refurbishment, such as that for the Olympic Stadium.

A good deal of effort was put into coordinating the progress of the permanent works with the specific requirements of Olympic preparation. The Infrastructures Division of COOB'92 laid down a tracking plan for the competition unit projects on the basis of space distribution for the Games.

The coordination of work on permanent facilities with that directed towards the needs of Olympic users made it possible to carry out the adaptation works effectively and in the very short periods of

time imposed by the periods of session. Thus the successful use of the venues, from the organisational and sporting points of view was ensured.

New buildings and refurbishment projects

The sports venues plan for the Olympic Games took account, initially, of the existing infrastructure. Furthermore, new projects had to meet a real need for sports facilities and thus ensure their usefulness afterwards.

The sports venues plan involved the construction of 15 new facilities and the refurbishment of 10 existing ones. The remainder of the venues, making up the total of 43 finally used, already existed, and required little work to enable them to be used temporarily for the Olympic Games.

Area	Venue	Competition	Project		Implementation	
			Start	Finish	Start	Finish
New buildings						
Montjuïc Area	Palau Sant Jordi	16-1-84			8-85	9-90
	INEFC	16-1-84			2-88	6-91
	Pavelló L'Espanya Industrial		10-4-89	20-10-89	1-2-90	15-7-91
Vall d'Hebron Area	Archery Field		17-1-89	2-4-90	12-6-90	7-10-91
	Pavelló de la Vall d'Hebron		14-12-88	18-7-90	9-3-90	9-12-91
	Tennis de la Vall d'Hebron		18-12-88	23-3-90	20-5-90	7-11-91
Parc de Mar Area	Olympic Harbour		3-87	6-88	16-5-88	30-4-92
	Pavelló de la Mar Bella		7-90	6-91	5-91	5-92
Subsites	Palau d'Esports, Badalona	13-11-87	12-11-87	16-1-90	1-2-90	20-11-91
	Palau d'Esports, Granollers	10-87	30-10-87	12-9-89	1-7-90	11-8-91
	Mollet del Vallès Shooting Range		1-11-89	26-6-90	25-7-90	4-5-92
	L'Hospitalet de Llobregat Baseball Stadium		15-2-89	26-2-90	5-3-90	14-7-91
	Castelldefels Olympic Canal		20-6-90	7-9-90	15-11-90	22-9-91
	Parc del Segre, La Seu d'Urgell		8-7-88	1-89	1-8-89	14-9-90
Conversions						
Montjuïc Area	Olympic Stadium	16-1-84			2-85	9-89
	Bernat Picomell Swimming Pools	16-1-84	21-6-89	28-11-89	3-90	7-91
	Montjuïc Swimming Pool		6-4-89	10-11-89	26-3-90	24-9-91
	Palau d'Esports, Barcelona		16-5-89	3-1-90	1-2-90	20-11-91
Diagonal Area	Real Club de Polo		8-1-90	15-9-90	1-7-91	21-4-92
Parc de Mar Area	Estació del Nord		18-5-89	28-5-90	16-7-90	15-8-91
	Frontó Colom		20-12-90	4-6-91	2-91	16-3-92
Subsites	Terrassa Hockey Stadium		13-1-89	12-4-90	17-4-90	28-12-91
	Nova Creu Alta Stadium, Sabadell		15-1-90	14-6-90	23-7-90	14-5-91
	Viladecans Baseball Stadium		15-3-90	1-8-90	19-11-90	12-6-91

Calendar of works at the competition venues

¹
General view of the Terrassa Hockey Stadium, one of the venues which was refurbished for the Games, the venue for the hockey competition.

New building projects

Of the 15 new building projects, 8 were carried out in the city of Barcelona and the remaining 7 at the Olympic subsites.

The design phase of the two new sports facilities located in the Olympic Ring, the Palau Sant Jordi and the INEFC, began in 1984, in accordance with the priority accorded to that area.

In general, the design phase of most of the newly-built facilities began in 1988-1989, overseen by COOB'92. An exception was the Olympic Harbour, begun in 1987, as the construction work was expected to take a long time. On the other hand, design work for the Olympic Canal at Castelldefels, the Mollet del Vallès shooting range and the Pavelló de la Mar Bella did not start until 1990 and 1991, because of problems that arose with regard to the selection of the definitive locations.

It should be noted that the aim of completing the execution phase of the projects in 1991 was for the most part achieved. This made it possible to test the facilities in time and to put the finishing touches to them.

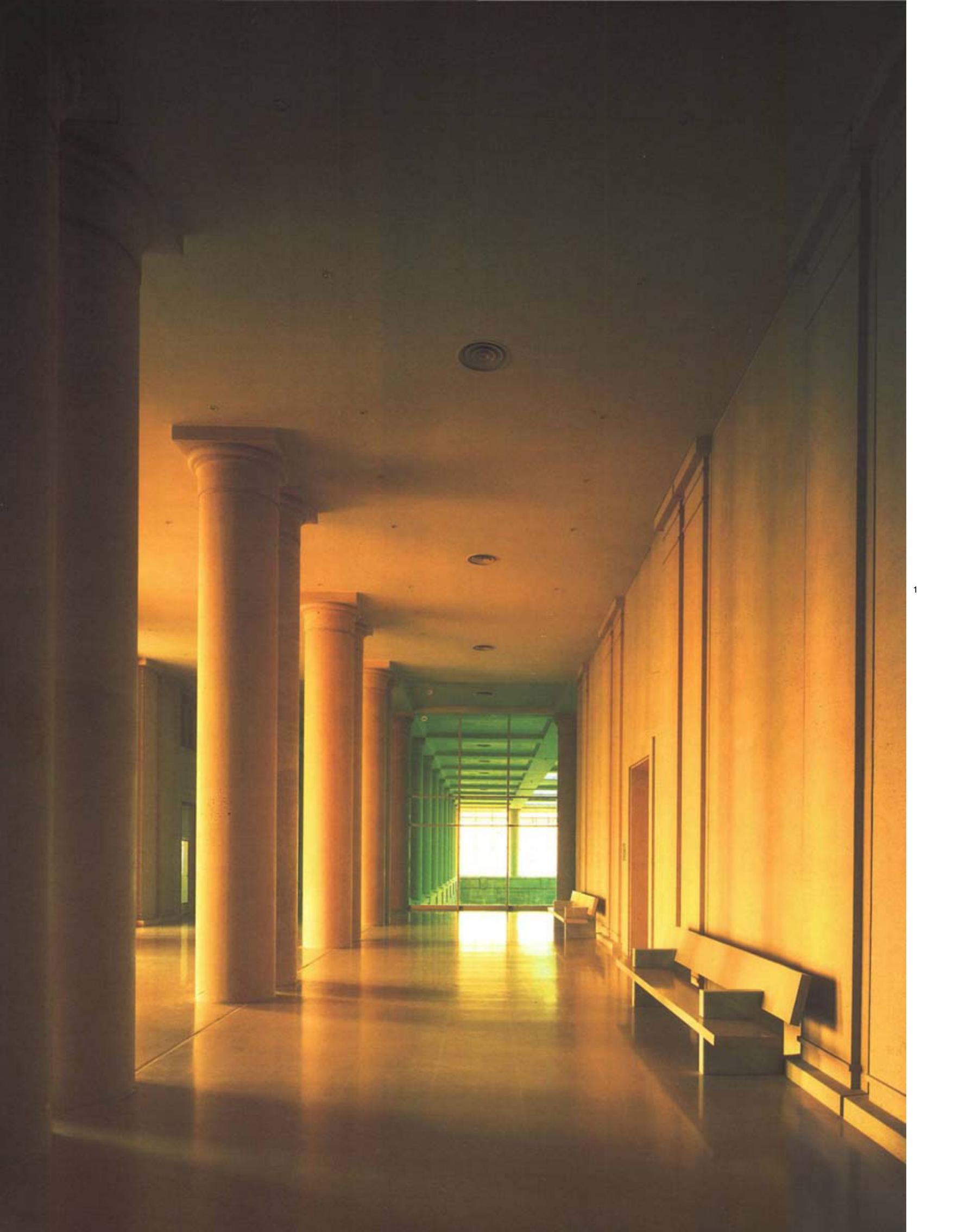
The refurbishment projects

An optimal standard of refurbishment of the venues was made possible by the use of the most advanced techniques. The long-term use programmes were updated and, as in the case of new buildings, made compatible with the programmes for temporary Olympic use that had already been drawn up.

The case of the Olympic Stadium deserves special attention; this was the most complex, laborious and costly of all the refurbishment projects. It was carried out to satisfy the desire to preserve a building that symbolised the spirit and sporting tradition of the city of Barcelona.



1



¹
Inside the Institut Nacional d'Educació Física de Catalunya (INEFC). With a pronouncedly classical design, this is one of the new sport facilities constructed for the Games, and forms part of the Montjuïc Olympic Ring.

The refurbishment projects focused on different aspects, according to the venue in question. Hence, in some projects, such as the Palau d'Esports in Barcelona, the original structure was largely unchanged. In others, the refurbishment was directed to specific zones, as in the case of the Real Club de Polo, where basic alterations were made to the stables and service areas. Finally, there were the refurbishment projects in which a more radical intervention was called for, such as those for the Olympic Stadium, the Bernat Picornell Swimming Pools and the Montjuïc Swimming Pool.

The case of the Estació del Nord sports hall was very different from that of the other venues, since a disused railway station was modified to transform it into a sport and leisure facility.

The schedules and completion dates for the refurbishment projects were the subject of a plan similar to that for new construction. Once again, work was planned to be finished in time to allow for testing the facilities and to correct any errors or inadequacies before the Games.

Olympic adaptation and standard elements

The adaptation of the venues

The adaptation of the venues to the complex Olympic requirements was concentrated in the so-called adaptation projects. These dealt with a wide variety of aspects such as computer networks and telecommunications, the distribution of space for the different groups of users, the inclusion of competition spaces not connected with the permanent project and Olympic identity and signposting work.

In view of the complexity and variety of the projects, a plan was established to cover all the various phases. First, data was collected regarding the specific needs of the future users of the venues. On the basis of this initial analysis, the Infrastructures Division of COOB'92 a number of preliminary projects for Olympic adaptation (phase A), into which the requirements of the Olympic project were introduced in general terms. These preliminary projects were developed (phase B) with the introduction of general

adaptation criteria for the types of space required by each group, covering constructional aspects, technical installations and an initial assessment of furnishing needs. On the basis of this project phase, a cost forecast was drawn up (phase C) for the adaptation of each of the facilities, prior to the development of projects by external engineers and initiation of the actual work.

In general, good coordination between the permanent projects for the venues, on the one hand, and the specificity and diversity of the Olympic adaptation projects, on the other, was one of the keys to the success and smooth running of the organisation of the Games.

The standard elements

A basic criterion that was applied to Barcelona'92 was to think beyond the sixteen days of competition. This background aim helped to resolve many of the matters for concern that naturally arose during the long process of adaptation of facilities intended for regular use to the specific conditions of elite competition.

A very wide range of temporary exigencies had to be met in such a way that practically the day after the Games had ended, the facilities could be returned to their owners in a fit state to be used for their usual purpose, be it for sport or otherwise. For this reason, items available on the rental market were chosen wherever possible. This option facilitated the erection and dismantling operations, reduced the costs of the intervention and guaranteed the supply. Thus, for temporary enlargements, two types of equipment available on the market were chosen: tents and portable buildings; to increase seating capacity, temporary stand modules were used; for simultaneous interpretation in the conference rooms, prefabricated, demountable cabins were selected; to increase toilet facilities, chemical toilet booths were employed; extra furniture was rented; extra electrical power came from mobile generators, and a comfortable temperature was ensured by the use of rented air conditioning equipment.

In addition to items available on the rental market, a series of specially-made, and hence, purchased, elements were employed; on these depended the image

of the Games. They were designed by the Image and Communication Division of COOB'92 to meet the needs of signposting, identity and additional services for the public.

Having selected the suppliers —always selected by competitively but taking account of the priced, reliability and capacity of the company— framework contracts were signed which included lists of closed prices. In the end, COOB'92 had contracted 40 % of the volume of work on adaptation projects, with regard both to installations and to architectural features and furnishings, and had ensured the supply of basic items. At the same time, a homogenous approach was achieved for all the different venues, since the items included in the framework contracts formed part of a single "catalogue", able to meet a variety of different needs.

Constructional elements

Temporary stands

The scale of the Games made it necessary to increase, to a greater or lesser extent, the seating capacity of many of the competition venues. This problem was satisfactorily resolved by means of rented temporary seating. At temporary competition venues, the whole of the seating consisted of rented temporary stands.

The suppliers of the seating were as follows: Europlural in association with Olympex Ibérica SA, Nüssli Bau & Handels AG and Construcciones Desmontables Tubulares S.A. (Mecanotubo). COOB'92 contracted the rental, supply, erection, dismantling and removal of the seating with the three suppliers. The agreement between COOB'92 and the suppliers was reached after drawing up a preliminary plan for the location of the seating, an analysis of

Project	Contents
Enclosure	Perimeter
	Interior
Civil works and finishes	Excavation, paving and foundations
	Partition walls
	Ceilings
	Enclosures
	Finishes and paintwork
	Sanitary accessories
	Scoreboard supports
Electrical installations	Ducts
	Cables
	Boards
	Sports lighting
	General lighting
	Static switches
	Power generators
	Uninterrupted feed systems
	RTO compounds
Mechanical installations	Air-conditioning
	Fire prevention
	Tests
System tests	
Technical rooms	
Organisation rooms	
Press desk connections	
Connections tests	
RTO	Installations
	Tests
Signposting	Temporary signposting
	Interior and exterior hanging signs
	Street pennants

Project	Contents
Supplies	Stands with press desks
	Stands without press desks
	Canopies
	Press desks
	Prefabricated booths
	Furnishings
	Kiosks
Computers and systems	Chemical toilets
	Project
	Main circuit
	Branch
	Connection to the network (architecture)
Telecommunications	Manufacture
	Deployment (terminals)
	Projects
	Distribution network
	Tests
	Branches
	Deployment (terminals)
	Telephone rooms
	TV - press desks
	Anti-intrusion (cameras)
Access control	
Characterisation	Telephone rooms
	Shaded areas
	Singular elements
	Turrets
	Flags and masts
Gardening	Stands

Contents of the conversion projects

1 and 2

The seating capacity of some of the venues, such as the Viladecans Baseball Stadium (1) and the Bernat Picornell Swimming Pools (2), had to be increased by installing temporary stands, some of which rose to a spectacular height.

the surface on which it was to be installed, and of the evacuation and emergency plans.

The temporary stands constituted one of the most complex and, in some cases, one of the most spectacular, aspects of the Olympic adaptation projects.

"Spectacular" would describe the installations at the Bernat Picornell Swimming Pools, the Real Club de Polo and the Tennis de la Vall d'Hebron. In the first two of these, the capacity of the temporary stands tripled that of the permanent ones, and at the tennis venue, capacity was doubled. It should also be mentioned that at the swimming pools and the tennis venue the particular characteristics of the site, as well as the nature of the competitions concerned, made it necessary to install stands with a very steep rake and rising to a considerable height.

In some cases, the weight of the temporary stands and the nature of the

ground on which they were to be installed made special foundations necessary.

This was the case at the Bernat Picornell Swimming Pools, the Real Club de Polo and the Tennis de la Vall d'Hebron, as well as the Parc del Segre in La Seu d'Urgell and Banyoles Lake. The temporary stands were covered with fabric screens designed to fit in with the image and identity projects.

At some venues, special extensions to the temporary seating were installed, since the standard modules of the temporary seating could not be adapted to the requirements of the site. Notable amongst these were the 11,081 seats installed to increase the capacity of the Olympic Stadium.

Rented stands and special extensions to seating amounted to a total of 89,557 seats at the venues during the Games, a sixth of the total capacity (545,280 seats); if the 270,000 seats in the five football stadia are



excluded, this figure rises to one third of the total.

Rented tents

Rented tents or canopies supplied most of the needs for temporary space at the venues, with enlargements which, in total, amounted to 30,276 m². COOB'92 contracted the service of the transport, erection, rent, maintenance and removal of all these tents and canopies —158 in total— to Tent & Design International S.A., based in Bonmatí (Girona).

This supplier had a very large range available, which meant that this form of ephemeral architecture could be adapted a wide variety of purposes. The most widely-used type consisted of light metal structure in 5 m modules, with an interior space open to the sky, which could also be varied in a modular fashion, covered in white canvas. To this simple type, which

was sufficient for many of the services, there could be added wooden flooring modules, internal divisions to separate spaces, and various types of lateral or overhead closures. Two types of canvas were used: standard (or translucent), and opaque, which improved thermal and optical insulation of the space. The sides might consist of transparent panels (used in the commercial stands at the Main Press Centre), rigid panels (used in some of the logistics stores which, because of their location, required some degree of protection) and translucent or opaque canvas (most commonly used).

All manner of services were installed in the tents. At temporary facilities for open-air sports, such as archery, they were very widely used. In general, however, they were used as press centres and interview rooms at eleven venues (totalling 5,195 m²), drivers' rest areas at thirty sites (totalling 3,000 m²), rest and catering

Public services supplied by concessionaires.
(Total number of kiosks: 652)



Food and beverages: 415



Souvenirs: 137



Special concessions: 36



Photo and video: 32



Ice-creams: 20



Bookstalls: 12

Services covered by Team'92.
(Total number of kiosks: 707)

areas for the Olympic Family at fifteen sites and twenty units (totalling 4,475 m²), stores at twelve sites (totalling 3,731 m²), public safety areas at twelve sites, with seventeen canopies (totalling 1,650 m²), organisation services at eleven facilities, with seventeen canopies (totalling 2,325 m²), as well as for special services for the competitors, such as the 1,700 m² at the Real Club de Polo for temporary boxes, 2,000 m² at the Olympic Harbour for the yacht measurement unit, 2,125 m² at Banyoles for canoe hangers and 3,000 m² at Castelldefels.

The kiosks

The kiosks were the most characteristic constructional elements of the Barcelona Olympic Games. They were intended to accommodate public services, but from the formal point of view they strengthened the image of a special, festive event which is associated with the Olympic Games.

The design of the kiosks was included in the overall image project. Manufacture, erection and removal were contracted to Tent & Design International S.A. The basic module was three metres square, with a light metallic structure covered in plasticised canvas. The roof was pyramidal and the standard floor was of wooden planks. Special attention was paid to the screen-printing of the canvas, which was in tune with the overall Olympic image and made use of combinations of colours to differentiate the various types of services.

There were two types of kiosk, one for services offered by COOB'92 directly and another for concessionary services. Altogether, 1,359 kiosks were installed, of which 652 were for concessionaires and 707 for COOB'92.

Kiosks for services operated by COOB'92 personnel (information, medical care, ticket sales, access control and various

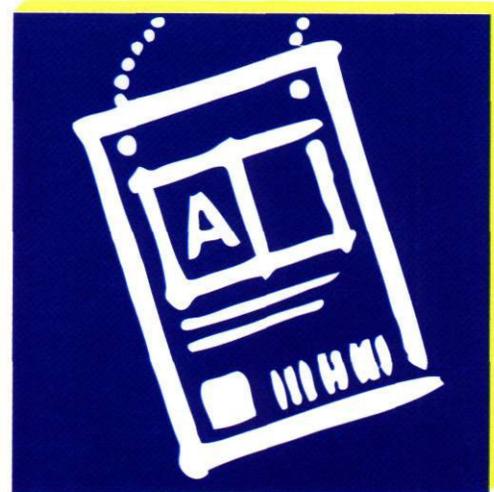
Access control: 348

Various: 161

Medical care: 100

Information: 57

Ticket sales: 41



services), were decorated in accordance with the nature of the service offered. For example, the information kiosks were a highly conspicuous yellow, and medical care kiosks, in keeping with the traditional image, were completely white with a red cross on each side. For ticket sales, access control and other services, white kiosks decorated with the characteristic device in two shades of blue were used.

For concessionary commercial services, a single type of covering was used: white canvas screen printed with a multi-coloured mosaic on the sides. The different types of service were distinguished by logotypes identifying the service and the trade marks of the supplier, located on the upper panel of the kiosk.

The large number of kiosks installed, their design and their location (always strategically placed and highly visible, as

befitted their function) turned them into land-marks, and an indication that one was close to a place where Olympic events were taking place.

Portable buildings

Rented portable buildings were basically used for technical services, either where these could not be entirely accommodated in the interior of the venue, or for open-air events.

The portable buildings were supplied by Pompeyo Ormo S.A. COOB'92 contracted the rental, transport and installation on site, and collection.

The standard module measured 6.22 X 2.44 m by 2.4 m high. In some cases, specific needs called for the contracting of modules of other sizes. The standard units, with an internal floor area of approximately 15 m², could be grouped to form larger spaces. The total

¹
A group of service kiosks and canopy modules at the El Montanyà Equestrian Centre, venue for the equestrian cross-country event.

²
Rented marquees accommodated many of the services offered by the Olympic organisation: press centres, interview rooms, rest and dining areas, storage, etc.

³
During the Games, 167 simultaneous interpretation booths were in use, 132 of which were rented.



⁴
The kiosks were among the items designed by the Olympic identity project. They were simple metal structures, 3 metres square, with a pyramidal roof, covered in plasticised canvas. Screen-printed designs and the combination of colours distinguished the type of service offered.

⁵
A total of 1,049 public toilet booths supplemented the permanent facilities at many Olympic sites.

area provided in this way amounted to 6,358 m².

The rented cabins were fully finished and ready for immediate use. In the design phase, the supplier was given the necessary details about the use to which each item was to be put. This made it possible to deliver each module with the electrical installation, air conditioning and water pipes already in place.

Of the 397 prefabricated units which were used at the venues, 186 were for specific broadcasting services, 47 were for technical control rooms, basically for telecommunications and computing, 33 were for security and site-protection services and 74 for health services and changing-rooms for the athletes. The remainder were used for all manner of services, ranging from organisation offices to drivers' rest areas and health care facilities, in cases where the specific nature of the service or an isolated

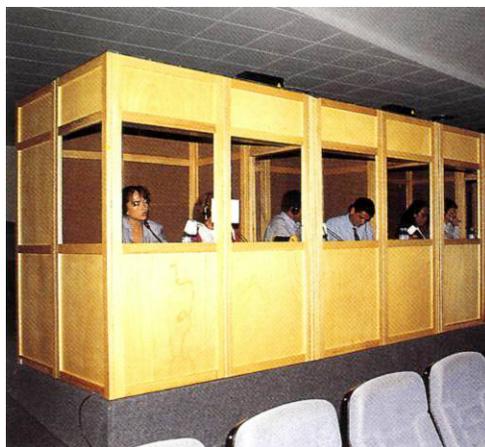
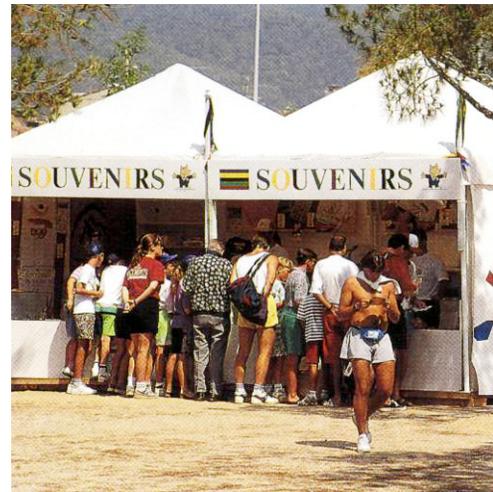
situation called for accommodation which was more commodious or better-protected than that provided by the tents.

The chemical toilets

Chemical toilet booths were amongst the rented items used to increase the capacity of permanent venues and other Olympic service centres.

Dimensioning was based on two standards, depending on the group of users concerned: one unit per 75 accredited personnel and one unit per 100 to 150 members of the public. Senusa-Fontpla was contracted to supply 1,049 units: 1,027 standard units and 22 for the disabled. The contract included supply, installation, maintenance, periodical cleaning and final collection.

These booths were extremely useful, since they required no prior installation and





¹
Barcelona's high summer temperatures made it necessary to install canopy modules at some open-air venues, such as the Pau Negre Stadium.

²
The Gaudiesque mosaic device, with the Olympic colours on a white background, was a key element of the Olympic iconography.

suffered from only one drawback: they had to be located in places that were easily accessible by the maintenance vehicles. Since they were simple and easy to install, they were used at all the venues, except the Olympic Stadium, the Palau de la Metal·lúrgia, the Montjuïc Swimming Pool and the jetty area of the Olympic Harbour where, for safety reasons and because of access difficulties, the temporary toilets were located in portable buildings, using ordinary plumbing.

Where more than four units were installed at the same site, they were covered with screens decorated with the Olympic logo, which, in addition to improving the appearance of the installation, made it possible to differentiate (for example, men or women, or different groups within the Olympic Family).

Simultaneous interpretation booths

Most of the simultaneous interpretation booths were rented and they were installed in the interview rooms at the venues where finals were to be held, and at other places where they were needed (such as the MPC, the IOC headquarters or the Olympic Village).

While some of the units already had facilities for simultaneous interpretation, in most cases the permanent interview rooms were not large enough and extra space had to be provided. In the case of the MPC, the existing booths did not comply with European standards, and so had to be removed.

The supplier of the simultaneous interpretation booths was Brähler ICS. The service contracted by COOB'92 included the rent, assembly and dismantling of the booths. In some cases, booths were moved from one venue to another in order to reduce costs. Thus simultaneous interpretation booths were shared between the Pavelló de l'Ateneu de Sant Sadurní d'Anoia and the Terrassa Hockey Stadium; the A-17 cycling circuit and the Real Club de Polo; the Mollet del Vallès Shooting Range, the L'Hospitalet de Llobregat Baseball Stadium and the FC Barcelona stadium; Banyoles Lake, the Pavelló de la Mar Bella and the Pavelló Club Joventut Badalona, and the Montjuïc Swimming Pool and the Tennis de la Vall d'Hebron. These transfers made it possible to provide the same service as would otherwise have necessitated 167 rented cabins.

Signposting and image

Signposting

The project for the signposting of the Olympic sites was a highly complex one, because of the variety of services covered and the disparity of the groups of users addressed, as well as because of the many changes that had to be made to buildings with respect to their normal use.

In order to implement the signposting project, the Olympic adaptation of each of the venues was studied in detail. On the basis of this data, routes were decided which, observing security requirements and divisions into sectors, would enable access for the groups of users concerned and provide them with information.

A team of image and communication professionals executed the signposting project. This included everything from the initial design project and the type of graphics, up to the choice of the physical media to be employed and the materials and colours to be used.

At many of the sites where there was permanent signposting this had to be removed completely or partially since it often contradicted the temporary Olympic requirements. This was the case with the Olympic Stadium, where the complexity and scale of the adaptation project made it advisable to remove all existing signs in order to fit the 1,034 hanging signs provided for in the signposting project, without there being conflicts.

As well as the signs related with the specific internal operation of the venues, the project included general exterior signs, some of which, such as the streamers, served as visual points of reference for the venues. Bus stops, both for Olympic Family services and for the public, were also given a homogenous treatment.

The total number of signs finally erected, over 10,000 units, indicates the complexity of the project.

Image and identity

The identity project for the venues was the finishing touch that lent character to the venues and gave the right image of the Olympic event.

The basic features of the identity project were an innovative design and accurate

treatment of colour and form. All the elements played on a studied formal simplicity, combined with the luminosity of Mediterranean colours.

The competition area or hall was the main objective of the identity project. Hangings and banners decked out each venue, while respecting the architecture and the natural surroundings. Floor coverings bearing the Olympic device and movable barriers marked the competition area, under the gaze of sporting Cobis cut from wooden panels.

There was a specific identity project for the interview rooms. The design of the winners' podiums was a response to a search for simplicity of form and the use of luminous colours.

The canvases that covered the temporary barriers and seating had a very specific purpose: the security requirements of the Olympic adaptation projects and the need to separate the sectors for the various user

groups called for the installation of large numbers of metal barriers which had to be covered, with the aim both of improving their appearance and of increasing privacy. Also, the intricate structures of the temporary seating were covered in keeping with the image and identity project.

The 3 X 3 m canopy modules, in association with the access control kiosks, formed a very attractive combination, resolving the access problem and serving as landmarks.

Outside, the identity project was completed with streamers, flags and masts. The main roads were decorated with banners that brought out the festive nature of the event.

Gardening

The gardening and floral decoration project aimed to give a welcoming feel to the Olympic facilities. It was based on the

1 and 2
The prisms with their identifying elements and signposting, topped by the characteristic streamers, were another element of the Olympic image.

3
The Sponsors Reception Centre was located at the Montjuïc Olympic Ring. Like other Olympic facilities, it was decorated with flowers and plants native to Mediterranean lands.

4
All the venues were presided by amusing sporting Cobis painted on wooden panels, like this one at the Pavelló d'Esports, Reus.



5 and 6
The Olympic identity project covered all parts of the venues used for Olympic purposes, from the signposting of the press rooms (as at the Olympic Stadium, 5), to the internal circulation areas (such as at the Fronto Colom, 6).

7
The temporary public stands were covered with screen-printed canvas bearing the pictograms of the relevant sport.

use of native plants and other items of Mediterranean flora

The supplier was the City of Barcelona Parks and Gardens Department, which undertook to supply the plants, tend them and remove them afterwards.

The main focus of the gardening project was the venues, above all the competition areas themselves. The podiums, VIP rooms, interview rooms and rest and dining areas were also decorated.

The project also included the supply of floral items to the Olympic Villages, the temporary reception areas for the Olympic Family (basically, Barcelona Airport, the port of Barcelona and the Accreditations Centre), the MPC and the IBC.

The floral decoration project also included the preparation of the garlands that adorned the VIP rooms and those

used in presentations. Two thousand, two hundred bouquets were given to medal-winners and five hundred more to VIPs.

Furniture

The Olympic adaptation of the venues called for the implantation of a large number of services and functions of a temporary nature. On the basis of the space utilisation forecasts and taking account of the type of user concerned, a number of furnishing modules was established: furnishing for work areas, for medical attention, rest and waiting areas, changing rooms, etc. The content of each of these modules might vary slightly, according to the site and the users concerned.

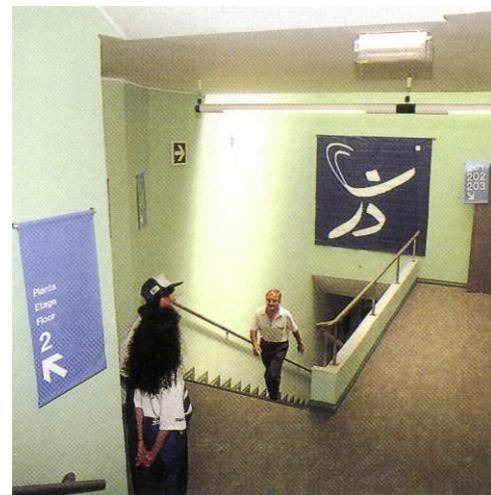
The large number of venues, functions and user groups involved made it advisable to use standardised elements. The dimensions of the basic elements of each module might vary slightly, but only



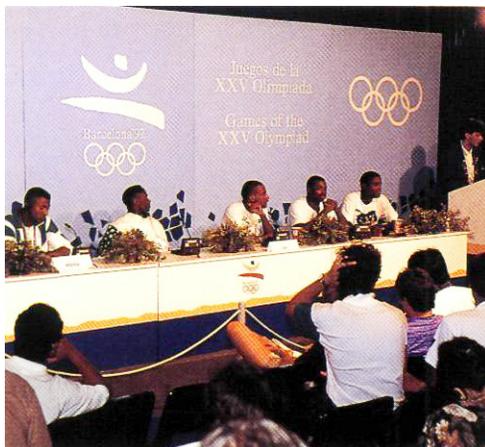
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¹
Press room at the Palau d'Esports de Badalona. The Olympic adaptation project addressed the question of the furnishings needed by each group of the Olympic Family, using standard items that might vary slightly according to the specific use to which they were to be put.

²
General view of the VIP room at the Tennis de la Vall d'Hebron.

within parameters that had been set in advance. For example, a desk or a shelving unit might be available in two or three different sizes, in accordance with a standard furnishing list.

The furniture requirements forecast was used to draw up lists of the additional rented furniture that would be needed at each site. Amongst the most numerous items might be mentioned the rental of 10,500 desks, 25,000 chairs, 3,500 arm-chairs, 20,000 cupboards and 5,000 waste-paper baskets.

The suppliers of the standard rented furniture were Comercial Contel SA, Carora SA, Arlex SA, Sconti SL, 2003 SA / M-30 and J. Bázquez SA.

At the same time, an agreement was reached with some of the sponsors to supply, on loan and without charge, the furniture for most of the dining and rest areas for the public and accredited personnel, except for the VIP areas, which were furnished with special items without advertising. The sponsors equipped the venues with groups consisting of a table and four chairs, all in white PVC, to which a parasol was added for use in the open air.

Once the Games were over, the suppliers removed everything they had provided. The venues returned to normality, after having accommodated, for a few days, hundreds of people working, VIP rooms, dining halls and all manner of services.

Installations

Refrigeration units

Rented refrigeration units were used to ensure the maintenance of a comfortable temperature where this was necessary and where it could not be achieved using the permanent installation. The total cooling capacity was of 9,724,000 fg/h.

The suppliers of the rented refrigeration equipment were Compañía Roca SA and Servicio de Climatización SA (Servo Clima).

Venues without a permanent air-conditioning system in the competition area were equipped with more powerful units, especially when the nature of the sport for which they were being used during the Games called for this. These venues were the Pavelló L'Espanya Industrial, the Estació del Nord sports hall

and the sports halls of Vall d'Hebron, Mar Bella and Club Joventut Badalona. These were equipped with rented refrigeration equipment with powers ranging between 1,848,000 fg/h (the Pavelló l'Espanya Industrial) and 756,000 fg/h (at the Pavelló Club Joventut Badalona).

Generally, however, the rented refrigeration units were used for cooling smaller spaces, when the temporary change of use imposed by the Games meant that activities for which air conditioning was advisable had to be located in zones not served by the permanent air conditioning. In general, the criterion for the installation of refrigeration units was to air condition all technical control rooms, VIP areas and the press centres, whether they were in tents or portable buildings, or whether they were in existing buildings without air conditioning. In some cases, such as the Palau Sant Jordi or the Archery Field, the organisation areas were also air-conditioned. The extra changing-rooms at the Velòdrom, outside the venue in portable buildings, were also air conditioned. The largest operation of this nature, however, was at the Olympic Stadium, where refrigeration units with a total power of 718,000 fg/h were installed.

Electrical generators

The rented electrical generators played an important role in ensuring the reliable supply of the large amounts of electrical power needed by the Games' complex technology. They were supplied by Aggreko España SA, Jesús Maria Aguirre S.A. (Jema) and Light & Sound Design Ltd (LSD). Their total capacity was of 57,865 kVa.

The basic purpose of the generators was to supply electricity to the temporary extensions, both for backing up the arena lighting and air conditioning systems, and for supplies to temporary spaces. The capacity of the generators was calculated on the basis of a margin of up to 50 % for arena lighting, in order to cover possible power failures and to be able to provide the essential minimum supply. At the last moment, Ràdio-televisió Olímpica (RTO'92) called for the installation of independent generator sets for the OB units at some of the venues.

In general, the generators were greatly over-dimensioned and were never used at more than 20% of their real capacity. It has to be said that the calculated demand

was far greater than the real one; that is, simultaneity coefficients and safety margins were incorrectly applied, leading to a multiplication of the real needs.

The uninterruptible power supply systems

The purpose of the uninterruptible power supply system (UPS) was to ensure the proper operation of the computer networks. At most sites, the complexity of the Games' results management system made it necessary to reinforce the existing system. The supplier of the rented UPS units was Siemens SA. Their total capacity was of 2,136 kVa.

The largest UPS units installed at permanent venues were at the Olympic Stadium and the Palau Sant Jordi (since the computer networks at these venues were the most complex), with a total capacity of 176 and 143 kVa respectively.

At the same time, 100% of the UPS capacity at essentially temporary venues had to come from rented units. Notable amongst these were Banyoles Lake and the El Montanyà Equestrian Centre, with units supplying 160 and 100 kVa, respectively.

At the remainder of venues, the average capacity of the back-up UPS units was 50 kVa, since in most cases the permanent system was generously dimensioned.

¹
The computer networks at the venues were safeguarded by an uninterruptible power supply system (UPS).



²
At some of the essentially temporary venues, such as the El Montanyà Equestrian Centre, rented units had to be installed to cover UPS requirements.

³
Results publishing room at the Palau d'Esports, Badalona.

⁴
Alphanumeric Scoreboard at the Terrassa Hockey Stadium.

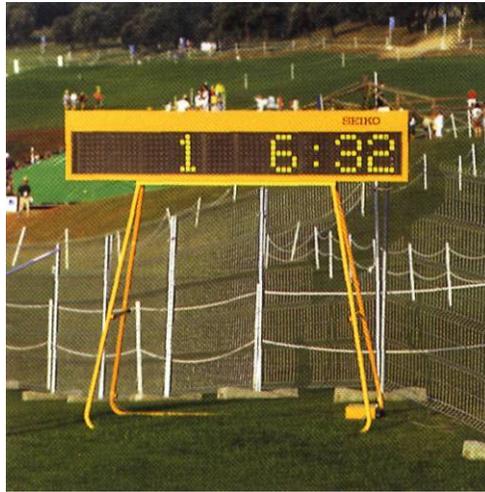
Overall planning

When Barcelona bade for the Games of the XXV Olympiad, the authorities were aware that this was to be an opportunity to invest in the future, to transform the city's appearance. The needs of the Olympic Family—in the widest sense—served as a pretext and as a spring-board for a transformation of Barcelona and its area of influence that the city had been demanding for several decades. The overall planning project set out in the Candidature was in line with this objective, which went beyond the holding of the Games themselves.

When Barcelona was nominated, in October 1986, six years remained in which to carry out an enormous investment in infrastructures, facilities and public and private communications. The overall lines laid down in the Candidature document were maintained and turned into specific projects. Those initial ideas were turned

into reality thanks to good management and cooperation between all the public and private bodies involved in the Games, as well as to the participation and approval of the final users. Even in the toughest moments of the negotiations a key aim was kept in sight: a renewal of the city that would go beyond a mere temporary face-lift for the Games, with a series of strategic interventions that would be spring-boards for the regeneration of the urban fabric as a whole.

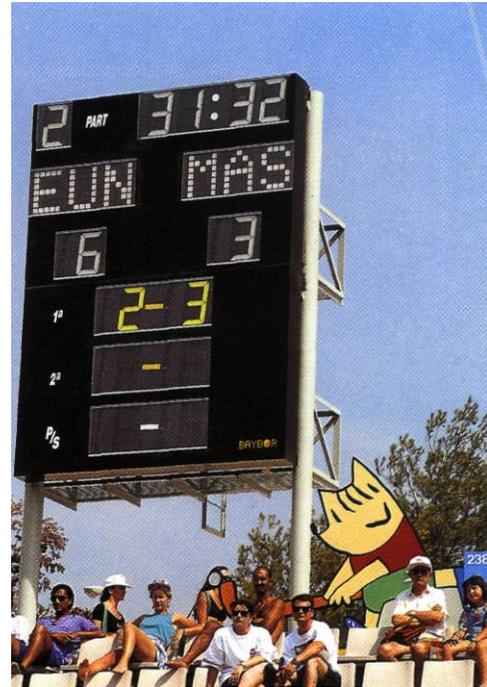
The overall planning strategy finally adopted in Barcelona was to create four large areas, a continuation of the tradition of Olympic parks of other Games. The main difference was that, in the case of Barcelona, these areas, (Montjuïc, Parc de Mar, Vall d'Hebron and Diagonal) were an integral part of the urban fabric of the city and in them were concentrated more than 80 % of the competition units in a radius of 5 km and a maximum travel time



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⁴

between them of 20 minutes. This concentration facilitated the transport of the various groups that make up the Olympic Family and the members of the organisation and simplified the logistics of the Olympic event.

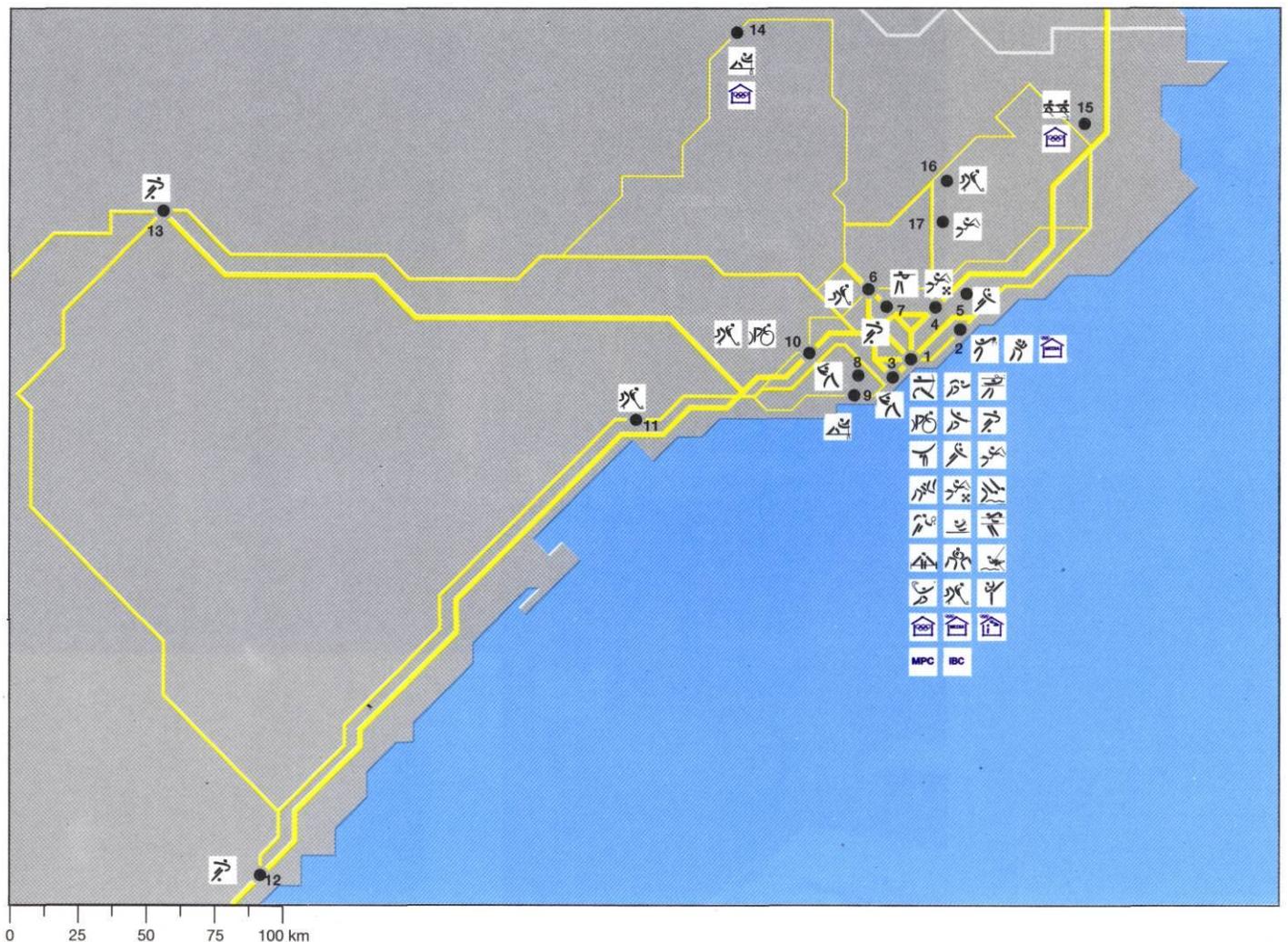
In addition to Barcelona, fifteen subsite cities were involved in the Olympic programme. The criteria for choosing the subsites were the following: they should be fairly close to Barcelona, they should have a long tradition of sport and they should be situated in a natural environment that would be ideal for the practice of particular sports in the competition programme. Hence, Badalona was the scene of the basketball competition; Banyoles, of rowing; Castelldefels, of flat water canoeing, and La Seu d'Urgell, of the white water canoeing. L'Hospitalet de Llobregat and Viladecans were hosts to the baseball; Granollers, to handball; Mollet del Vallès, to shooting; Terrassa, to hockey; Sabadell, Zaragoza and Valencia, to part of the

football competitions, and finally, Reus, Sant Sadurní d'Anoia and Vic, to roller hockey.

The four Olympic areas—Montjuïc and Parc de Mar on the sea, and Diagonal and Vall d'Hebron where the city meets the hills—were to offer the widest range of leisure facilities of the whole of the Barcelona metropolitan area, with excellent access, be it from the centre of Barcelona or from the towns of the metropolitan area or the rest of Catalonia. This strategic position reinforced the city's role as the centre of a wide area of influence. This was one of the most important effects of this policy of transformation and refurbishment, instead of a policy simply of territorial expansion.

The Barcelona'92 cities

- 1 Barcelona
- 2 Badalona
- 3 L'Hospitalet de Llobregat
- 4 Mollet del Vallès
- 5 Granollers
- 6 Terrassa
- 7 Sabadell
- 8 Viladecans
- 9 Castelldefels
- 10 Sant Sadurní d'Anoia
- 11 Reus
- 12 València
- 13 Zaragoza
- 14 La Seu d'Urgell
- 15 Banyoles
- 16 Vic
- 17 El Montanyà



The Barcelona'92 Olympic Areas

- 1 Montjuïc Area
- 2 Diagonal Area
- 3 Vall d'Hebron Area
- 4 Parc de Mar Area

Training facilities

The athletes taking part in the 25 sports in the Olympic programme could use 76 training facilities. In the case of seven sports, all —or part— of these shared the warm-up areas of the competition venues. This was the case with athletics, basketball, gymnastics, handball, hockey, table tennis and archery.

The particular needs of some sports called for the use of the competition area itself for training. This was the case with the three cycling venues, the flat water canoeing canal, the rowing venue, the Olympic Harbour and the shooting range.

The training facilities for fencing, equestrian events and judo were within the venues themselves, although in separate areas. This meant that the athletes' travel arrangements were facilitated and the logistical and operational aspects of the organisation were simplified, both immediately

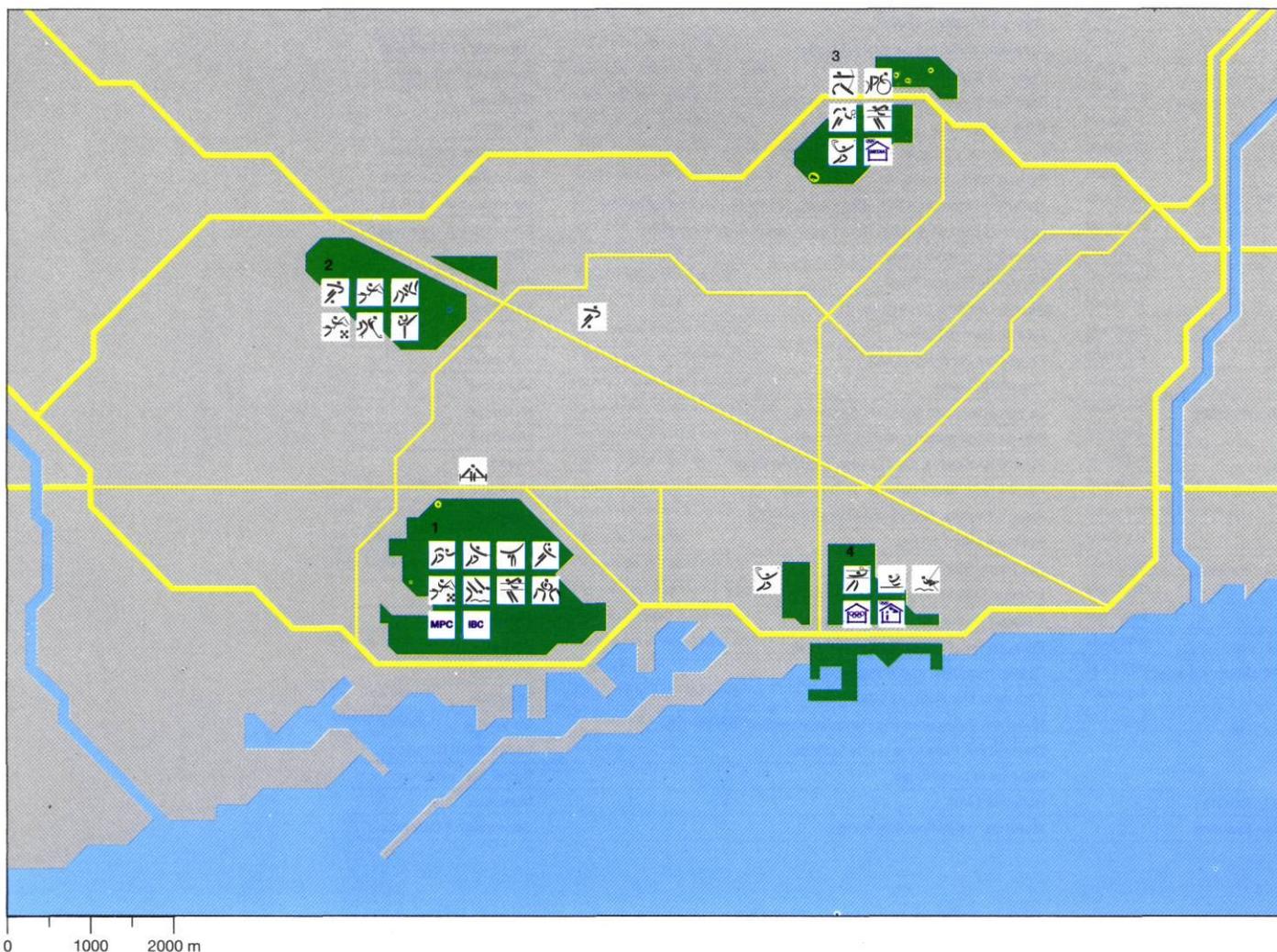
before the Games and while they were being held.

The boxing and weight-lifting training areas were both situated in a single large space. The use of a single large hall for training for two sports with large numbers of participants reduced the amount of training equipment needed and concentrated the travel arrangements for the athletes.

The criteria applied to the selection of training facilities can be summarised in three basic points.

Firstly, the modernisation and adaptation of existing sports facilities. In no case was a building specially constructed for training. To assign the most suitable facilities to the various sports, each case was analysed in terms of the playing area and the related services. Facilities that would have needed a great deal of adaptation work were excluded, unless the social benefits would be considerable,

-  Olympic Village
-  Press Village
-  Officials' Village
-  Main Press Centre
-  International Broadcasting Centre



Training facilities by sports

Sport	Facility	Owner
AR - Archery	Vall d'Hebron training field	Municipal
AT - Athletics	Parc del Migdia. Athletics track (training)	Municipal
	Joan Serrahima Stadium	Municipal
	Parc Can Dragó sports complex. Athletics track	Municipal
	Parc de la Mar Bella. Athletics track	Municipal
	Moisés Llopart athletics track, El Prat de Llobregat	Municipal
	Montjuïc Swimming Club	Private
	Sant Oleguer athletics track	Municipal
BA - Baseball	Carlos Perez de Rozas Baseball Ground	Municipal
BB - Basketball	Pavelló Casagemas, Badalona	Municipal
	Pavelló La Plana, Badalona	Municipal
	Pavelló Liefia, Badalona	Municipal
	Palau d'Esports, Badalona (warm-up)	Municipal
BM - Badminton	Marina-Besòs de Sant Adrià sports centre	Municipal
BO - Boxing	Palau d'Alfons XIII	Barcelona Trade Fair
CA - Canoeing	Canal Arfa del Club Cadí, La Seu d'Urgell	Municipal
	Parc del Segre, La Seu d'Urgell	Municipal
	Castelldefels Olympic Canal	Generalitat of Catalonia
CY - Cycling	Piera Masquefa circuit, Sant Sadurní	Barcelona Provincial Council
	A-17 Cycling Circuit	ACESA
	Velòdrom	Municipal
EQ - Equestrian sports	Real Club de Polo. Jumping ground	Private
	Real Club de Polo. Dressage ground	Private
	El Montanyà Equestrian Centre. Galloping track	Private
FB - Football	L'Hospitalet de Llobregat rugby ground	Municipal
	Feixa Llarga football ground, L'Hospitalet de Llobregat	Municipal
	High Performance Centre, Sant Cugat. Football pitches 1 and 2	Generalitat of Catalonia
	Ciudad Deportiva, Real Zaragoza FC	Private
	Valencia FC sports facilities	Private
	University of Barcelona sports facilities	University of Barcelona
FE - Fencing	Palau de la Metal-lúrgia	Barcelona Trade Fair
GY - Gymnastics	Parc Can Dragó sports complex. Rooms 1 and 2	Municipal
	Pavelló Joan Miró	Municipal
	La Foixarda gymnasium	Generalitat of Catalonia
	Pavelló INEFC Esplugues	Generalitat of Catalonia
	High Performance Centre, Sant Cugat. Rhythmic gymnastics pavilion	Generalitat of Catalonia
	High Performance Centre, Sant Cugat. Specialised gymnasium	Generalitat of Catalonia
	Pavelló de la Nova Icaria	VOSA
	Pavelló de l'Escola Thau	Private
	Pavelló La Plana, Esplugues	Municipal
	Sala de Barri del Raval	Municipal
	Palau Sant Jordi (warm-up)	Municipal
HB - Handball	Pavelló UE Horta	Municipal
	La Verneda sports complex, Barcelona	Municipal
	Bac de Roda sports complex, Barcelona	Municipal
	Pavelló La Bastida, Santa Coloma de Gramenet	Municipal
	Pavelló Nou, Santa Coloma de Gramenet	Municipal
	Palau d'Esports, Granollers. Annex (warm-up)	Municipal
	Pavelló de Sant Andreu	Municipal
HO - Hockey	Pau Negre Stadium	Municipal
	Eduardo Dualde hockey pitch, Real Club de Polo	Private
	Terrassa Hockey Stadium (warm-up)	Municipal
JU - Judo	Palau de Gel, FC Barcelona (warm-up)	Private
MP - Modern pentathlon	Ripollet municipal swimming pool	Municipal
	Parc de la Mar Bella. Athletics track	Municipal
	Mollet del Vallès Shooting Range (competition and training)	Generalitat of Catalonia
	University of Barcelona sports facilities	University of Barcelona
	Palau de la Metal-lúrgia	Barcelona Trade Fair
RO - Rowing	Banyoles Lake	Municipal
SH - Shooting	Mollet del Vallès Shooting Range	Generalitat of Catalonia

since the need to minimise refurbishment and adaptation costs, without reducing the standard of service, was always borne in mind. The priority of modernisation can be seen reflected in the distribution of resources: five-sixths of the budget for the training plan was devoted to permanent improvements and alterations, and only one sixth to rented equipment and other temporary improvements.

Secondly, preference was given to publicly-owned facilities, all other things being equal. Of all the facilities used, 44 were municipal property, 18 belonged to other public bodies, and only 14 belonged to private sports organisations.

Thirdly, proximity to the venues. The intention was to reduce travel times to the minimum to facilitate the organisation and afford the greatest convenience to the athletes.

The final assessment of the training facilities programme is a very positive

one: everything worked well during the Games and its heritage is a large number of sports facilities, very varied in nature and highly suited to the needs of the people of the city.

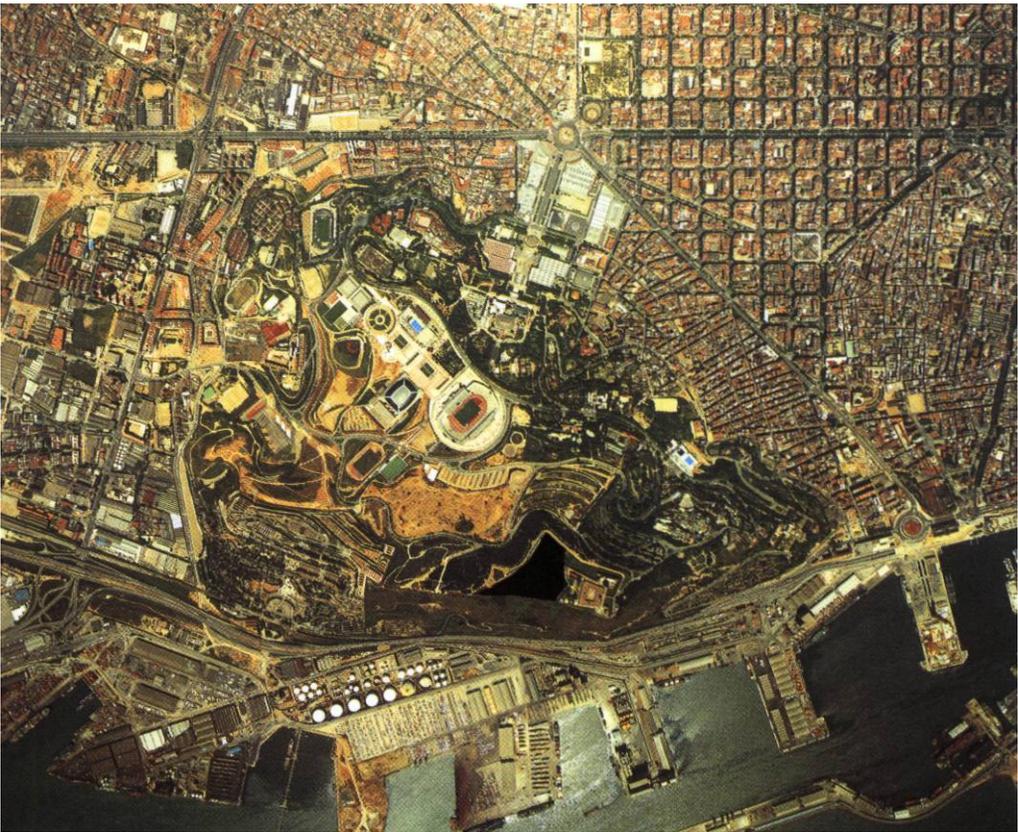
Sport	Facility	Owner
SW - Swimming	Mataró Swimming Centre	Private
	Montjuïc Swimming Club (pool)	Private
	Sabadell Swimming Club	Municipal
	Sant Andreu Swimming Club	Private
	Marina-Besòs de Sant Adrià sports centre	Municipal
	Casal del CRIS pool, Esplugues	Private
	Sant Jordi pool	Barcelona Provincial Council
	Montjuïc Swimming Pool	Municipal
TE - Tennis	Club Hispano-francès	Private
TT - Table tennis	Sala de Barri Virrei Amat	Municipal
	Estació del Nord	Municipal
VB - Volleyball	Bon Pastor sports complex	Municipal
	Trinitat Vella sports complex	Municipal
	Pavelló de les Llars Mundet	Municipal
	Pavelló de Voleibol, Sant Cugat	Municipal
	Pavelló de la Vall d'Hebron	Municipal
	Palau d'Esports, Sant Feliu de Llobregat	Municipal
WL - Weightlifting	Palau d'Alfons XIII	Barcelona Trade Fair
WR - Wrestling	High Performance Centre, Sant Cugat. Two pavilions	Generalitat of Catalonia
YA - Yachting	Olympic Harbour	Municipal
RH - Roller hockey	Pavelló de la Vall d'Hebron	Municipal
	Pavelló de l'Ateneu de Sant Sadurní	Municipal
	Pavelló d'Esports de Reus	Municipal
PE - Basque pelota	Pavelló de la Vall d'Hebron	Municipal
	Frontó Colom	Municipal
TK - Taekwondo	Palau d'Esports, Sabadell	Municipal
Miscellaneous	La Bàscula sports complex	Municipal

5.1. The Montjuic Area





1



2

Previous page:

General view of the Montjuïc Olympic Ring. The Luci Minici Natal esplanade forms the backbone of this space which lies between the Olympic Stadium and the Plaça d'Europa. On the right are the Palau Sant Jordi and the Montjuïc tower; on the left, the Bernat Picornell Swimming Pools and, in the background, the old fortress of Montjuïc rises behind the Parc del Migdia, an area that has been recovered for the use of the citizens.

1 and 2

Two aerial views of southern Barcelona, centred on the Montjuïc Area and the port, in 1988 (1) and 1992 (2). Striking changes can be seen in the Olympic Ring and the Parc del Migdia.

The Montjuïc Area

Montjuïc, the largest park in the city of Barcelona, is the main site of the sport facilities that were used for the competitions of the 1992 Olympic Games. Its magnificent setting, the ease of access from everywhere in the city (by bus, funicular and underground railways), and its many sport, cultural and leisure facilities, have made it one of the places most frequented by the people of Barcelona.

The holding of the Games of the XXV Olympiad in Barcelona brought about the rediscovery and refurbishment of the park, the final definition of its borders and the consolidation of its function as part of the city, thanks to the laying out of derelict areas and the construction of new facilities.

The long-term project

The Montjuïc Area can be divided into two clearly-differentiated sub-areas, each of which was the object of both long-term projects and temporary projects for the duration of the Games.

The first of these two sub-areas corresponds with the part of the park laid out for the Barcelona International Exposition of 1929, and includes the gardens designed by Jean Claude Nicolas Forestier and Nicolau M. Rubió i Tudurí, the Avinguda de la Reina Maria Cristina, the neo-Baroque fountain in the Plaça d'Espanya, the Font Màgica and the Palau Nacional, now the Museu Nacional d'Art de Catalunya. On either side of the Avinguda de la Reina Maria Cristina there are the buildings normally used by the Barcelona Trade Fair to hold national and international exhibitions. This is the area which has the best communications with the rest of the city and which contains most cultural and leisure facilities: various museums and galleries, the Teatre Grec, the Poble Espanyol, gardens, restaurants, a fair-ground, etc. Hence, interventions in this area consisted of refurbishment and conservation. The facades of the trade fair buildings were repainted, the staircases were reconstructed, escalators were installed and the gardens in the area were restored and replanted.

The other sub-area, which occupies the whole of the southern side of the hill,

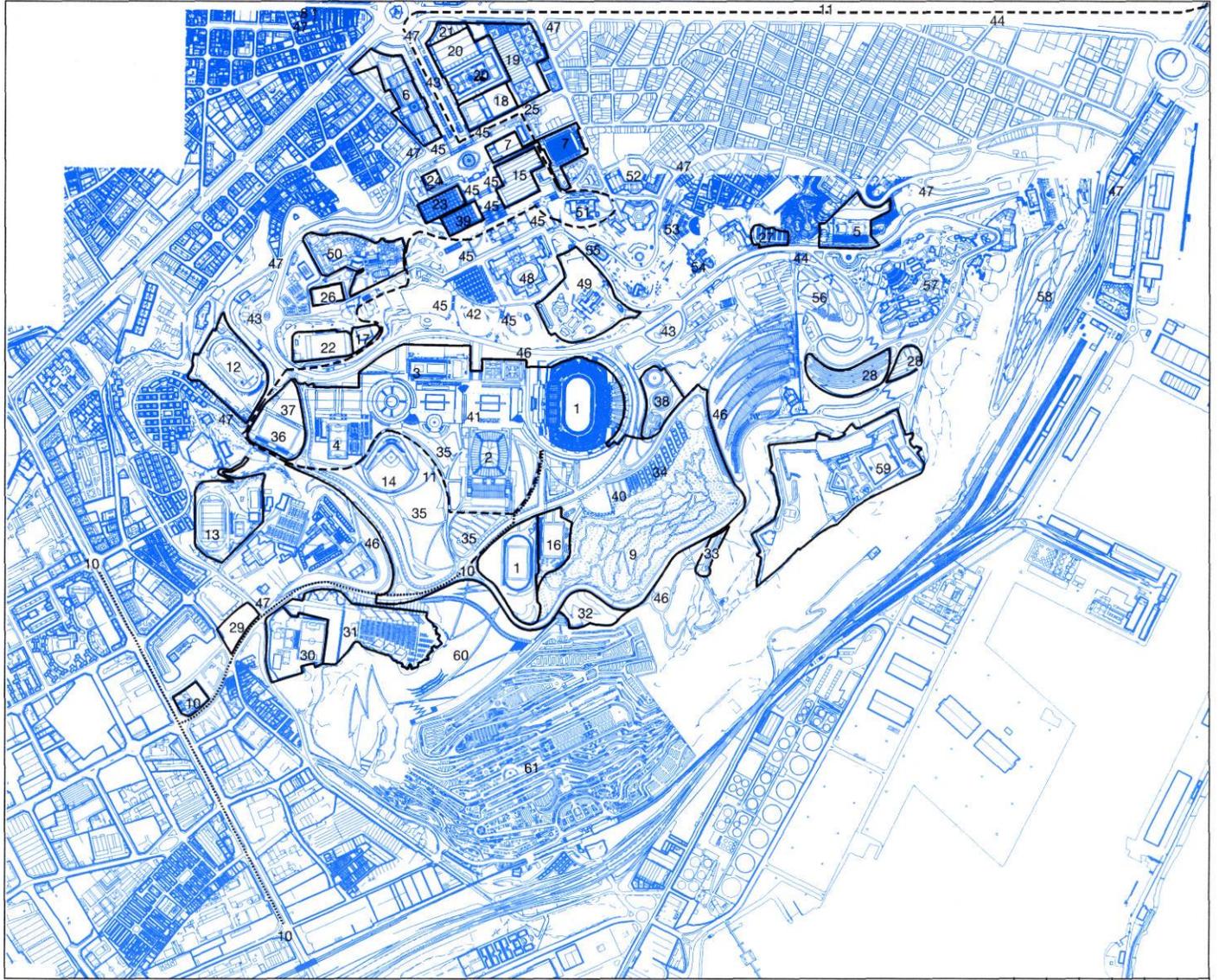
includes the Olympic Ring and the Parc del Migdia. In this area, the stadium and the pavilions (now demolished) of the participating countries were built for the 1929 International Exhibition, and there was a large garden, which had been deteriorating over the years. The eastern side of the hill —also included in this area— was the site until a few years ago of a rubbish tip and incinerator.

Some of the most spectacular interventions were planned in the Candidature project itself, with a view to leaving the city with a park that would be definitively finished, more accessible, fully laid out and equipped with sports facilities for the city. As part of the Special Plan for the Montjuïc Area of 1987, the Olympic Ring international architecture competition was held, for the refurbishment of the Stadium and the Bernal Picornell pools, for the building of the Palau Sant Jordi and the Institut Nacional d'Educació Física de Catalunya (INEFC), for the laying out of internal roads in the Area and for improving its accessibility from the rest of the city. The Parc del Migdia project, which covered the layout and landscaping of the whole of the Montjuïc Area, was handled by the municipal authorities.

The Olympic adaptation project

The Olympic adaptation project for the Montjuïc Area consisted of two types of intervention: the provision of the various services needed for the Games and the planning of access to the Area. In view of the large number of people who would be concentrated here during the Games, the access proposals consisted basically of encouraging the use of public transport and free access for pedestrians. Private cars were to be used only by members of the Olympic Family.

The main service centres were in the northern part of the area, chiefly in the buildings ceded to COOB'92 by the Barcelona Trade Fair. Thus, along and close to the Reina Maria Cristina avenue were to be found the Communications Media Centre (CMC) —which included the Main Press Centre (MPC) and the International Broadcast Centre (IBC)— the Main Accreditation Centre, the COOB'92 hospitality centre, the Technology Information and Operations Centre (CIOT), the Organisation Catering Centre and the Sponsors



Location plan

0 200 400 600 m

Montjuïc Area

- Olympic competition venues*
- 1 Olympic Stadium
- 2 Palau Sant Jordi
- 3 Bernat Picornell Swimming Pools
- 4 Institut Nacional d'Educació Física de Catalunya (INEFC)
- 5 Montjuïc Swimming Pool
- 6 Palau de la Metal·lúrgia
- 7 Palau d'Esports de Barcelona
- 8 Pavelló L'Espanya Industrial
- 9 Cross Country Circuit
- 10 Walking Circuit
- 11 Marathon Circuit

- Olympic training facilities*
- 12 Joan Serrahima Stadium
- 13 Montjuïc Swimming Club
- 14 Carlos Perez de Rozas Baseball Stadium
- 15 Palau d'Alfons XIII
- 16 Pau Negre Stadium
- 17 La Foixarda Gymnasium

Communications Media Centre (CMC)

- 18 Main Press Centre (MPC)
- 19 International Broadcast Centre (IBC)
- 20 Common Services Centre (CSC)

Main Accreditations Centre

- 21 Palau núm. 1

Sponsors Reception Centre

- 22 La Foixarda Hockey Field
- 23 Palau de Victòria Eugènia

COOB'92

- 24 Pavelló de la Font Màgica

Area Services

- 25 Rius i Tauler car park
- 26 Poble Espanyol car park
- 27 Miramar car park
- 28 Amusement Park car park
- 29 Foccarpark
- 30 La Bàscula car park
- 31 Sot del Migdia car park
- 32 Parc del Migdia car park
- 33 Mirador car park
- 34 Botanical Gardens car park
- 35 Olympic Ring car park
- 36 Julia de Campmany car park
- 37 Julia de Campmany helicopter pad
- 38 Aerodrome helicopter pad
- 39 Palau de Victòria Eugènia
- 40 COOB'92 catering
- 41 Olympic Ring public services
- 42 Municipal public services
- 43 Bus stops
- 44 Funicular station
- 45 Escalator

Access to the area

- 46 Olympic Ring precinct
- 47 Access

Other tourist or cultural amenities

- 48 Palau Nacional
- 49 Palauet Albéniz
- 50 Poble Espanyol
- 51 Museum of Archaeology
- 52 Mercat de les Flors Theatre
- 53 Grec Theatre
- 54 Fundació Miró
- 55 Museum of Ethnology
- 56 Mossèn Cinto Verdaguer Gardens
- 57 Amusement Park
- 58 Mossèn Costa i Llobera Gardens
- 59 Montjuïc Castle
- 60 Parc del Migdia
- 61 Montjuïc Cemetery

1 and 2

Two views of the Avinguda de la Reina Maria Cristina, the main access to the Montjuïc Area, with the Palau Nacional in the background in one case (1) and the Palau de la Metal·lúrgia (2) in the other. From the Avinguda de la Reina Maria Cristina, spectators and visitors could reach the Olympic Ring by bus or via the system of escalators.

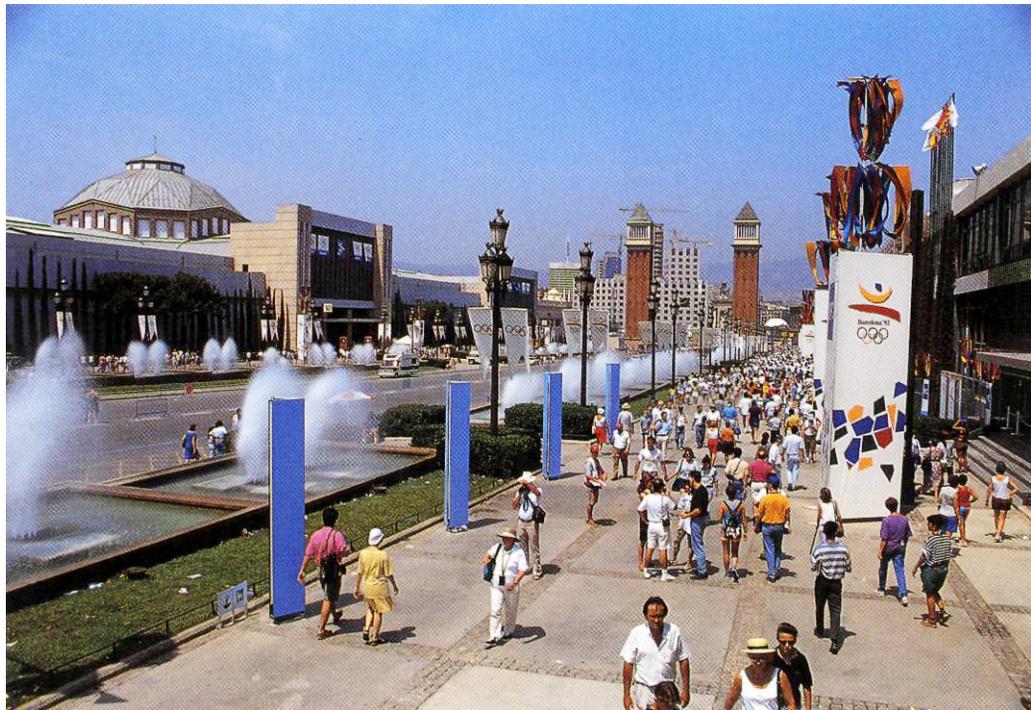
Reception Centre. Three venues were located in this zone: the Palau d'Esports de Barcelona, scene of the rhythmic gymnastics competition and of the preliminary phase of the volleyball; the Palau de la Metal·lúrgia, venue for the fencing competition, and the Montjuïc Swimming Pool, where the diving and the preliminary phase of the water polo were held.

Access to the Olympic Ring and the Parc del Migdia was restricted to the Olympic Family, organisation personnel and ticket-holding members of the public.

The Olympic Ring was the area most frequented every day by members of the public and of the Olympic Family. Members of the public who wanted to see the competitions or simply to stroll through the Montjuïc Area could take the buses that started from the Plaça d'Espanya and the Plaça dels Països Catalans, near Sants railway station,

which terminated close to the Olympic Stadium and the INEFC, respectively. Also, for the Games, two series of escalators were installed to take pedestrians from the Trade Fair area up to the Bernat Picornell pools and the Palau Sant Jordi. Finally, the old Montjuïc funicular railway (which began to operate in 1929) was refurbished, so that passengers could ride from the Metro station to the Montjuïc Swimming Pool, quite close to the Olympic Stadium. The termini of all the various transport systems were close to the three public access points to the Olympic Ring.

The various groups that make up the Olympic Family could reach the Olympic Ring in accredited vehicles, which entered the area from the south, basically along the Carrer del Foc, from the Passeig de la Zona Franca, and the Avinguda de Miramar, from the Ronda del Litoral. They could use parking areas reserved exclusively for Olympic vehicles.



Also, bus routes were established exclusively for accredited personnel which linked the various residences with the venues, as well as a special circular internal route linking all the various facilities and car parks in the Area.

The Olympic Ring

The Olympic ring grouped together the four most important venues of the Olympic Games: the Olympic Stadium, scene of the athletics competition and of the opening and closing ceremonies; the Palau Sant Jordi, venue for artistic gymnastics and the volleyball and handball finals; Bernat Picornell Swimming Pools, venue for the swimming and the water polo finals, and the INEFC, venue for the wrestling competition.

To these must be added the Pau Negre Stadium, where the modern pentathlon

cross-country final started; the athletics track next to this building, used as a warm-up area for athletics, and the Carlos Pérez de Rozas baseball pitch.

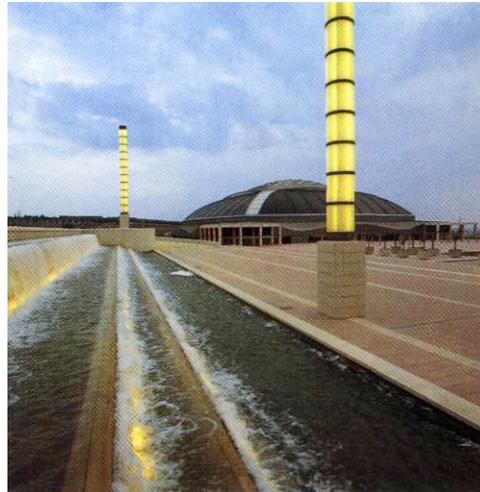
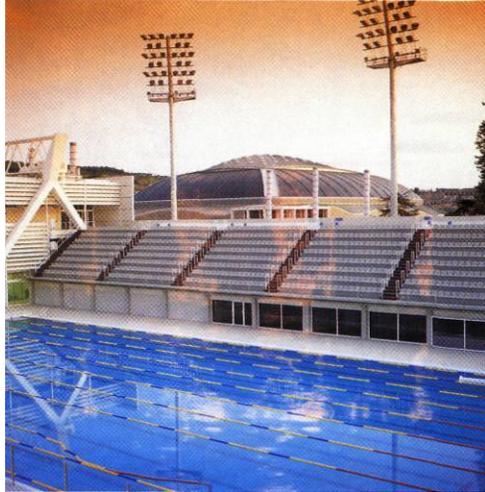
The long-term project

The Olympic ring project consisted of the rebuilding of the two sport facilities that already existed in the area, that is, the Olympic Stadium and the Bernat Picornell Swimming Pools, which had to be brought up to Olympic standards, and the erection of two new buildings: the Palau Sant Jordi and the INEFC. The project also included the laying out of the area surrounding these venues, with the aim of creating an "agora" that would be representative of the Olympic Games and that could be used for large public gatherings. The Olympic Ring was organised around the Luci Minici Natal esplanade, with the construction of terraces on four levels that would provide

¹
The Bernat Picornell Swimming Pools were completely rebuilt for the Olympic Games: an indoor pool was built and the capacity of the venue was increased.

^{2 and 4}
Two views of the esplanade that links the three main buildings of the Olympic Ring, with the striking Montjuic tower (4), designed by Santiago Calatrava and promoted by Telefónica.

³
The Palau Sant Jordi, architecturally one of the most interesting of the buildings built for the Games, reposes majestically, like a sleeping giant, on the Olympic esplanade.



⁵
As the sun goes down the light of the cylindrical columns that line the Olympic Ring lends a touch of magic to the park of Montjuïc.

⁶
A night-time view of the broad esplanade of the Olympic Ring, with the stadium in the background.

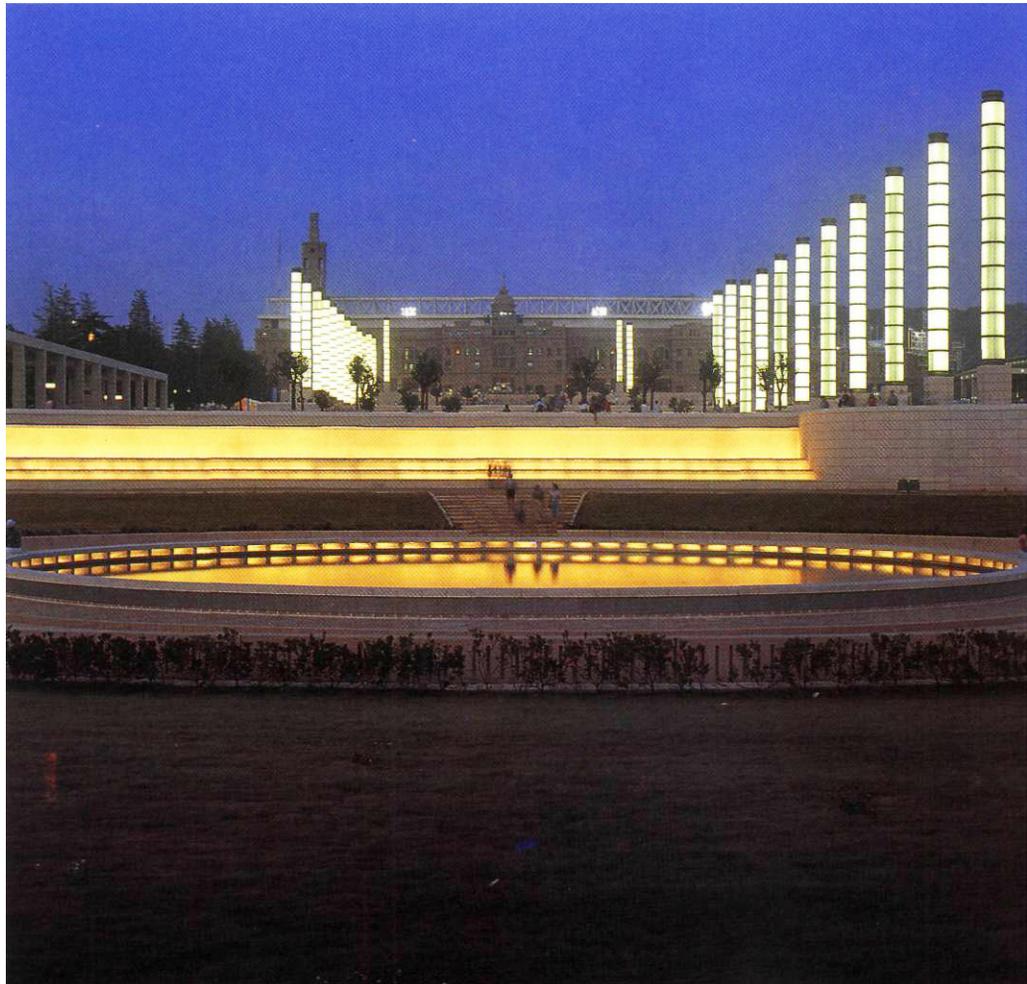
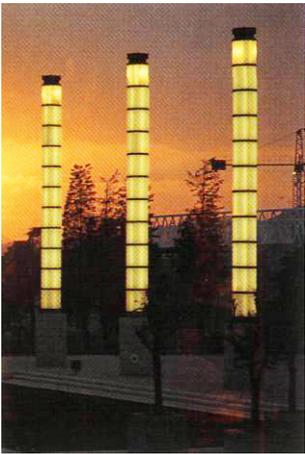
access to the four buildings that make up the Ring.

The terrace on the first level gives access to the west end of the Olympic Stadium. The Palau Sant Jordi is reached from the second level, via a square bounded by fountains and steps, with a central lawn that includes a decorative canal. The terrace on the third level gives access to the Bernat Picornell Swimming Pools, and at its southern end stands the communications tower built by Telefónica for the Games, 120 m high. The fourth and lowest level of the esplanade gives access, via a portico, to the INEFC building; and contains a circular terrace built over a new water cistern 120 m in diameter, with a capacity of 60,000 m³.

The Olympic adaptation project

The Olympic adaptation project began with the erection of a 2.5 m high security fence around the entire perimeter of the Ring, which enclosed, as well as the sport and training facilities, a large area for the public, various technical service areas for the organisation, a heliport and 1,500 parking places. A series of access controls regulated entry to the Ring, whether by the Olympic Family (with accreditation) or the general public (with tickets).

The public area was provided with the necessary temporary services: sale of food and drink, information points, sale of licensed products, bank, post office, clinic, etc. Since these services could only be used by those members of the public who had a ticket for some competition, those who were merely visiting the Olympic Area used the services available in the rest of the park. It is worth mentioning that the parking facilities for the Olympic



Family were never full, except on the days of the opening and closing ceremonies.

The difficulties arising from the coordination of the great variety of activities that took place simultaneously during the sixteen days of the Games, in a fairly limited space and with access limitations dictated by the terrain, were solved thanks to the precise planning and the sound adaptation project carried out by the Olympic organisation.

The Olympic Stadium

During the Games of the XXV Olympiad, the Olympic Stadium was the scene of the opening and closing ceremonies, the athletics track events and the finish of the marathon and walking events.

The present structure is the result of the rebuilding of the old stadium designed by Pere Domènech i Roure in 1929, for the

Barcelona International Exposition. In 1955, the stadium was used for the II Mediterranean Games, but after this it fell into disuse, until it was rebuilt as a result of the impulse provided by the Olympic candidature.

The first event held at the new stadium was the V World Athletics Cup, in September 1989. In summer 1991, as part of Competitions'91, the Stadium was the venue for the European B Athletics Cup and the Spanish athletics championships. At present, the multi-purpose possibilities of the Stadium enable it to be used both for sport and for musical and cultural events.

The landscaping of the site and the construction of the Stadium were jointly financed by the Higher Council for Sport and COOB'92. AOMSA was responsible for project management.

Olympic Ring

- Olympic competition venues*
- 1 Olympic Stadium and warm-up track
 - 2 Palau Sant Jordi
 - 3 Bernat Picornell Swimming Pools
 - 4 Institut Nacional d'Educació Física de Catalunya (INEFC)
 - 5 Cross Country Circuit
 - 6 Walking Circuit
 - 7 Marathon Circuit

Olympic training facilities

- 8 Carlos Perez de Rozas Baseball Stadium
- 9 Pau Negre Stadium

OF parking areas and transport

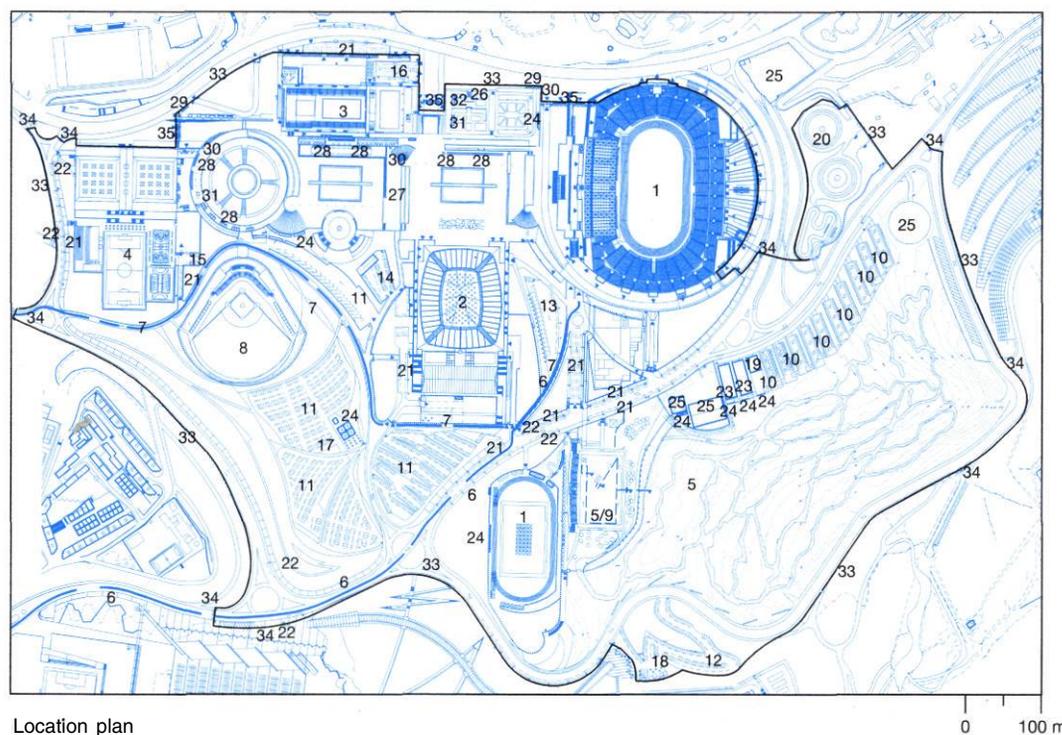
- 10 Botanical Gardens car park
- 11 Olympic Ring car park
- 12 Parc del Migdia car park
- 13 Olympic Stadium car park
- 14 Palau Sant Jordi car park
- 15 INEFC car park
- 16 Bernat Picornell Swimming Pools car park
- 17 Olympic Ring drivers reception centre
- 18 Botanical Gardens drivers reception centre
- 19 Parc del Migdia drivers reception centre
- 20 Aerodrome helicopter pad
- 21 OF bus stops
- 22 OF Montjuïc circle line bus stop

Olympic Ring services

- 23 COOB'92 catering
- 24 Toilets
- 25 Ceremonies services area
- 26 Medical care
- 27 Public area
- 28 Trade concessions
- 29 Ticket sales
- 30 Information
- 31 Banesto branch
- 32 Post office

Access to the Ring

- 33 Ring precinct
- 34 OF access
- 35 Public access



Location plan

¹
The rebuilding of the Olympic Stadium, originally built in 1929, began in 1985, during Barcelona's candidature for the Games of the XXV Olympiad. The Neo-Classical facade of the old stadium was preserved, as well as the sculptures by Pau Gargallo, which were also completely refurbished.

²
Part of the roof of the stand, which is 250 m long by 30 m deep, projects above the west side of the Stadium.

The long-term project

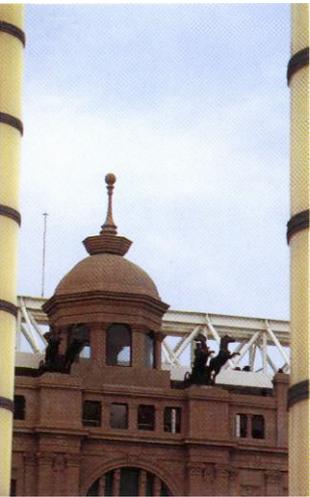
Soon after 1981, the year in which the Barcelona City Council decided to present the candidature for the organisation of the 1992 Olympic Games, steps began to be taken towards the rebuilding of the Stadium. The project was entrusted to the group made up of Vittorio Gregotti, from Italy, and the Catalan architects Federico Correa, Alfons Milà, Joan Margarit and Carles Buxadé.

In the new Stadium, the old neo-Classical facade harmonises with the functionality demanded by a facility of this type. To make the building suitable for the Olympic Games it was necessary, first of all, to extend the area available for seating. This was achieved by lowering the arena level by eleven metres and building a lower bank of seating. In this way the seating capacity was increased to 60,000 and a good view of the arena was ensured from anywhere in the stands.

The rebuilding plan preserved the original entrances to the stadium; however, the various services were located underneath the stands, so that the circulation of athletes, organisers and technical and maintenance personnel would not obstruct vehicular access via tunnels on the south and west sides. VIPs enter the Stadium via a tunnel under the main stand.

One of the most significant aspects of the rebuilding was the roof of the covered stand, 150 m long and 30 deep, supported by a metal structure including a 6.30 m high beam, parallel to the facade, supported by a central column and two end columns, all in reinforced concrete. This beam supports a suspended roof, anchored to the concrete structure by 32 sets of tensioners.

The arena includes a 7,300 m² in-field of natural turf, a nine-lane, 400 m athletics track, finished with a homologated



Mondo-Enimont surface, and throwing and jumping areas. Under the stands, there is a 60 m straight, which athletes can use for final warm-up before coming out to compete.

The Olympic adaptation project

The main aim of the Olympic adaptation project was to ensure the highest standards of quality and convenience for all the groups of users involved. The main Olympic Family services area was located under the lower south-west stand, and contained, on successive floors, the athletes' and competition organisation areas, the press centre and VIP rooms, with offices and leisure areas.

Something that was fundamental to the smooth running of the venue was a precise study of the circulation of the various user groups, as well as signposting and division into suitable sectors. The spacious store-

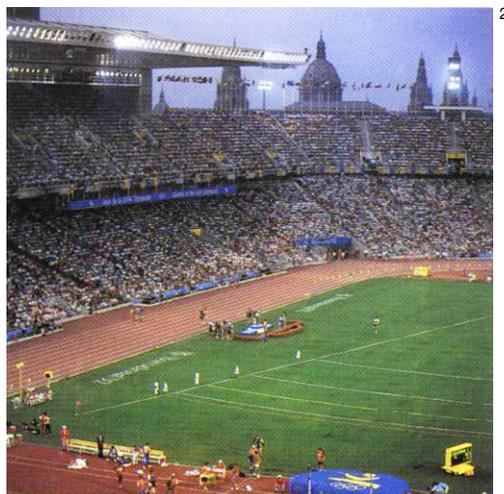
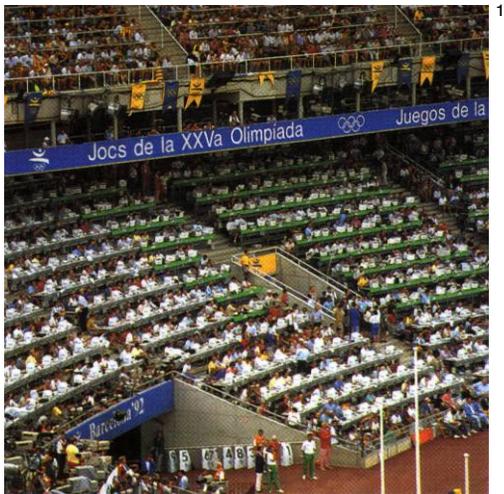
rooms, an essential back-up for all the sport events, were made ready close to the southern entrance, the main vehicular access to the Stadium (and the only one at arena level).

Other items included in the Olympic adaptation project were the power supply and computer network cabling systems, which had been installed in 1991 for the test events, and the hanging gondola in the roof of the stand, which accommodated many television cameras.

Both to get the venue ready for competition on 31 July (when the athletics events began) after the opening ceremony on 25 July and to prepare it for the closing ceremony, once the competitions were over, called for a considerable logistic and organisational effort. All the problems were satisfactorily resolved thanks to good co-ordination, the cooperation of everyone involved and the use made of various external spaces: the Palau Sant

¹ *During the Games, the part of the stands closest to the southern entrance was reserved for the accredited press.*

^{2 and 3} *General view of the stands and the track of the Olympic Stadium. The rebuilding operation increased the capacity of the Stadium to 60,000.*



4
The athletics track, surfaced with homologated synthetic Mondo-Enimont material, has nine 400 m lanes. The natural turf in-field covers 7,300 m².

5
The 60 m straight under the main stand that athletes can use for last-minute warming up.

6
A variety of premises are located under the stands, connected by passage-ways for the movement of people and vehicles (at different levels) all round the stadium.

Jordi, where the performers and athletes gathered, and two large marquees, where equipment for the ceremonies was kept.

In general, the forecasts that had been made were correct as regards the

dimensioning of the space, circulation—which was fluid and trouble-free—and accesses were concerned. The only error of calculation was an overdimensioning of the electric generators, which mostly worked at only 20% of capacity.



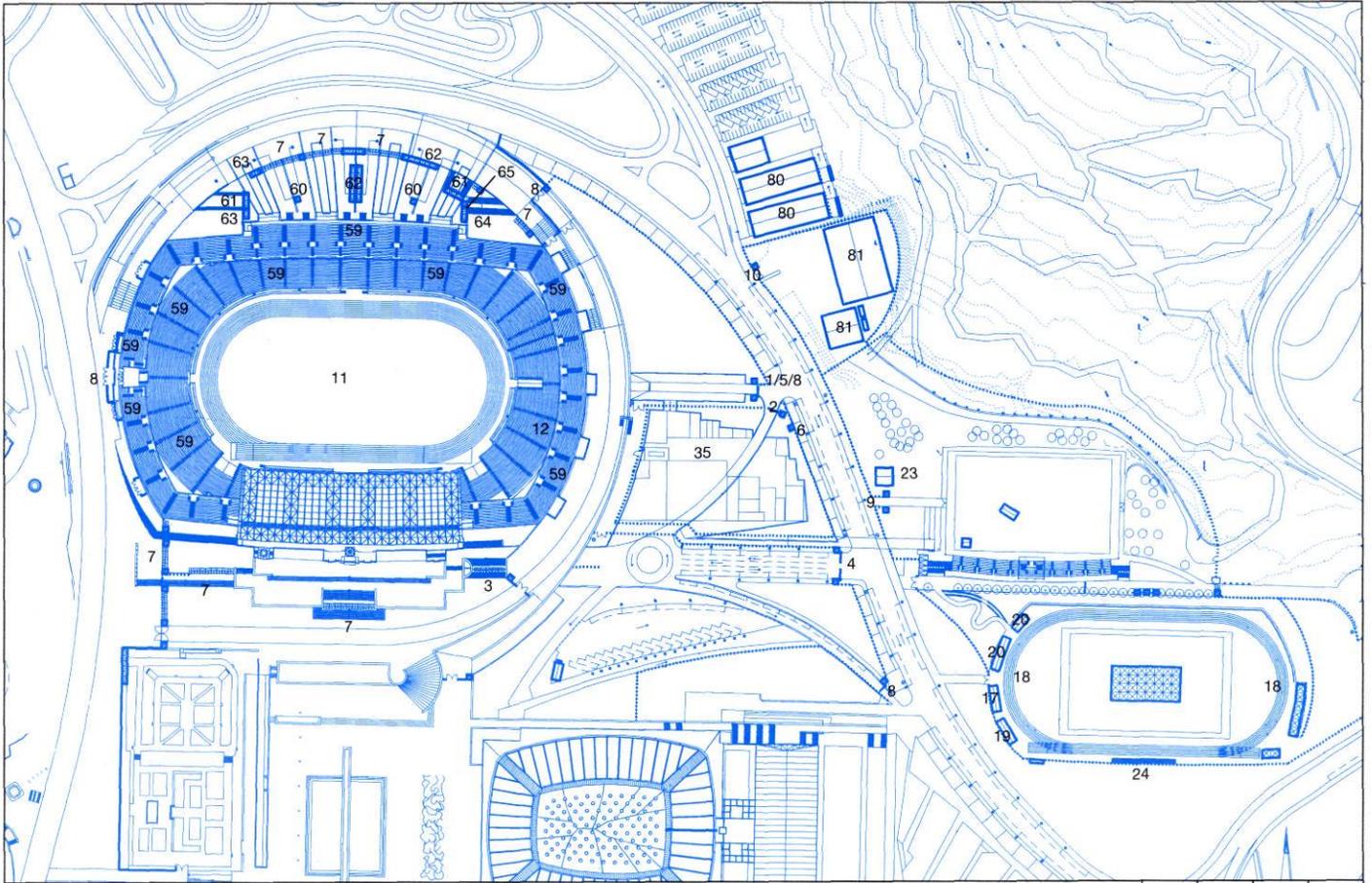
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5

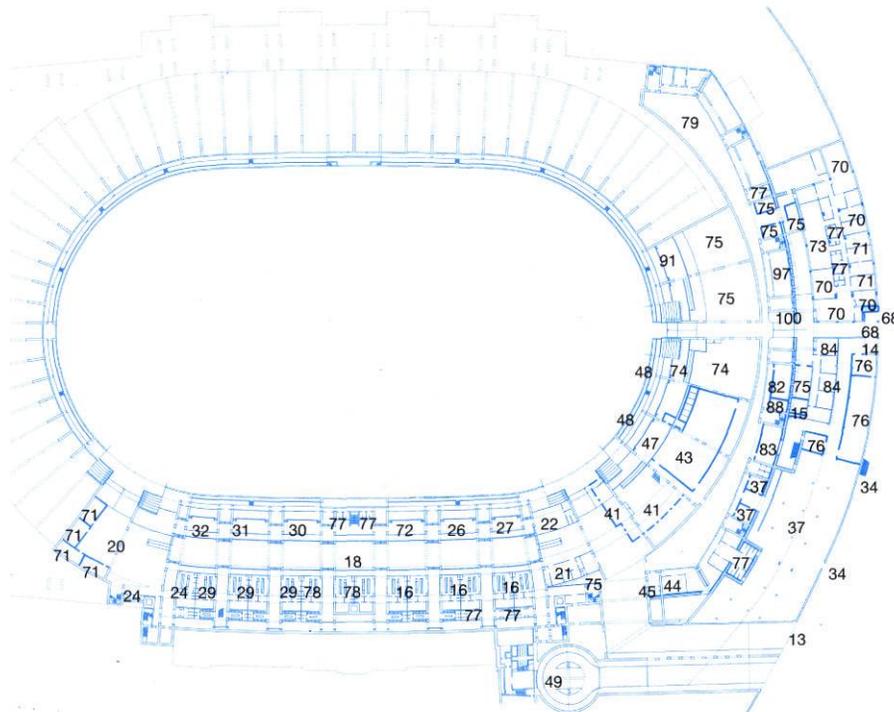


6



Location plan

0 50 100 m



Ground floor

0 25 50 m

Olympic Stadium

Owner

Barcelona City Council

Manager

Barcelona Promoció SA

Opened

September 1989

Distances

Olympic Village:	6 km
MPC and IBC:	1 km
IOC residence:	4 km

Olympic Stadium

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIP vehicles
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Technical and maintenance vehicles
- 9 Warm-up area
- 10 Ceremonies services area

Competition area

- 11.a Competition ground
- 11.b Long jump
- 11.c Pole vault
- 11.d High jump
- 11.e Shot put
- 11.f Hammer
- 11.g Javelin

OF stand

- 12 Seats with accreditation

Competitors' services

- 13 Competitors' entrance
- 14 Competitor spectators' entrance
- 15 Information
- 16 Changing rooms
- 17 Massage room
- 18 Warm-up area
- 19 Work-out gymnasium
- 20 Call room
- 21 Competitors' clinic
- 22 Doping control
- 23 Rest area
- 24 Toilets

IF services

- 25 IAAF president's office
- 26 IAAF secretary general's office
- 27 IAAF offices
- 28 IAAF Technical Committee
- 29 Referees' and judges' changing rooms
- 30 Referees', judges' and scorers' work room
- 31 Appeals Jury room
- 32 IAAF technical delegate's office
- 33 Judges' rest area

RTV

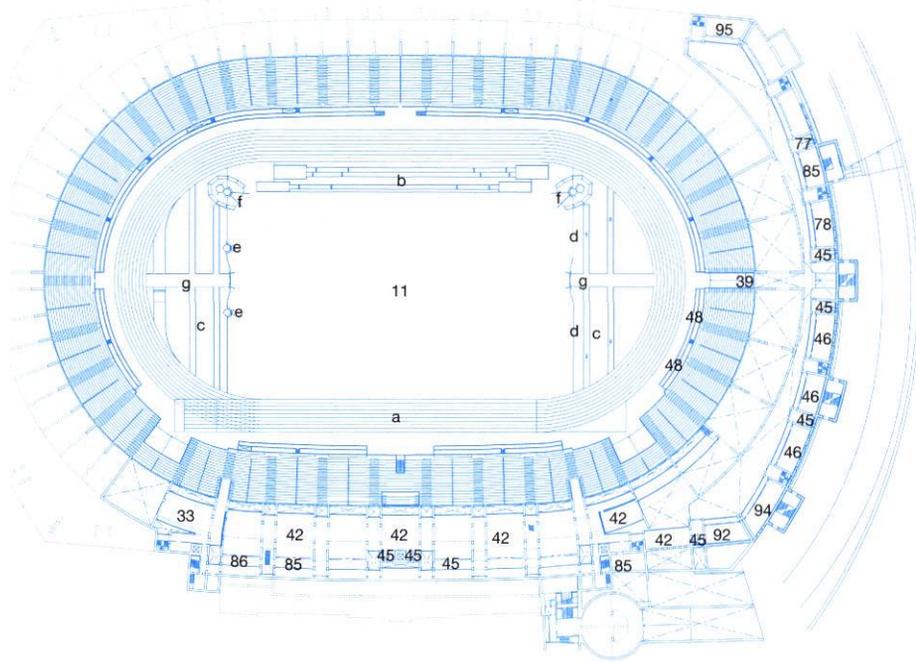
- 34 Access
- 35 Mobile units park
- 36 Commentators control
- 37 RTV technical area
- 38 RTO'92 offices
- 39 Camera platforms

Press

- 40 Access
- 41 Mixed zone
- 42 Press centre
- 43 Interview room
- 44 Rest area
- 45 Toilets
- 46 Agencies and laboratories
- 47 Photographers' lockers
- 48 Photographers' trench

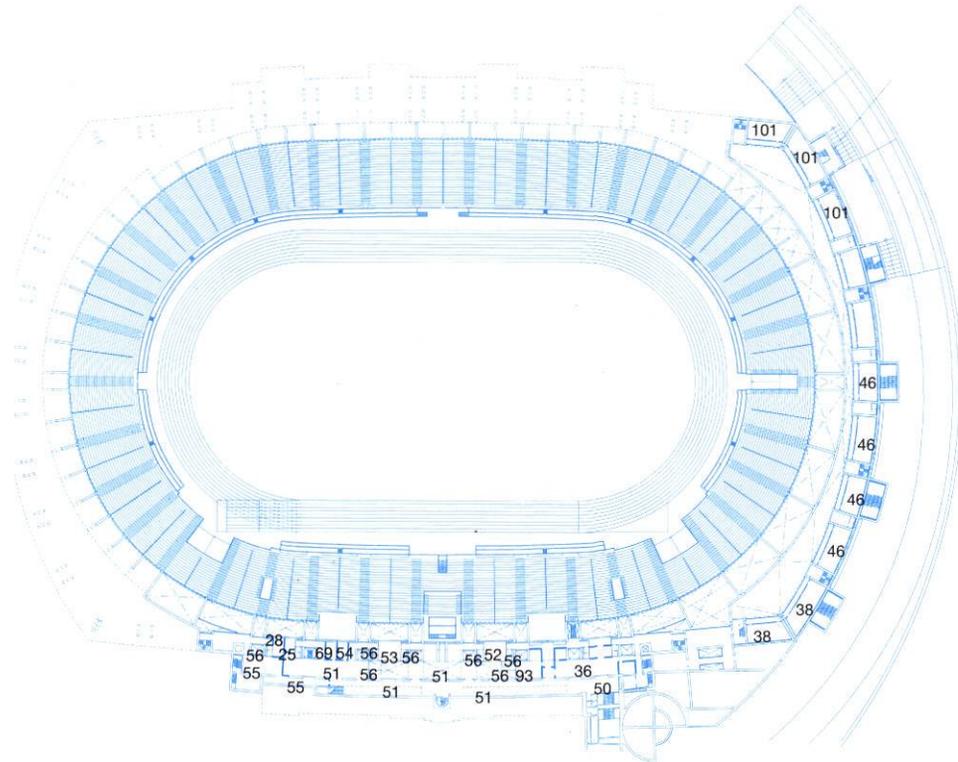
VIPs

- 49 Access
- 50 Reception centre
- 51 Lounge and restaurant area
- 52 Royal office
- 53 IOC office
- 54 Protocol manager's office
- 55 Restaurant area
- 56 Toilets



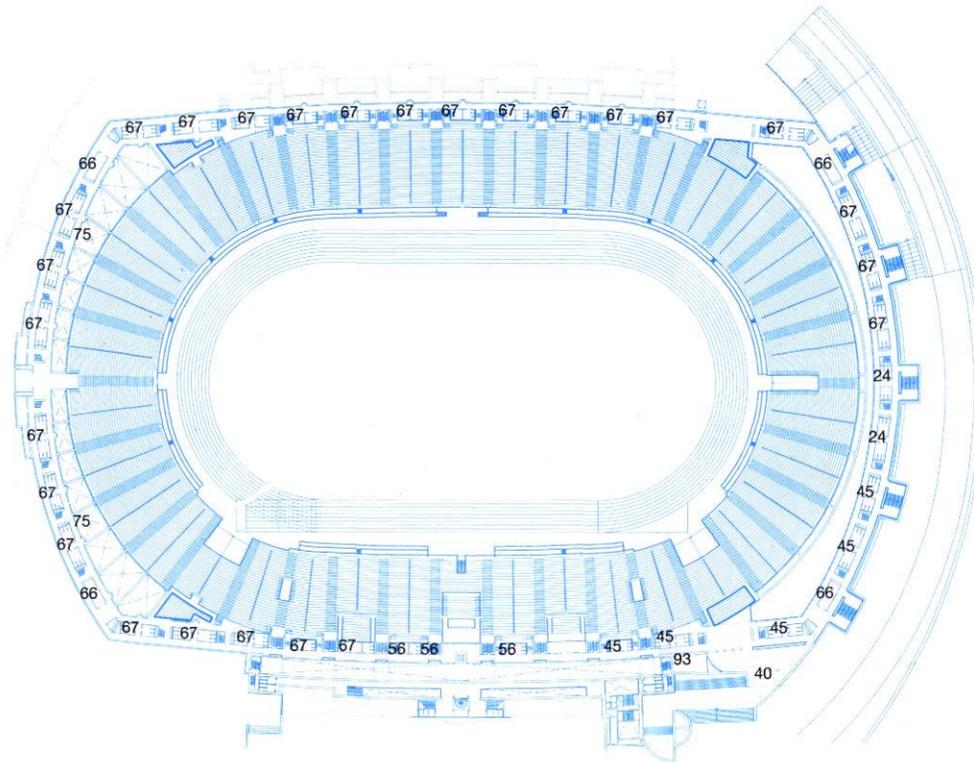
First floor

0 25 50 m



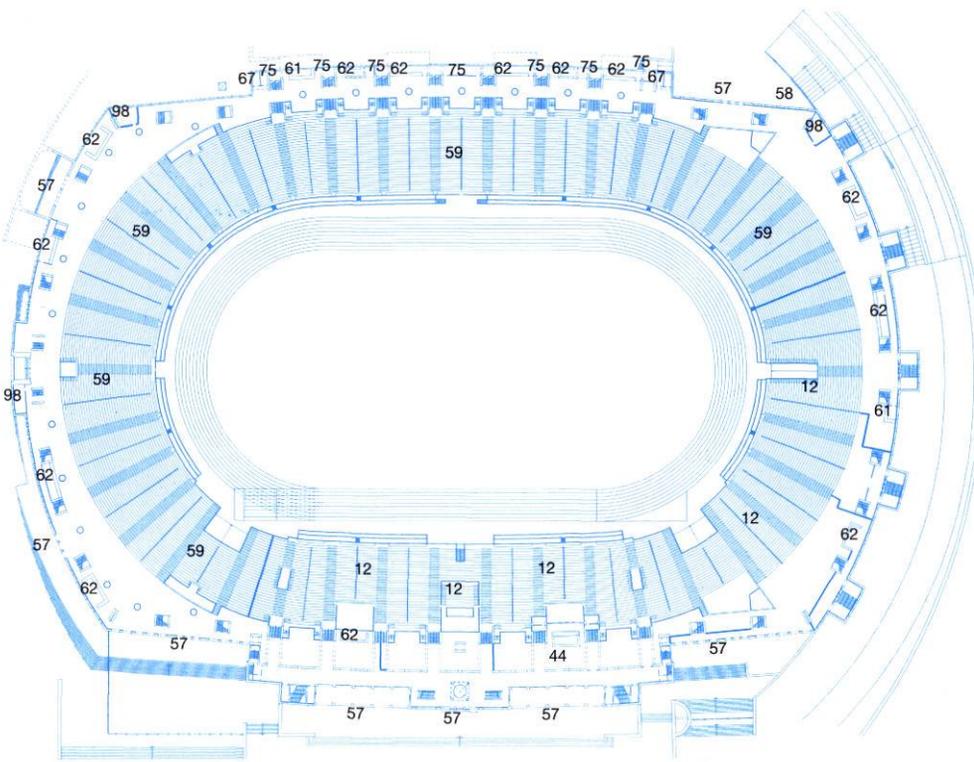
Second floor

0 25 50 m



Third floor

0 25 50 m



Fourth floor

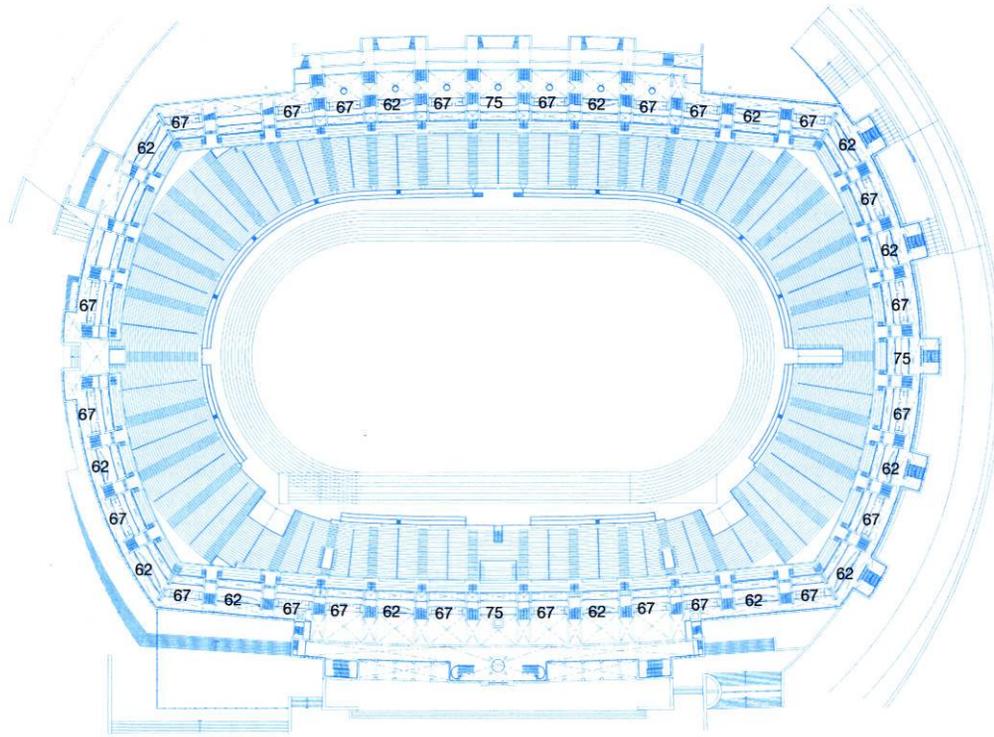
0 25 50 m

- Spectators**
- 57 Entrance
- 58 Entrance for the disabled
- 59 Stand
- 60 Information
- 61 Souvenirs
- 62 Food and drinks
- 63 Ice-creams
- 64 Film and video
- 65 Book stall
- 66 Medical care
- 67 Toilets

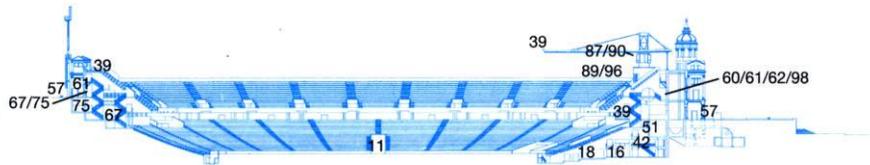
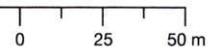
- Organisation**
- 68 Access
- 69 Management office
- 70 Organisation offices
- 71 Competition offices
- 72 Ceremonies preparation
- 73 Ceremonies organisation offices
- 74 Sports material and track control store
- 75 Maintenance stores
- 76 Logistics stores
- 77 Toilets
- 78 Changing rooms
- 79 Rest area
- 80 Restaurant area
- 81 Waiting area for participants in ceremonies
- 82 Weather station
- 83 Territorial information centre

- Technology**
- 84 Telecommunications room
- 85 Telephone services
- 86 Telefónica commercial office
- 87 Radio room
- 88 Radio control room
- 89 Sound, PA and Scoreboard control room
- 90 Timekeeping and photofinish room
- 91 Scoreboard stores
- 92 Results management room
- 93 Results edition room
- 94 Results control room

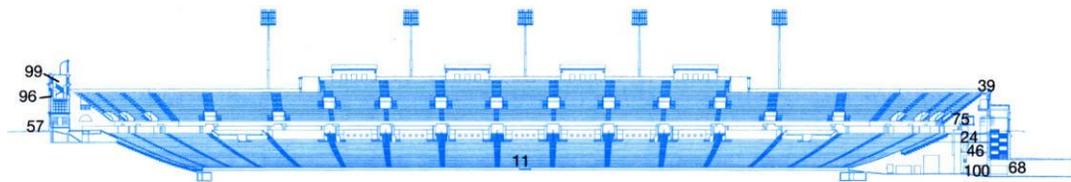
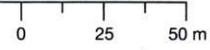
- Security**
- 95 Security control room
- 96 Surveillance point
- 97 Internal security room
- 98 Public security room
- 99 Red Cross and fire brigade
- 100 Porter's lodge and surveillance
- 101 Area security control centre



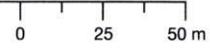
Fifth floor



Cross section



Longitudinal section



The Palau Sant Jordi

During the Games of the XXV Olympiad, the Palau Sant Jordi, in the Olympic Ring, was the venue for the artistic gymnastics competition, and the finals of the volleyball and the handball. It is a multi-purpose hall that can be used for indoor sports events (there is a 6-track, 200 m athletics track and an ice rink) as well as for all manner of cultural and leisure activities.

From 25 to 28 July 1991, the Palau Sant Jordi was the venue for the International Artistic Gymnastics Trophy, which was held as part of Competitions'91.

The long-term project

The Palau Sant Jordi was designed by the Japanese architect Arata Isozaki. It is outstanding for its innovative design and its high architectural quality. The layout

of the site and the construction of the building were financed by the Diputació de Barcelona, COOB'92, the Energy Saving and Diversification Institute (IDAE) of the Ministry of Industry and Energy and the Barcelona City Council, and site management was the responsibility of AOMSA. Work began in August 1985 and the Palau was opened in September 1990.

The Palau Sant Jordi has two, clearly-differentiated parts: the main hall, with seating for 15,000 spectators, roofed by a spatial-mesh dome supported on the perimeter wall, and the multi-purpose hall, a rectangular building that can be divided into four areas by means of screens built into the structure of the flat ceiling. These halls are linked by a service building organised around two large courtyards; this building contains the hub of the Palau's communications. This arrangement makes it possible to use both parts simultaneously for different activities.

¹ *The Palau Sant Jordi, by the Japanese architect Arata Isozaki, consists of three parts: the main hall, with room for 15,000 seated spectators, roofed by a spatial-mesh dome supported entirely at the perimeter; the multi-purpose hall, with a rectangular ground-plan and a flat roof; and the common services building, which links the two halls.*

² *When designing the Palau Sant Jordi, Isozaki worked with three criteria in mind: adaptation to the topography of the hill, the use of the most advanced construction techniques and respect for the city's own architectural traditions.*



³
The roof was built at ground level and raised, over ten days, to its definitive position 45 m above the ground, using a system of computer-controlled hydraulic arms.

⁴
The asymmetrical structure of the roof makes it the building's most remarkable feature. The mesh consists of 1,500 types of balls and approximately 3,200 types of bars.

Access to the Palau is on the upper side, at the level of the esplanade of the Olympic Ring, containing the sculpture Change, by the Japanese artist Aiko Miyawaki. The Palau's two main vestibules are decorated with four large murals by the painters Joan Hernández Pijoan and Albert Ràfols Casamada, entitled *Flowers for the Champions* and *Sea and Earth*, respectively.

The Palau Sant Jordi is remarkable for the technical complexity of its construction and its modern technological equipment. The roof was constructed at ground level and then raised, over a period of ten days, to its final position 45 m above the arena, using the Pantadome system. It constitutes one of the most interesting features of the Olympic project from the constructional point of view. Because of the roof's asymmetrical shape, the metal rods and spheres of which it consists are of many different types (more than 1,500 different types of spheres and some 3,200 types of rods).

Then Palau has fully-computerised ventilation and air-conditioning systems, which can be used in different combinations, according to the prevailing weather conditions and the difference between the inside and outside temperatures. The main hall is equipped with eight fans, located in the corners of the roof, which can simulate a breeze. This system was tested using a model of the Palau at a scale of 1:100. When the comfort of the occupants calls for more than simple ventilation, standard air conditioning can be used, with heating in winter and refrigeration in summer. The complexity of the installations at the Palau is such that a central control system is needed to monitor the air conditioning, power supply, lighting and security systems. This central control facilitates preventive maintenance and saves energy.



2



3



4



1
The Palau Sant Jordi has received a number of international awards, including the City of Barcelona Prize, the FAD Architecture Prize, Opinió i Edifici de Nova Planta d'Ús Public, the Construmat air-conditioning prize and the Matsui Gengo structure prize, Tokyo.

2
The green and grey entrance doors are framed by the curve of the metalized grey perimeter roof, giving the building the look of a science-fiction space-craft, and protecting the entrance from direct sunlight. Inside the Palau, the daylight that enters through the skylights gives a sense of spaciousness.



3
The Palau Sant Jordi's flexibility was demonstrated during the Games, when the gymnastics competitions and the handball and volleyball finals were held there. There is an excellent view of the arena from everywhere on the stands.



The Olympic adaptation project

The flexibility of the venue meant that it could be used for sports as different as artistic gymnastics, volleyball and handball. However, a considerable effort was necessary to assemble and dismantle the equipment for the various sports in the short time permitted by the Olympic calendar.

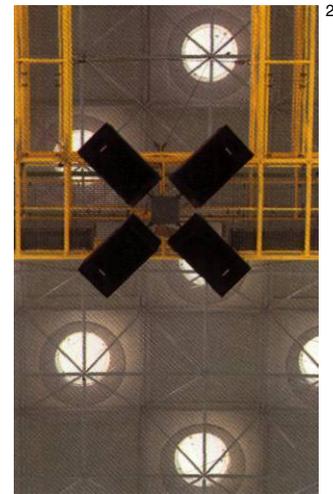
The Olympic adaptation project had to take account of the operation of the various services inside the venue and also of the activities of the various groups of users, some of them very numerous. This meant that large areas of the store-rooms and vestibules had to be adapted as work and rest areas within the restricted zone. For example, the Team'92 catering service had to meet the needs of this large group in the short periods of time between competition sessions.

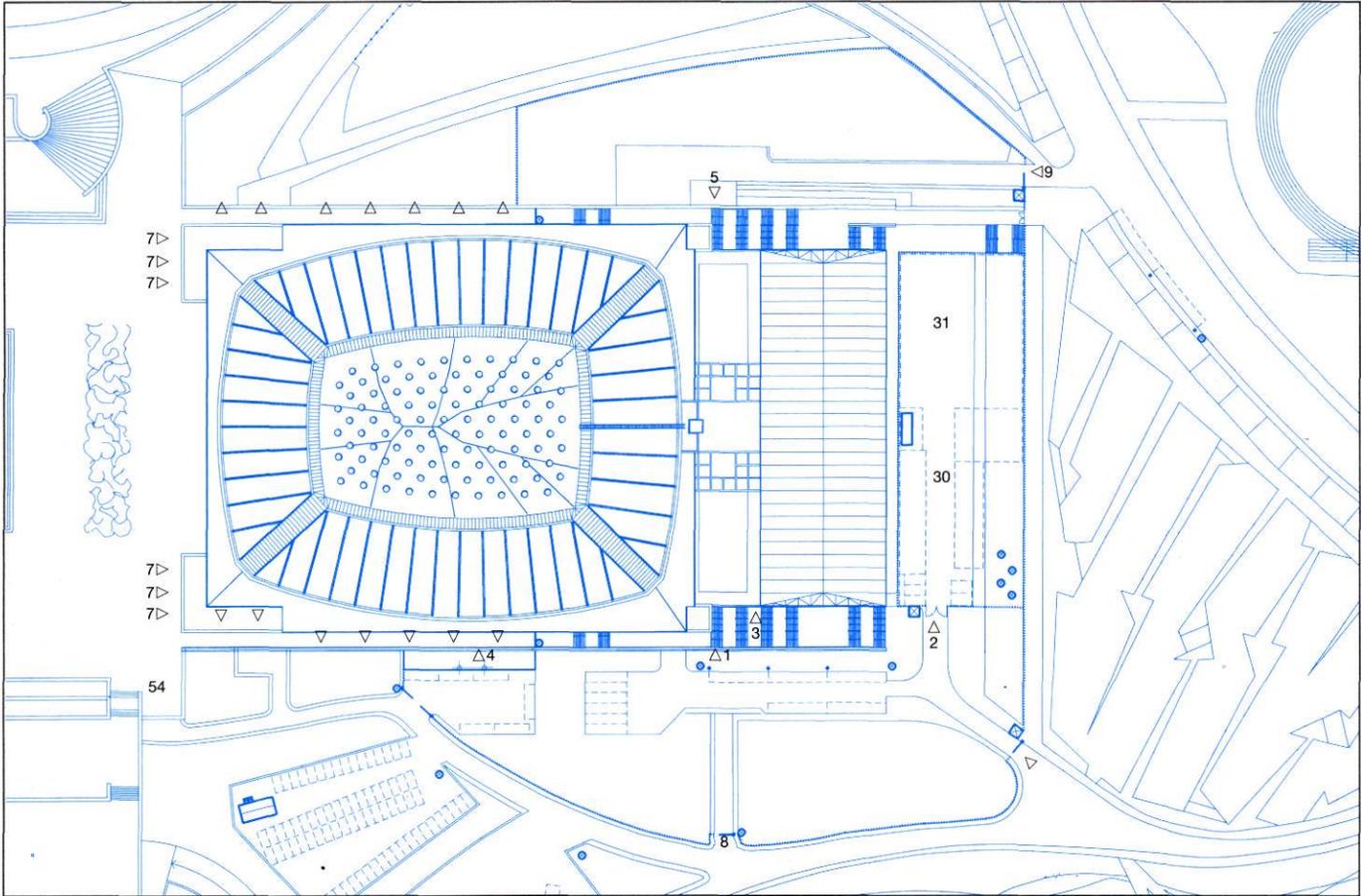
Television requirements made it necessary to add to the artificial lighting in

the Palau and reduce the amount of natural light; this was achieved by placing translucent screens in the upper windows to prevent the entry of direct sunlight. Various areas were adapted to accommodate the technological equipment, notably in the RTO'92 section, under the stands of the main hall, where the TV control rooms were located.

Events proved that the forecast dimensioning of space had been correct, except for the VIP and press stands, where occupation rarely exceeded 50% of capacity. On the other hand, the competition area functioned perfectly, the work rooms were well used, rest and leisure areas were always busy, and the venue was practically full of spectators every day.

1 and 2
The Palau has a natural ventilation system as well as a sophisticated air-conditioning system. For the lighting and PA systems, lights and loudspeakers are strategically located on the central suspended structure. There is a cuboid scoreboard, also suspended, each of whose faces consists of a 6X4 bank of projector monitors.





General plan

0 25 50 m

Palau Sant Jordi

Owner

Barcelona City Council

Manager

Barcelona Promoció SA

Opened

21 September 1990

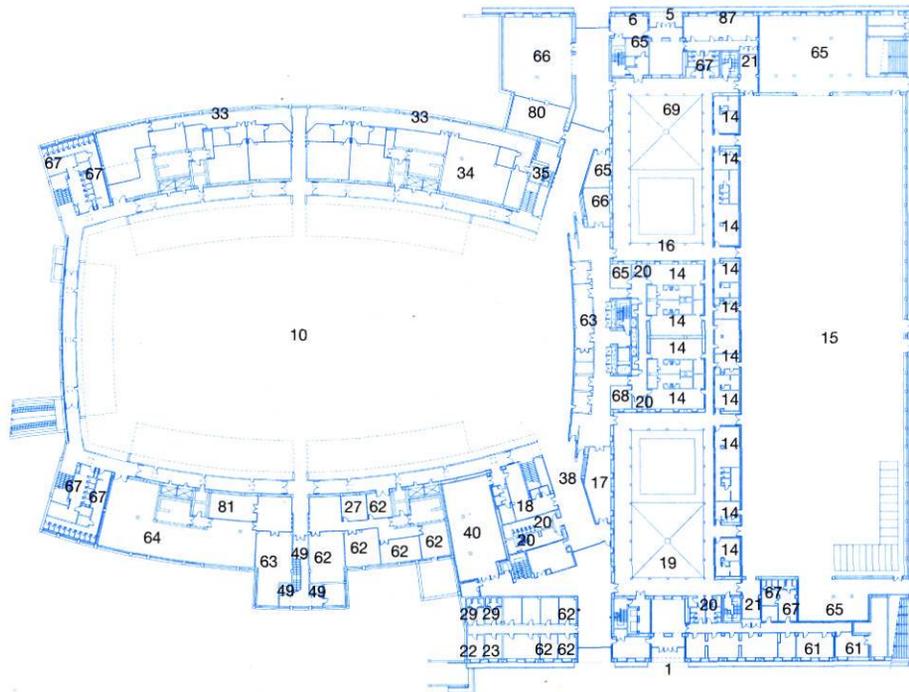
Distances

Olympic Village:	6 km
MPC and IBC:	1 km
IOC residence:	4 km



Basement

0 10 20 m



Ground floor

0 10 20 m

Palau Sant Jordi

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Technical vehicles
- 9 Maintenance vehicles

Competition area

- 10 Competition area
- 11 Technical delegates' positions
- 12 Photographers' positions

OF stand

- 13 Seats with accreditation

Competitors' services

- 14 Changing rooms
- 15 Warm-up area
- 16 Call room
- 17 Competitors' clinic
- 18 Doping control
- 19 Lounge and restaurant area
- 20 Toilets
- 21 Video rooms

IF services

- 22 President's office
- 23 Secretary general's office
- 24 Technical committee
- 25 Referees' changing room
- 26 Judges' work room (GY) and technical sports committee (VB/HB)
- 27 Appeals Jury room
- 28 Technical delegate's office
- 29 Toilets

RTV

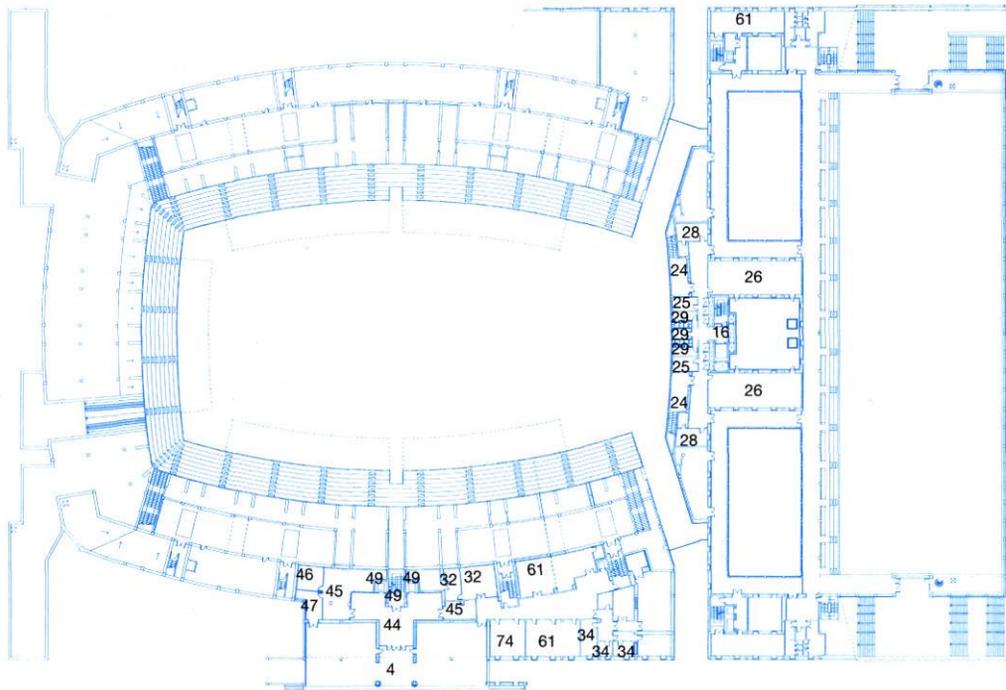
- 30 Mobile units park
- 31 NBC park
- 32 Commentators' control
- 33 RTV technical area
- 34 RTO '92 offices
- 35 Toilets
- 36 Camera platforms
- 37 Special camera platforms

Press

- 38 Mixed zone
- 39 Press centre
- 40 Interview room
- 41 Rest area
- 42 Toilets
- 43 Access to the stand

VIPs

- 44 Reception centre



First floor

0 10 20 m

- 45 Lounge and restaurant area
- 46 Protocol manager 's office
- 47 Escorts' room
- 48 Toilets
- 49 Access to the stand and competition area

Spectators

- 50 Entrance to the stand
- 51 Disabled entrance to the stand
- 52 Stand
- 53 Information
- 54 Meeting point
- 55 Souvenirs
- 56 Food and drinks
- 57 Ice-creams
- 58 Film and video
- 59 Medical care
- 60 Toilets

Organisation

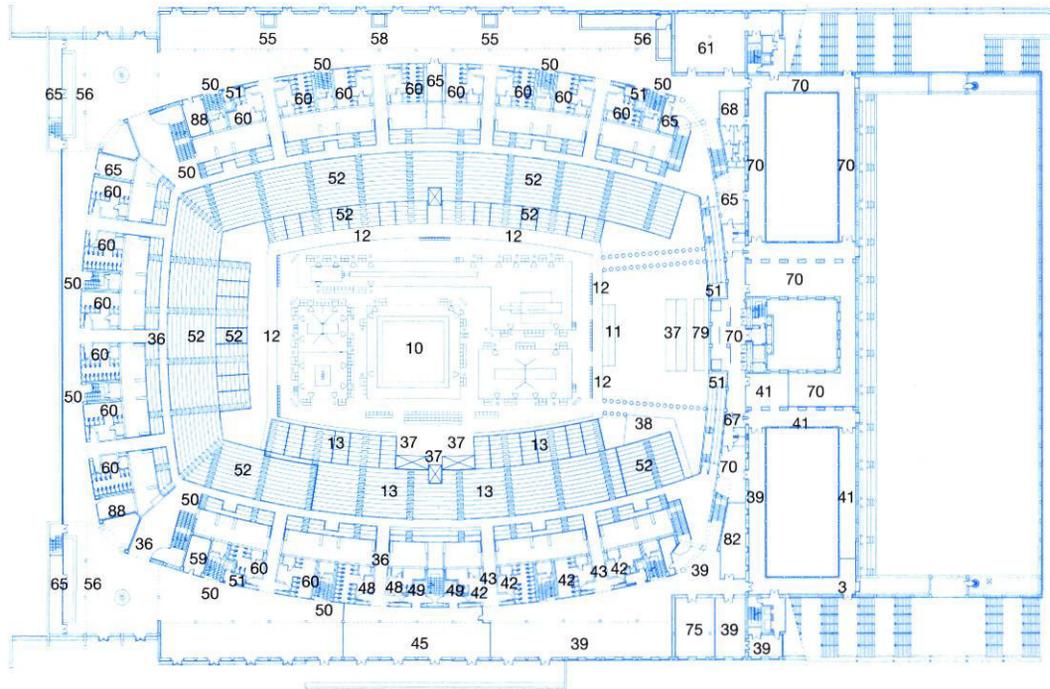
- 61 Organisation offices
- 62 Competition offices
- 63 Ceremonies preparation
- 64 Sports material store
- 65 Maintenance stores
- 66 Logistics stores
- 67 Toilets
- 68 Changing rooms
- 69 Rest area
- 70 Restaurant area
- 71 Staircases and lifts

Technology

- 72 Telecommunications room
- 73 CA TV room
- 74 Telephone services
- 75 Telephone room
- 76 Radio room
- 77 Radio control room
- 78 Sound and Scoreboard control
- 79 Alphanumeric Scoreboard
- 80 Scoreboard stores
- 81 Results control room
- 82 Results management room
- 83 Results edition room
- 84 Central computer room

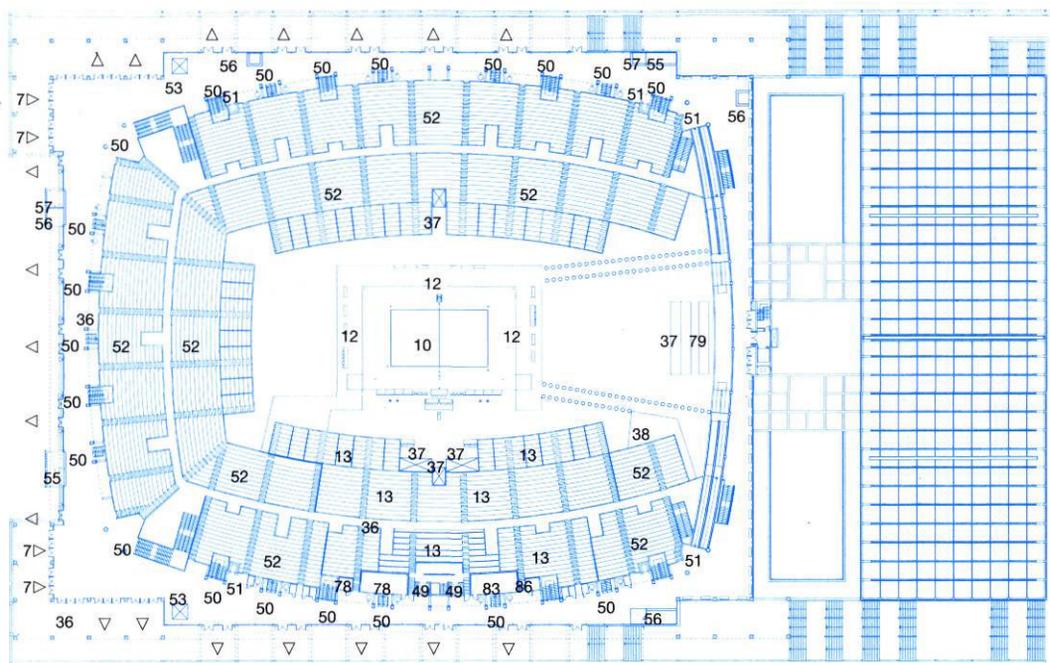
Security

- 85 Security control room
- 86 Surveillance point
- 87 Internal security room
- 88 Public security room



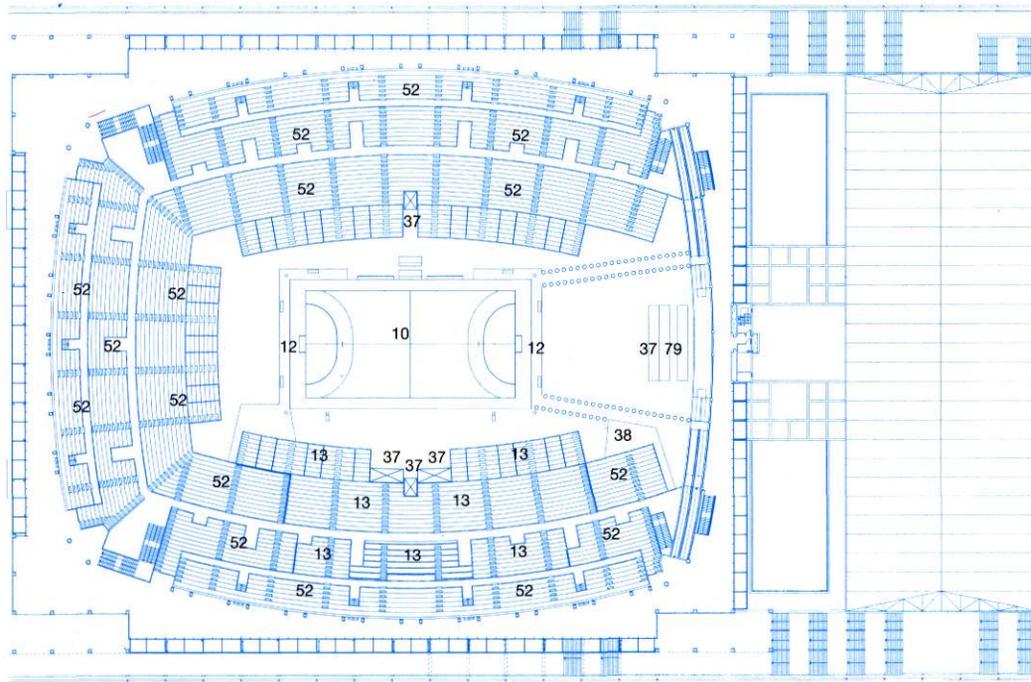
Second floor. Men's artistic gymnastics competition area

0 10 20 m

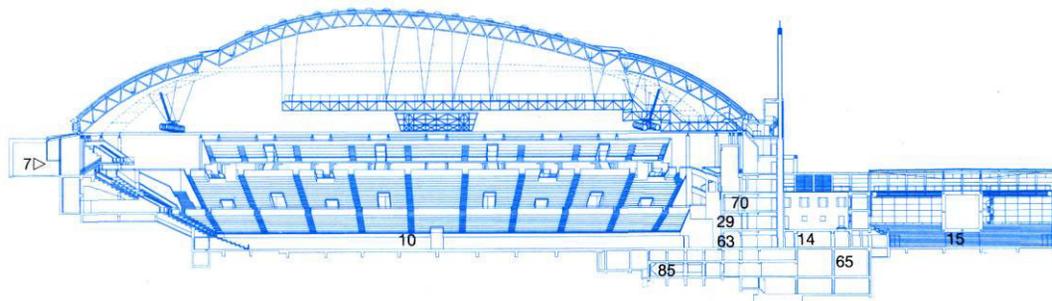
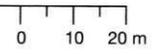


Third floor. Volleyball competition area

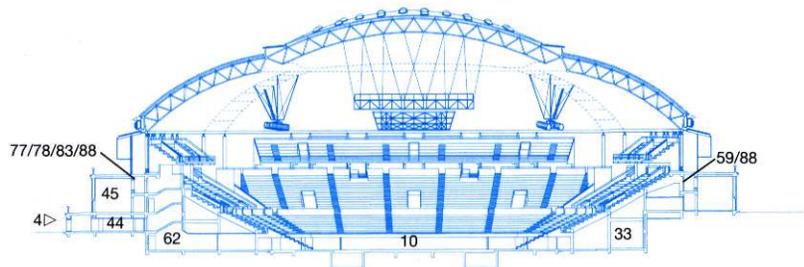
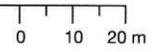
0 10 20 m



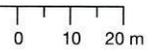
Fourth floor. Handball court



Longitudinal section



Cross section



1 and 5

The Institut Nacional d'Educació Física de Catalunya (INEFC) building, designed by Ricard Bofill's firm of architects, with evident academic connotations, was erected using prefabricated panels, a technique used here for the first time in Spain.

2

Sculpture by Rosa Serra, Torsi movement, which stands in the main entrance to the INEFC.

3

The INEFC is organised around two large covered cloisters measuring 48 m square. The wing between them contains a meeting hall. Behind the building there are four open-air playing areas, one of natural turf, one of artificial turf and two of synthetic matting.

4

The INEFC was the venue for the free-style and Greco-Roman wrestling during the Olympic Games.

The INEFC

The Institut Nacional d'Educació Física de Catalunya (INEFC) was the venue for the Greco-Roman and freestyle wrestling competitions of the Barcelona'92 Olympic Games. The building belongs to the Directorate General for Sport of the Generalitat of Catalonia, has facilities for about 1,000 students and has its own training fields.

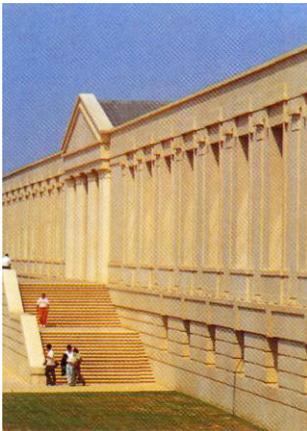
As part of Competitions'91, between 25 and 28 July, the world junior Greco-Roman wrestling championship was held here.

The building was financed by the Generalitat of Catalonia, and project and site management were carried out jointly by the technical department of the Directorate General for Sport of the Generalitat of Catalonia and AOMSA.

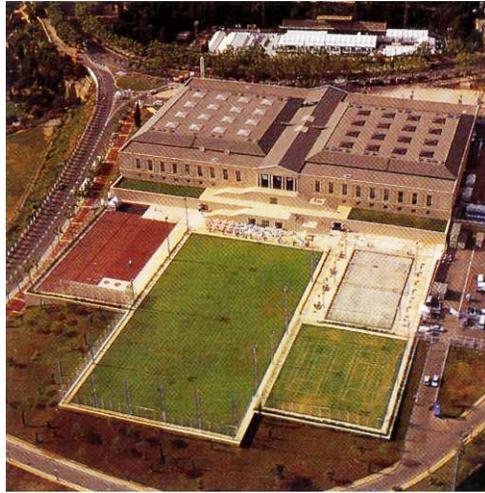
The long-term project

The INEFC, designed by Ricard Bofill's architectural firm, is the first building in Spain to be erected using a system of pre-cast concrete panels; nearly 1,700 prefabricated concrete sections had to be put in place. The building is organised around two large (48 m-square) covered cloisters. The wing which divides them is a meeting hall, with room for 400 people.

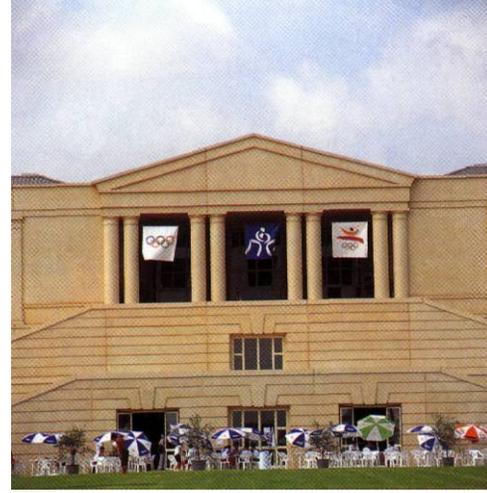
These two cloisters contain the competition areas, separated by acoustic curtains. Around these two large spaces there are four wings containing auxiliary services: store-rooms, class-rooms, changing-rooms, etc. In this way, the class-rooms are oriented towards the south, with direct access to steps going down to the open-air sport areas; the administrative block and the library face north; and the east and west facades consist of glazed galleries, which provide natural light for the two cloisters and the vestibule.



1



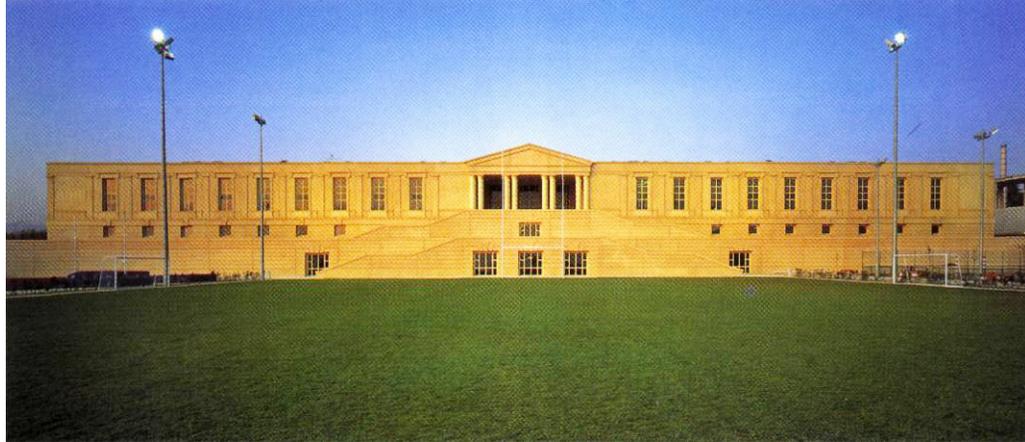
3



4



2



5

Outside, echoing the layout of the building, there are four open-air playing areas: one of natural turf, one of artificial turf and two of synthetic matting. The security and fire-detection, temperature control, public address and cabling systems are all computer-controlled. Hence, the INEFC's classical facade conceals an ultra-modern building management system.

The Olympic adaptation project

During the Games, the space was divided so as to provide separate circulation areas for the various groups of users: the public entered by the vestibule on the north side and had access to the stand and the services in the landscaped area on the east side; the Olympic Family entered from the south, using spaces which were separated from the public areas. One of the interior cloisters was used as a warm-up area, with five mats laid directly on the ground, and the other as the competition area, with three mats on a 43 X 16 X 0.85 m platform, around which temporary seating was installed for the use both of the public

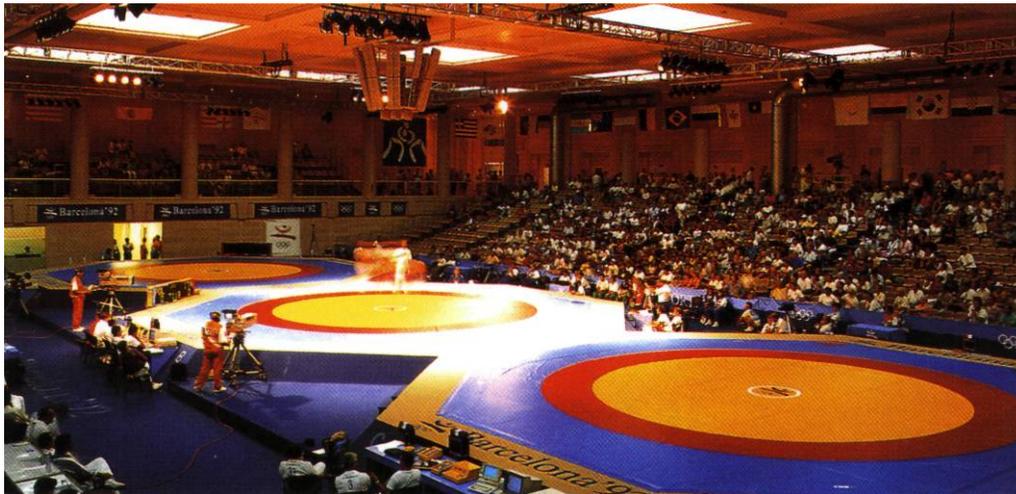
and of the Olympic Family, without distinction. The remaining services were installed around these spaces: the changing-rooms, the weigh-in room, the wrestlers' clinic, the competition office, etc. The press rooms were at the level of the main vestibule. It should be mentioned that parts of both this floor and the upper floor (laboratories, library, etc.) were not occupied during the Games.

Olympic requirements made it necessary to reinforce the air conditioning and modify the lighting of the competition area. Thus, windows and sky-lights were covered to prevent the entry of direct sunlight, and additional artificial lighting was installed to give 1,400 lux on the competition area, to ensure optimal television coverage. An improved PA system was installed for the warm-up and competition areas. The space distribution followed that of the existing areas, and in general turned out to be correctly dimensioned, although the space in the stands, for both public and VIPs, was insufficient in view of the enthusiasm with which the competition was followed.

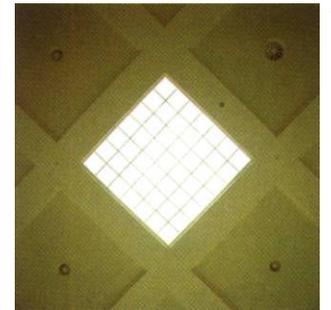
1 and 2
Both the building's covered cloisters were used: one for the wrestling competition itself, with three mats set on a platform (1), and the other for wrestlers to warm up.

3
The press centre was located at the level of the main vestibule.

4
Natural light enters through a series of square sky-lights.



1



4



2



3

**Institut Nacional
d'Educació Física de
Catalunya (INEFC)**

Owner

Sports Department, Generalitat of
Catalonia

Manager

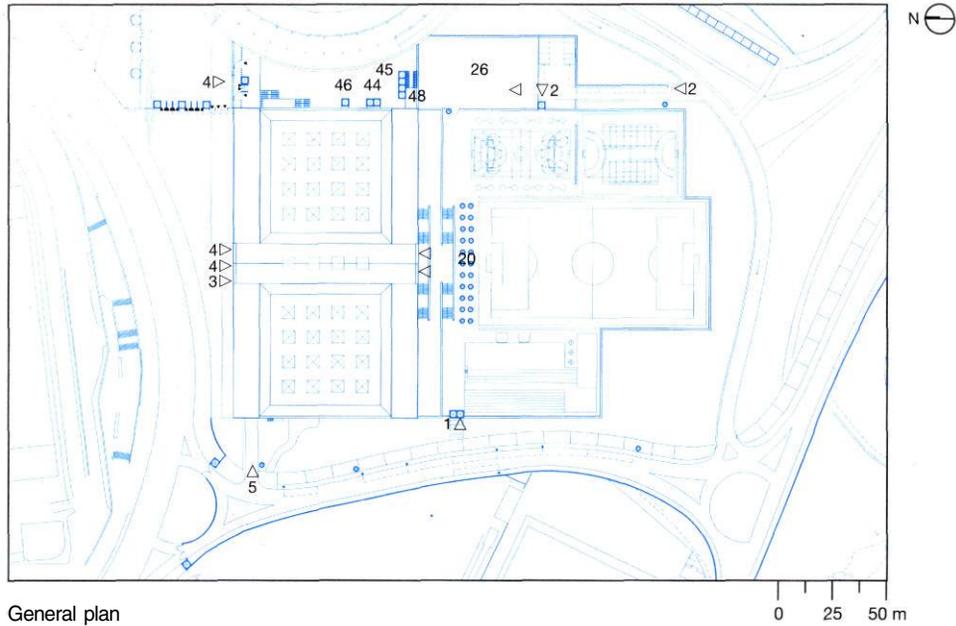
INEFC

Opened

21 June 1991

Distances

Olympic Village: 6 km
MPC and IBC: 1 km
IOC residence: 4 km



General plan

Entrances

- 1 Competitors, officials, press and organisation
- 2 RTV technical and VIPs vehicles
- 3 Press and organisation
- 4 Spectators
- 5 Maintenance vehicles

Competition area

- 6 Competition ground
- 7 Data entry
- 8 Referees' positions in the area
- 9 Doctors' positions in the area
- 10 Photographers' positions in the area

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Access
- 13 Information
- 14 Changing rooms
- 15 Warm-up area
- 16 Sauna
- 17 Weigh-in room
- 18 Competitors' clinic
- 19 Doping control
- 20 Lounge and restaurant area

IF services

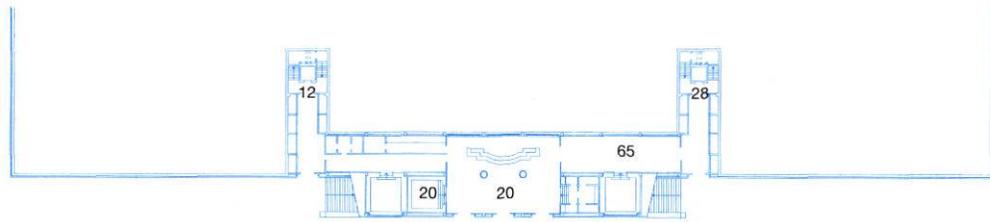
- 21 FILA president's office
- 22 Technical sports committee
- 23 Referees' and judges' changing room
- 24 Appeals Jury and Referees' work room
- 25 FILA technical delegate's office

RTV

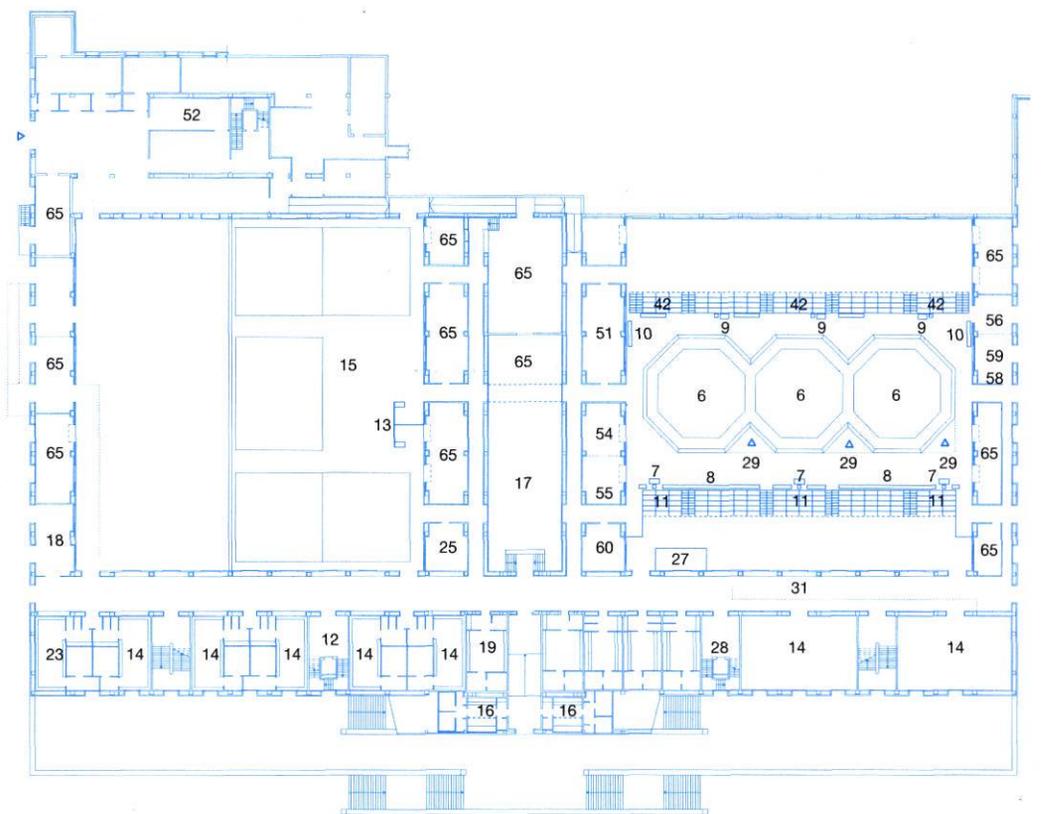
- 26 Mobile units park
- 27 Commentators' control
- 28 Access to the stand
- 29 Camera positions in the competition area
- 30 Camera platforms on the stand

Press

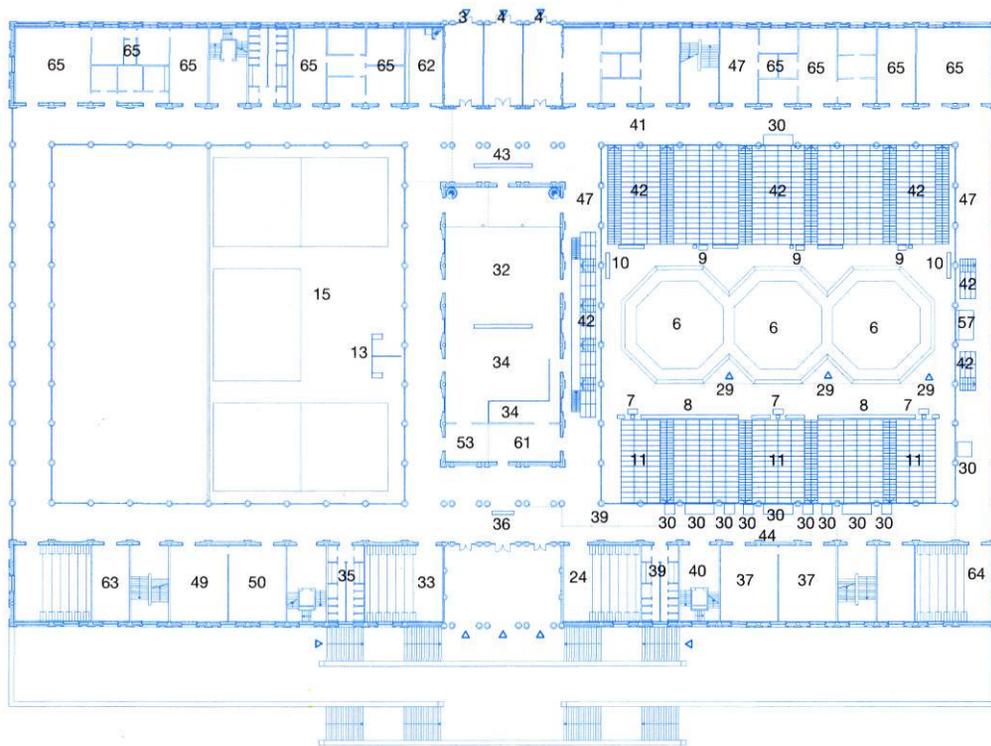
- 31 Mixed zone
- 32 Press centre
- 33 Interview room
- 34 Rest area
- 35 Toilets



Basement



Ground floor



First floor

0 10 20 m

- VIPs**
- 36 Reception centre
- 37 Lounge and restaurant area
- 38 Protocol manager's office
- 39 Toilets
- 40 Access to the competition area

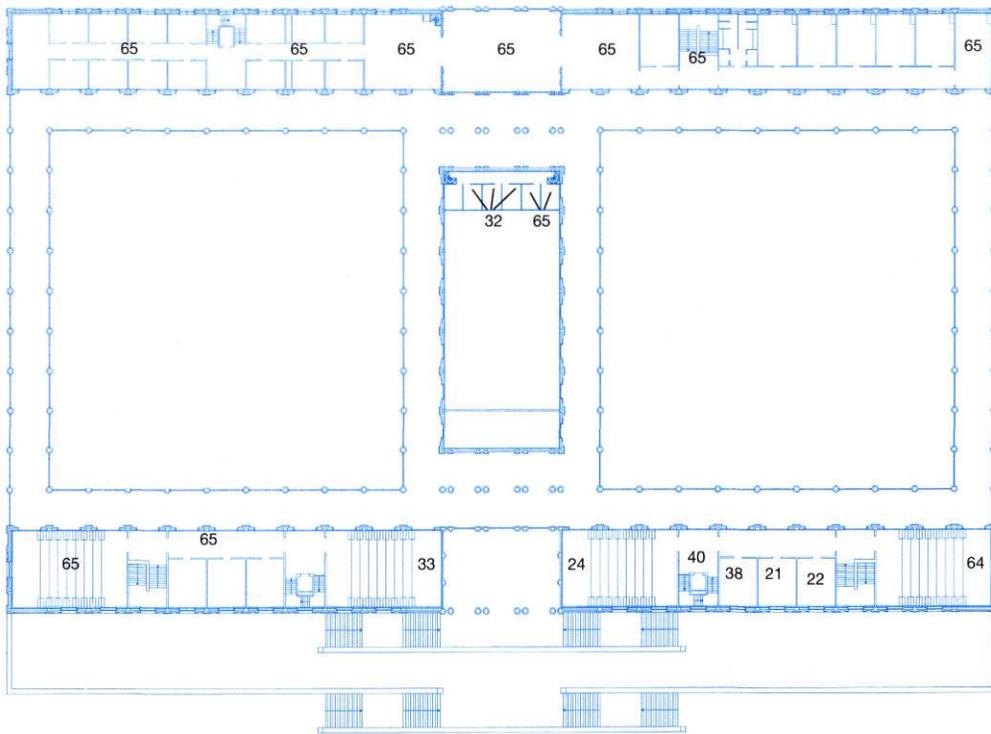
- Spectators**
- 41 Entrance to the stand
- 42 Stand
- 43 Information
- 44 Souvenirs
- 45 Food and drinks
- 46 Ice-creams
- 47 Medical care
- 48 Toilets

- Organisation**
- 49 Director's office
- 50 Work room
- 51 Competition offices

- Technology**
- 52 Telecommunications room
- 53 Radio room
- 54 Sound and PA room
- 55 Telephones
- 56 Time-keeping room
- 57 Scoreboard
- 58 Scoreboard control room
- 59 Scoreboard stores
- 60 Results management room
- 61 Results publishing room

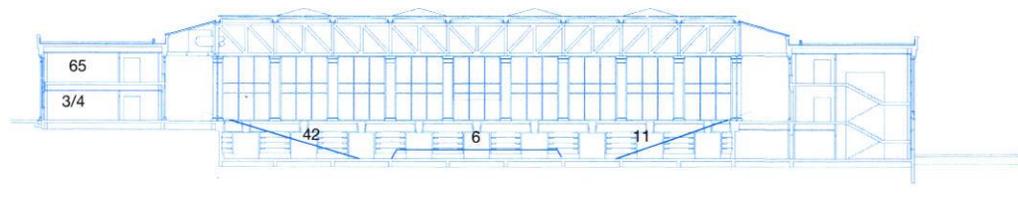
- Security**
- 62 Security control room
- 63 Internal security room
- 64 Public security room

- Space not for Olympic use**
- 65 Space reserved for the INEFC



Second floor

0 10 20 m



Cross section

0 5 10 15 m

1 and 2
Seating for spectators at the Bernat Picornell Swimming Pools had to be extended from 3,000 to 10,000, by means of temporary stands. The south stand was reserved for the Olympic Family, mainly members of the press.

The Bernat Picornell Swimming Pools

The Bernat Picornell Swimming Pools, in the Montjuïc Olympic Ring, were rebuilt to be the venue for the swimming and synchronised swimming events and for the final of the water polo. The project, which was entrusted to the architects Franc Fernandez and Moisés Gallego, with the assistance of the Estudi Camp engineering consultancy, included the construction of two Olympic-sized pools and two service and administration buildings. The venue also includes an open-air diving pool.

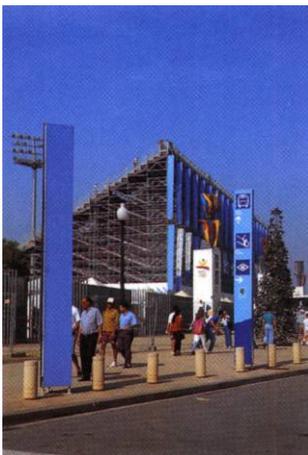
The Bernat Picornell Swimming Pools were re-opened in summer 1991 with the holding of the VII World Water Polo Cup and the Spanish swimming championships. The work was financed exclusively by COOB'92, and site management was shared by COOB'92 and AOMSA.

The long-term project

The Bernat Picornell Swimming Pools were built in 1970, for the XII European Swimming Championships. They were designed by the municipal architects Antoni Lozoya, Pere Ricart and Aleix Agullé, using the most advanced constructional techniques available at the time, a fact that helped to make them amongst fastest pools in the world.

As a result of the rebuilding project, they were ideally suited to Olympic competition, and their long-term usefulness was also assured. The competition pool was rebuilt on the site of the old one, but extending it to 25 X 50 m and providing it with a service gallery and a 1.50 m mezzanine to give access to the bottom. Thanks to the design of the bottom, with a section ranging from 2.20 m to 3 m, this is one of the fastest racing pools in the world.

The service building consists of four floors, to house machinery, changing rooms, bar and gymnasium. The administrative building covers 1,400 m²,



divided into two open floors. Between these two buildings is the covered training pool, the same size as the competition pool. Both buildings and the indoor pool are covered by a roof suspended from three lattice beams. The pools are equipped with the most advanced water purifying and other machinery.

The Olympic adaptation project

The basic problem posed by the Olympic adaptation of this venue was the need to increase seating capacity from the 3,000 provided by the permanent seating to the 10,000 agreed with the International Amateur Swimming Federation (FINA). The extension consisted of three temporary stands: two were prolongations of the side stands, and the third was at one end of the competition pool, over the diving pool.

The southern stand was entirely reserved for the Olympic Family, which simplified

the division of zones and security arrangements. The enlargement in the seating capacity made it necessary to provide extra services; this was achieved by erecting a large number of kiosks outside the venue, lending it a colourful, festive air.

The open floor of the administrative building accommodated the press centre, which contained a work room for 240 journalists, an interview room with space for 160 and a work area for the organisation.

Experience showed the dimensioning of the various services to be correct, except for the electric generators, since the real consumption was far less than had been predicted. Also, the rest area for the press was little used by journalists, and instead became a rest area for the volunteers. The remaining areas proved to be very comfortable and worked extremely efficiently.

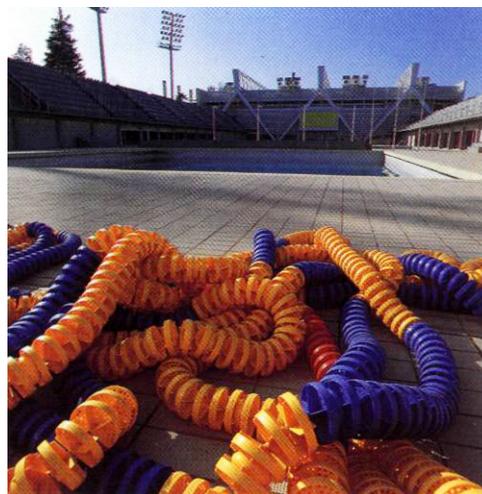
^{1 and 4}
The covered training pool, the same size as the competition pool, between the service building and the administrative building.

²
Aerial view of the Bernat Picornell Swimming Pools, showing the scale of the temporary stands: two were prolongations of the side stands and the third was erected over the diving pool, which was not used during the Games.

³
The pool uses the latest technical equipment.



1



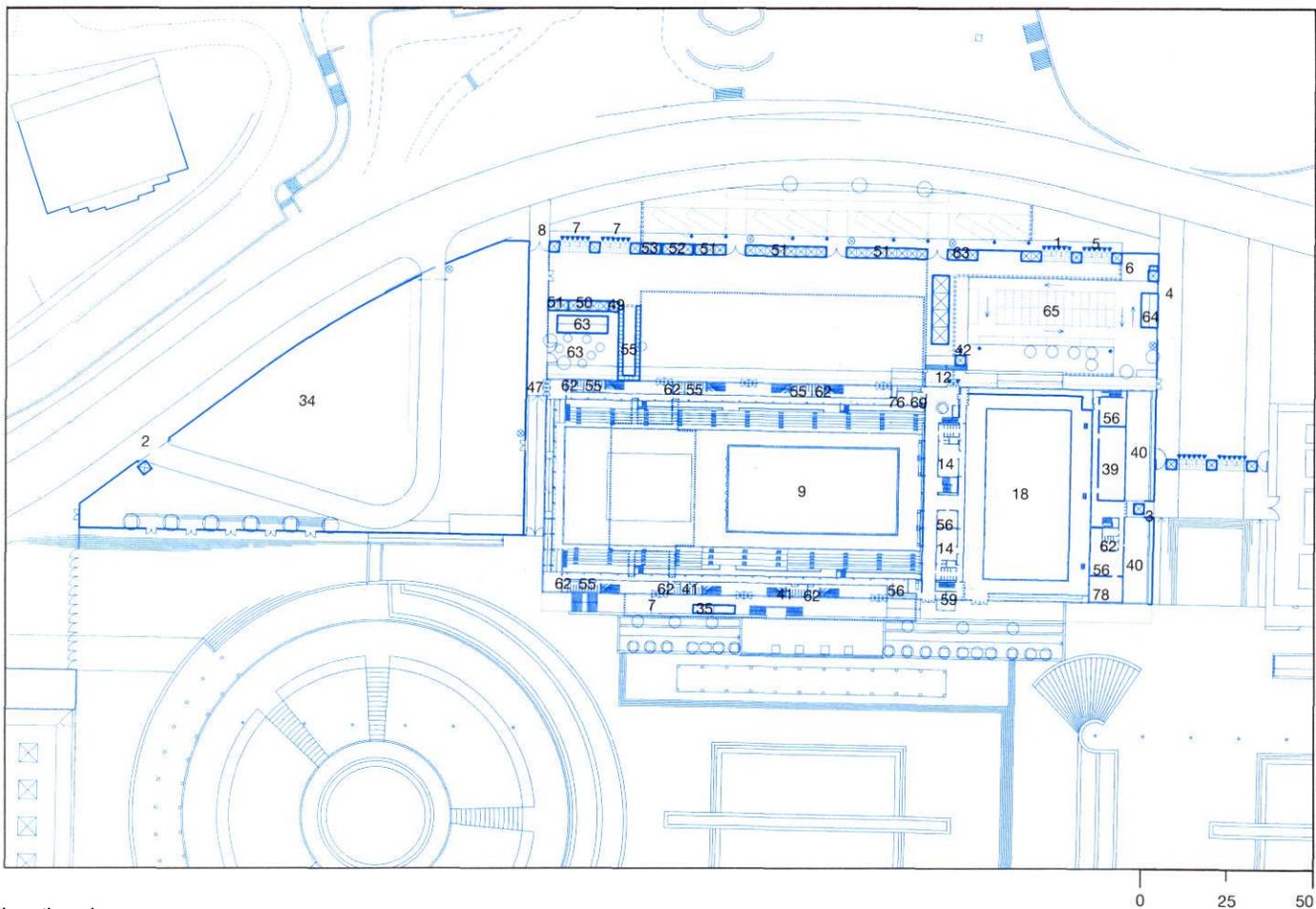
3



2



4



Location plan

Bernat Picornell Swimming Pools

Owner

Barcelona City Council

Manager

Sports Department, Barcelona City Council

Opened

15 July 1991

Distances

Olympic Village:	6 km
MPC and IBC:	1 km
IOC residence:	4 km

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Maintenance vehicles

Competition area

- 9 Competition pool
- 10 Photographers' positions

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Entrance
- 13 Information
- 14 Competitors' changing rooms
- 15 Massage room
- 16 Hydromassage
- 17 Sauna
- 18 Warm-up area
- 19 Call room
- 20 Competitors' clinic
- 21 Doping control
- 22 Rest area
- 23 Toilets

IF services

- 24 FINA president's office
- 25 FIN A secretary general's office
- 26 FINA office
- 27 FINA meeting room
- 28 Referees' and judges' changing room

29 Referees' and judges' meeting room

- 30 Appeals Jury room
- 31 Technical delegate's office (SS)
- 32 Technical delegate's office (SW)
- 33 Toilets

RTV

- 34 Mobile units park
- 35 Commentators' control
- 36 Camera platforms

Press

- 37 Mixed zone
- 38 Press centre
- 39 Interview room
- 40 Rest area
- 41 Toilets

VIPs

- 42 Access
- 43 Rest area
- 44 President's room
- 45 Protocol manager's office
- 46 Toilets

Spectators

- 47 Disabled entrance to the stand
- 48 Stand
- 49 Information
- 50 Souvenirs
- 51 Food and drinks
- 52 Ice-creams
- 53 Film and video
- 54 Medical care
- 55 Toilets

Organisation

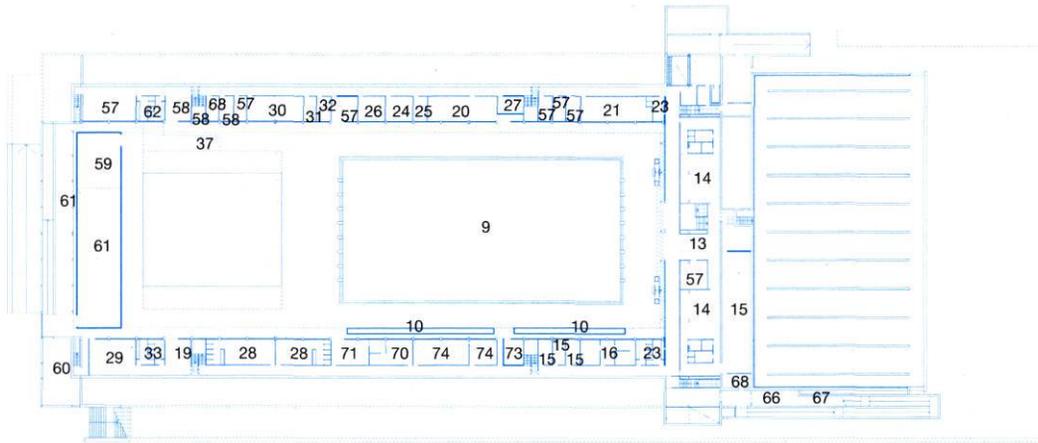
- 56 Organisation offices
- 57 Competition offices
- 58 Ceremonies preparation
- 59 Sports material store
- 60 Maintenance store
- 61 Logistics store
- 62 Toilets
- 63 Lounge and restaurant area
- 64 Drivers reception centre
- 65 VIP car park and transport bay

Technology

- 66 Telecommunications room
- 67 CATV room
- 68 Telephone room
- 69 Radio control room
- 70 Sound and PA room
- 71 Time-keeping and Scoreboard control room
- 72 Matrix Scoreboard
- 73 Scoreboard stores
- 74 Results management room
- 75 Results publishing room

Security

- 76 Security control room
- 77 Surveillance point
- 78 Internal security room
- 79 Public security room



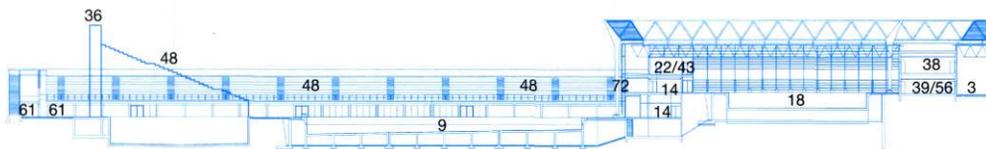
Ground floor

0 20 m



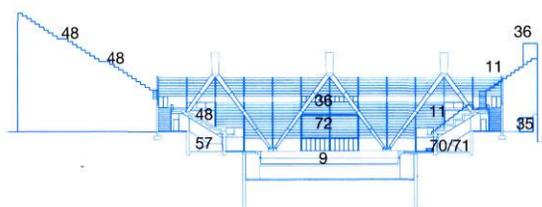
Second floor

0 20 m



Longitudinal section

0 20 m



Cross section

0 20 m

1

At the Montjuïc Swimming Pool, the city of Barcelona formed an incomparable background for spectators and for TV coverage of the diving competition.

The Montjuïc Swimming Pool

Located in the southern part of the park of Montjuïc, this pool was used for the Olympic diving competition and the preliminary phases of the water polo.

The new structure is on the site of the old pool, built in 1929 and subsequently enlarged by the addition of a new stand for the II Mediterranean Games in 1955. The most striking feature of the venue is its situation, with a splendid view over the city of Barcelona. The financing of the building work and the site management were the responsibility of COOB'92.

The long-term project

The rebuilding of the Montjuïc Swimming Pool was carried out according to designs by the architect Antoni de Moragas and the Barning engineering consultancy. The old pool was completely demolished,

except for the services building known as the Chalet, which was restored to house the administrative offices.

The facility contains two open-air pools, a 25 X 25 X 5 m diving pool and a 33 X 25 X 2.10 m pool for water polo. Demolition of the old pool began in February 1990, and work began on the new pool the following month.

Public access to the Montjuïc Pool is via the Avinguda de Miramar, at the level of the top of the stand, while swimmers and others enter from the Plaça de la Font Trobada, on the lower level, located 29 m below the level of the Avinguda de Miramar. A curtain building, containing stairs, a footbridge and a lift, forms a nucleus to link the different levels.

The service area, located on the level immediately below the pools, contains changing rooms, a gymnasium, toilets, a medical care area, pool control area and machinery and maintenance rooms.



Beneath the permanent stand, at pool level, are the control rooms for the scoreboard and PA systems, announcer's room and store-rooms, as well as some space for competition organisation.

The Olympic adaptation project

The striking situation of the venue, looking out over the city from the side of the hill of Montjuïc was one of the most important considerations affecting the Olympic adaptation project. The difficult topography of the site was no obstacle to the proper operation of the various services, but it must be said that it did complicate the Olympic adaptation process.

Facilities for the public and other user groups were located on the terraces which exist because of the difference in levels and the slope of the site.

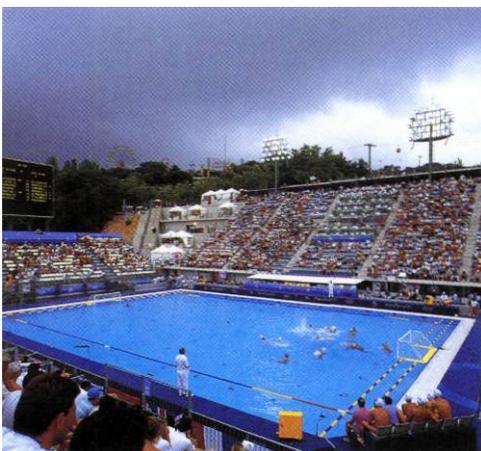
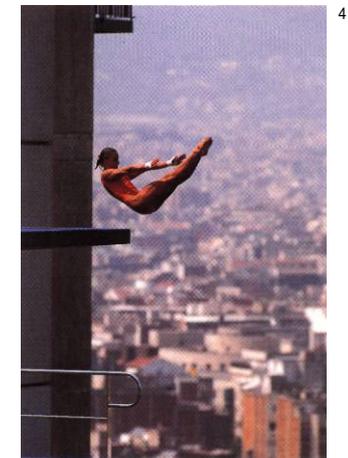
A notable feature of the Olympic adaptation project was the erection of a 30 X 14 m marquee, above the level of the edge of the pool, to serve as a press centre and interview room.

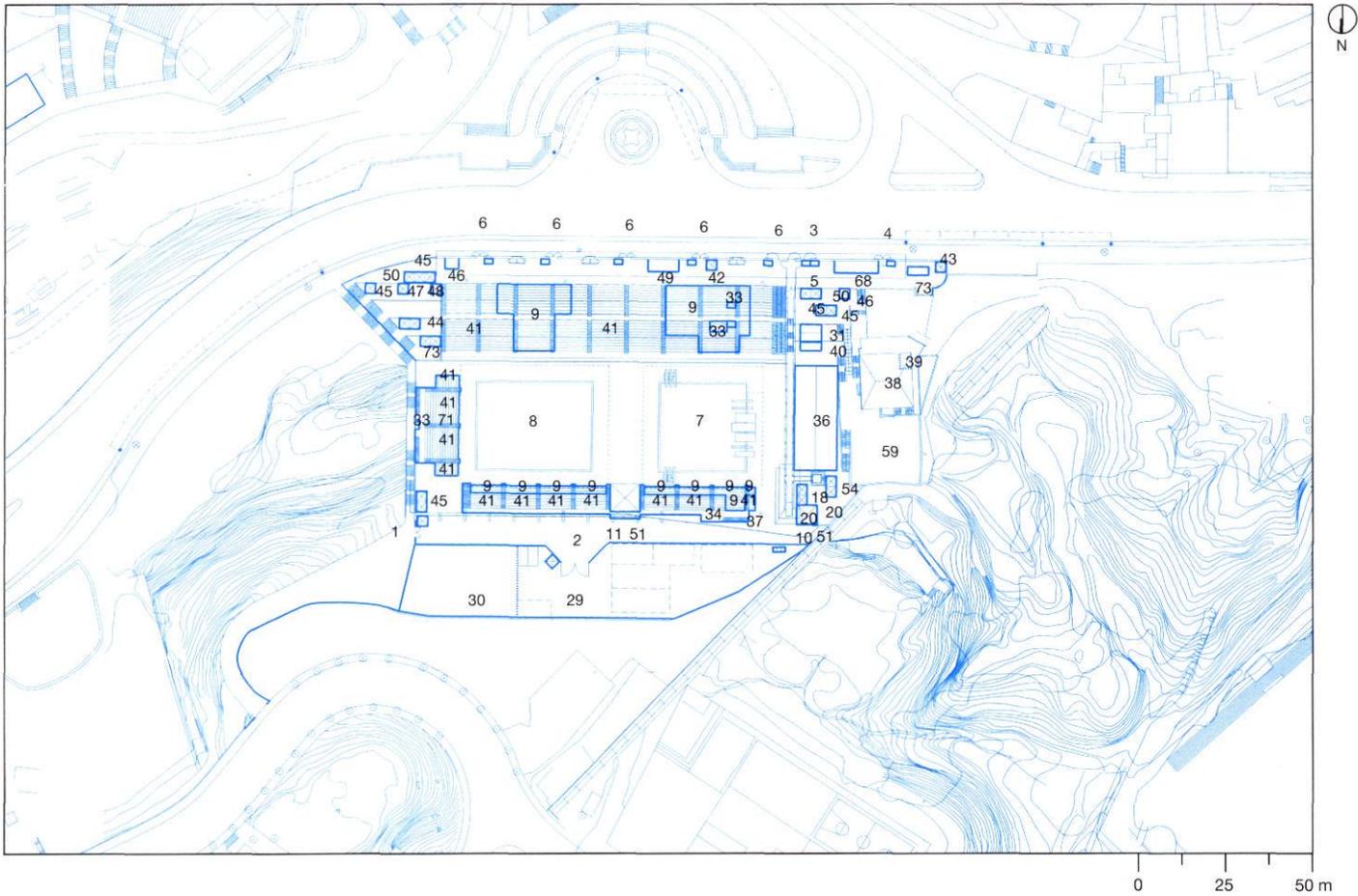
Of all the space provided for in the Olympic adaptation project, only that devoted to vehicle parking was under-used, as a result of the application of strict security measures, which made it advisable to use an exterior car-park.

A temporary stand with 2,400 seats was also erected, to supplement the 4,100 permanent seats. The rest areas and the stands had a striking view over the city, and television audiences around the world saw spectacular shots of the divers launching themselves into space against this stunning background.

¹
The Montjuïc Pool was built in 1955 for the Mediterranean Games. Its location on the hillside gives it a striking view of the city. Because of the slope of the site, public access is to the top of the stand, at street level.

^{2, 3 and 4}
The facility contains two open-air pools, one for diving and another which was used for water polo.





Location plan and plan of stands

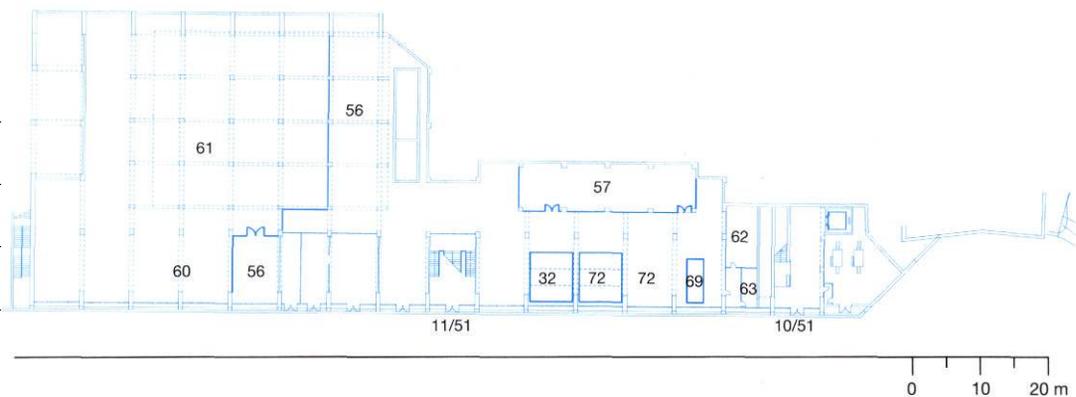
Montjuïc Swimming Pool

Owner
Barcelona City Council

Manager
Barcelona City Council

Opened
29 April 1992

Distances
Olympic Village: 6 km
MPC and IBC: 1.5 km
IOC residence: 4.5 km



Ground floor

Entrances

- 1 Competitors, organisation and RTO'92
- 2 RTO'92 technical vehicles
- 3 Press
- 4 VIPs
- 5 Pass management
- 6 Spectators

Competition area

- 7 Diving
- 8 Water polo

OF stand

- 9 Seats with accreditation

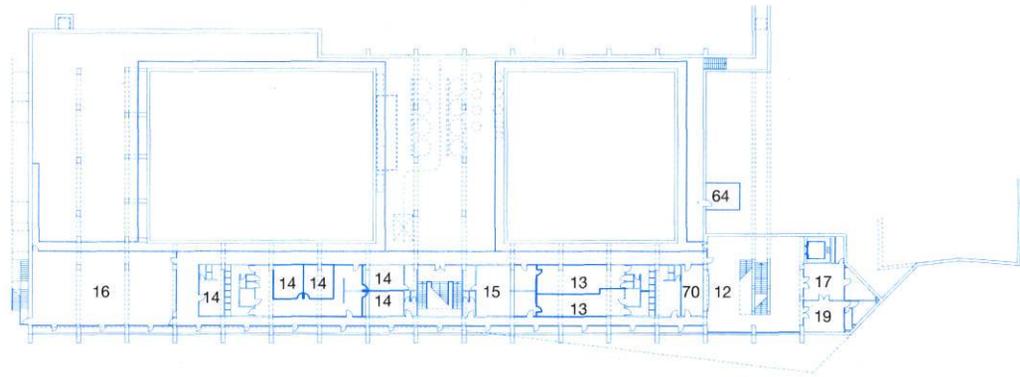
Competitors' services

- 10 Competitors' entrance
- 11 Competitor spectators' entrance
- 12 Information
- 13 Diving changing rooms
- 14 Water polo changing rooms
- 15 Massage room
- 16 Work-out room
- 17 Competitors' clinic
- 18 First-aid

- 19 Doping control
- 20 Rest area

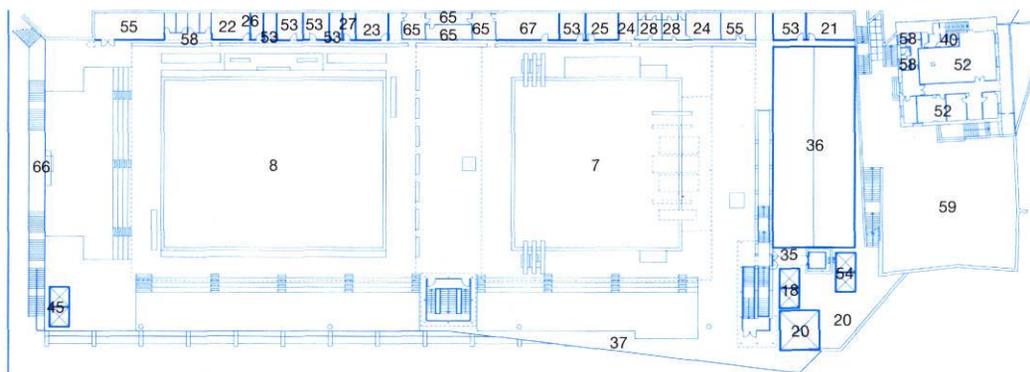
IF services

- 21 FINA office
- 22 Technical sports committee (WP)
- 23 Technical sports committee (DV)
- 24 Judges' changing rooms
- 25 Judges' work room
- 26 Technical delegate's office (WP)
- 27 Technical delegate's office (DV)
- 28 Toilets



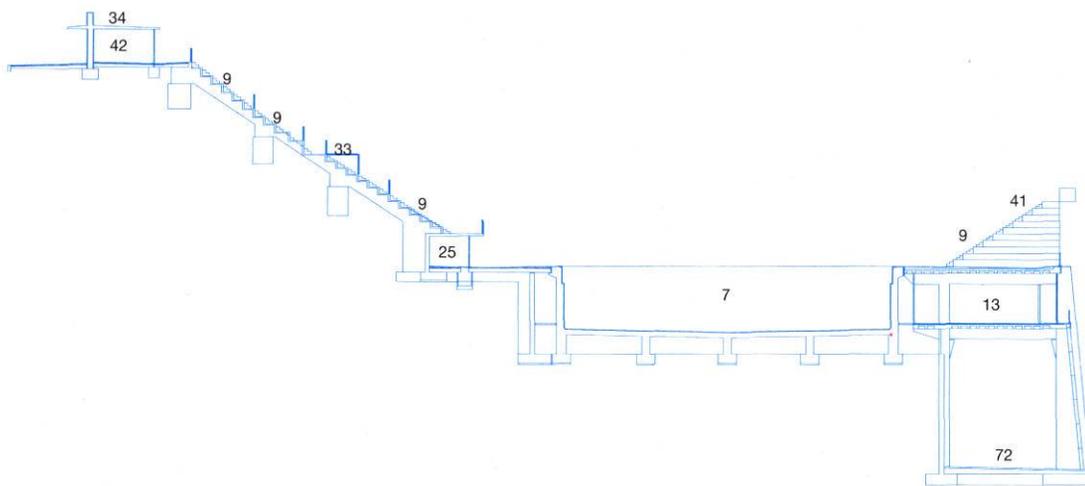
First floor

0 10 20 m



Second floor

0 10 20 m



Cross section of the diving pool

0 5 10 m

- RTV**
 29 Mobile units park
 30 NBC park
 31 Commentators' control
 32 RTO'92 offices
 33 Camera platforms
 34 Special camera platforms

- Press**
 35 Mixed zone
 36 Press centre
 37 TV interview room

- VIPs**
 38 VIP room
 39 Protocol manager's office
 40 Toilets

- Spectators**
 41 Stand
 42 Information
 43 Ticket sales
 44 Souvenirs
 45 Food and drinks
 46 Bar store
 47 Film and video
 48 Book stall
 49 Medical care
 50 Toilets

- Organisation**
 51 Access
 52 Organisation offices
 53 Competition offices
 54 Ceremonies room and store
 55 Sports material store
 56 Maintenance store
 57 Logistics store
 58 Toilets
 59 Restaurant area
 60 Drivers' reception centre
 61 Olympic fleet car park

- Technology**
 62 Telecommunications room
 63 CATV room
 64 Radio control room
 65 Sound and PA control
 66 Alphanumeric Scoreboard
 67 Results management room and
 Scoreboard control
 68 Results publishing room
 69 Photocopy room

- Security**
 70 Security control room
 71 Surveillance point
 72 Internal security room
 73 Public security room

1 and 2
The Palau de la Metal-lúrgia, built for the 1929 International Exposition, stands at the entrance to the Montjuïc Area from the Plaça d'Espanya. It was the venue for the fencing competition.

The Palau de la Metal-lúrgia

The Palau de la Metal-lúrgia was the venue for the fencing competition of the Games of the XXV Olympiad.

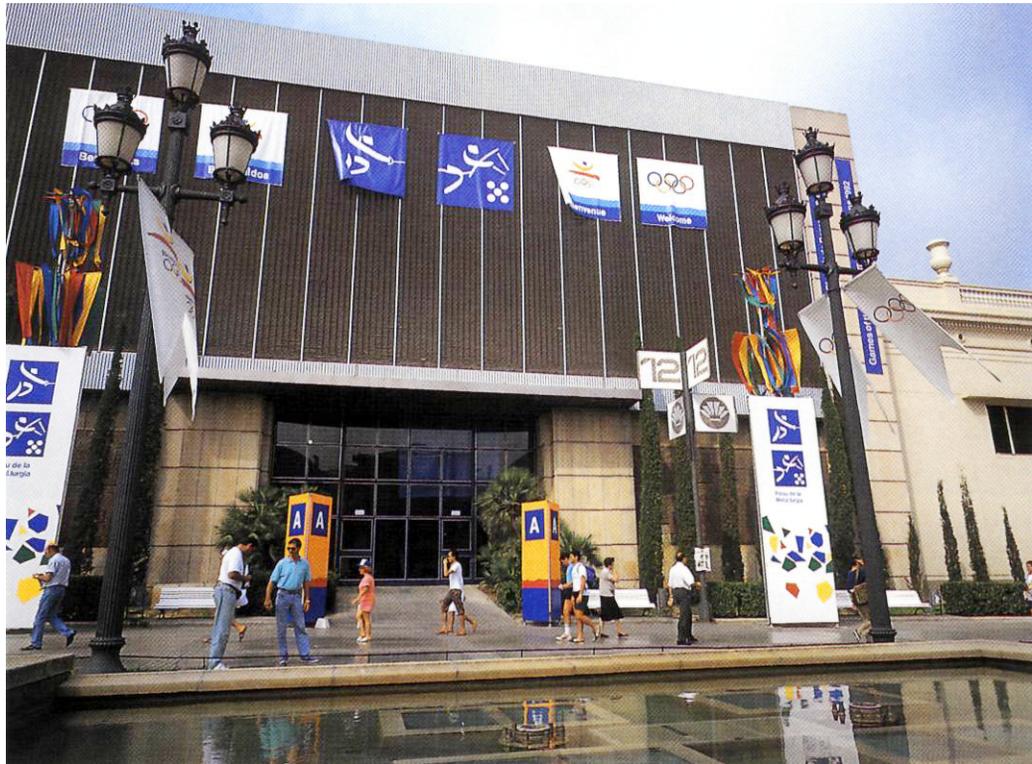
Situated on the north-west edge of the Montjuïc Area, the Palau de la Metal-lúrgia, like the other halls on the Avinguda de la Reina Maria Cristina, is normally used for exhibitions and shows organised by the Barcelona Trade Fair. Hence, its transformation into the fencing venue and training facility for the 1992 Olympic Games consisted entirely of temporary modifications, just as though it were for simply another trade show.

The long-term project

The Palau is one of the buildings erected for the 1929 Barcelona World Exposition; it is so large that it completely fills one side of the Avinguda de la Reina Maria Cristina, the main access to the park of Montjuïc.

The building, designed in 1927 by the architects Alexandre Soler i March and Amadeu Llopart, is characterised by its sober lines and structural solidity. It is built in reinforced concrete, with broad porticoes nearly 20 m, and the ground plan is very simple. It is organised around a longitudinal axis; the main entrance creates a transverse axis which, where it crosses the longitudinal axis, forms a central space roofed with a great dome. At either end of the longitudinal axis there are smaller wings, placed transversally.

The architectural style of the building, between colossalism and the taste for simplification, between Art Deco and the Central European expressionism that was popular at the time, is characterised by the treatment of the dome, with the break-down into triangles, and the classical reduction of the square-section columns.



The Olympic adaptation project

In view of the layout of the Palau, the piste to be used for the finals was placed under the central dome, while the other competition pistes were distributed along the length of the longitudinal axis and on either side of the dome.

There was no conflict of circulation between the Olympic Family and the public, since they entered from opposite sides of the building; thus, the competition area was the only space in common, and in fact separated the two groups of users.

The Olympic adaptation project called for the modification of the air conditioning system and the reinforcement of the lighting system. The training and warm-up areas, and the fencers' services, were installed in an adjacent hall, accessible from the northern end of the main building.

Two problems had to be faced by the Olympic adaptation project: the short period of time available for installation,

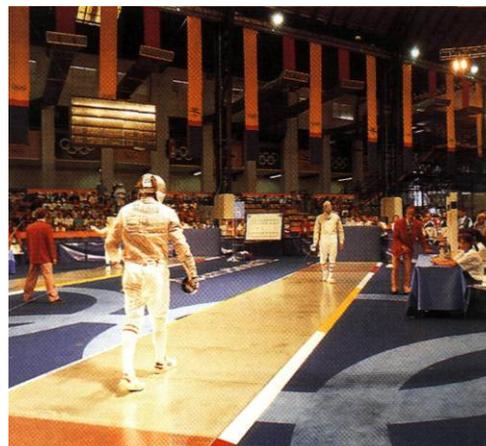
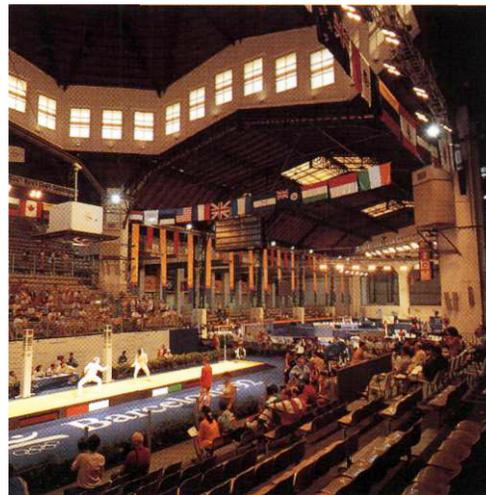
and the small space available for the stands for the finals piste; five preliminary designs had to be worked out before arriving at a definitive solution.

Particularly successful aspects of the adaptation project were the convenience, from the fencers' point of view, of the concentration of all their sporting activities on a single site, and the formal clarity of the arrangement of the temporary services.

¹
The fencers' training area was situated in an adjacent hall, accessible from the competition area.

²
The piste used for the finals was beneath the central dome of the Palau.

³
The competition pistes separated the public stands from the Olympic Family stands.



Palau de la Metal·lúrgia

Owner

Fira de Barcelona

Manager

Fira de Barcelona

Opened

Barcelona Universal Exhibition
1929

Distances

Olympic Village: 5.5 km
MPC and IBC: 0.1 km
IOC residence: 3km

Entrances

- 1 Competitors and officials
- 2 RTV, press and technical vehicles
- 3 VIPs and spectator competitors
- 4 Organisation
- 5 Spectators

Competition area

- 6 Finals pistes
- 7 Competition pistes

Training facility

- 8 Training room
- 9 Changing rooms
- 10 Rest area
- 11 Toilets

OF stand

- 12 Seats with accreditation on the finals pistes
- 13 Seats with accreditation on other pistes

Competitors' services

- 14 Information
- 15 Changing rooms
- 16 Massage room
- 17 Showers
- 18 Toilets
- 19 Warm-up area
- 20 Team leaders' meeting room
- 21 Competitors' clinic
- 22 Doping control
- 23 Lounge and restaurant area
- 24 Arms control room
- 25 Arms workshop
- 26 Arms racks

IF services

- 27 FIE offices
- 28 Delegates' and referees' room
- 29 Referees' rest area

RTV

- 30 Mobile units park
- 31 Commentators' control
- 32 RTO'92 offices
- 33 Toilets
- 34 Camera positions on the finals piste
- 35 Camera platforms

Press

- 36 Mixed zone
- 37 Press centre
- 38 Rest area
- 39 Toilets

VIPs

- 40 Reception centre
- 41 Lounge and restaurant area
- 42 Toilets

Spectators

- 43 Stand
- 44 Souvenirs
- 45 Food and drinks
- 46 Medical care
- 47 Toilets
- 48 Rest area

Organisation

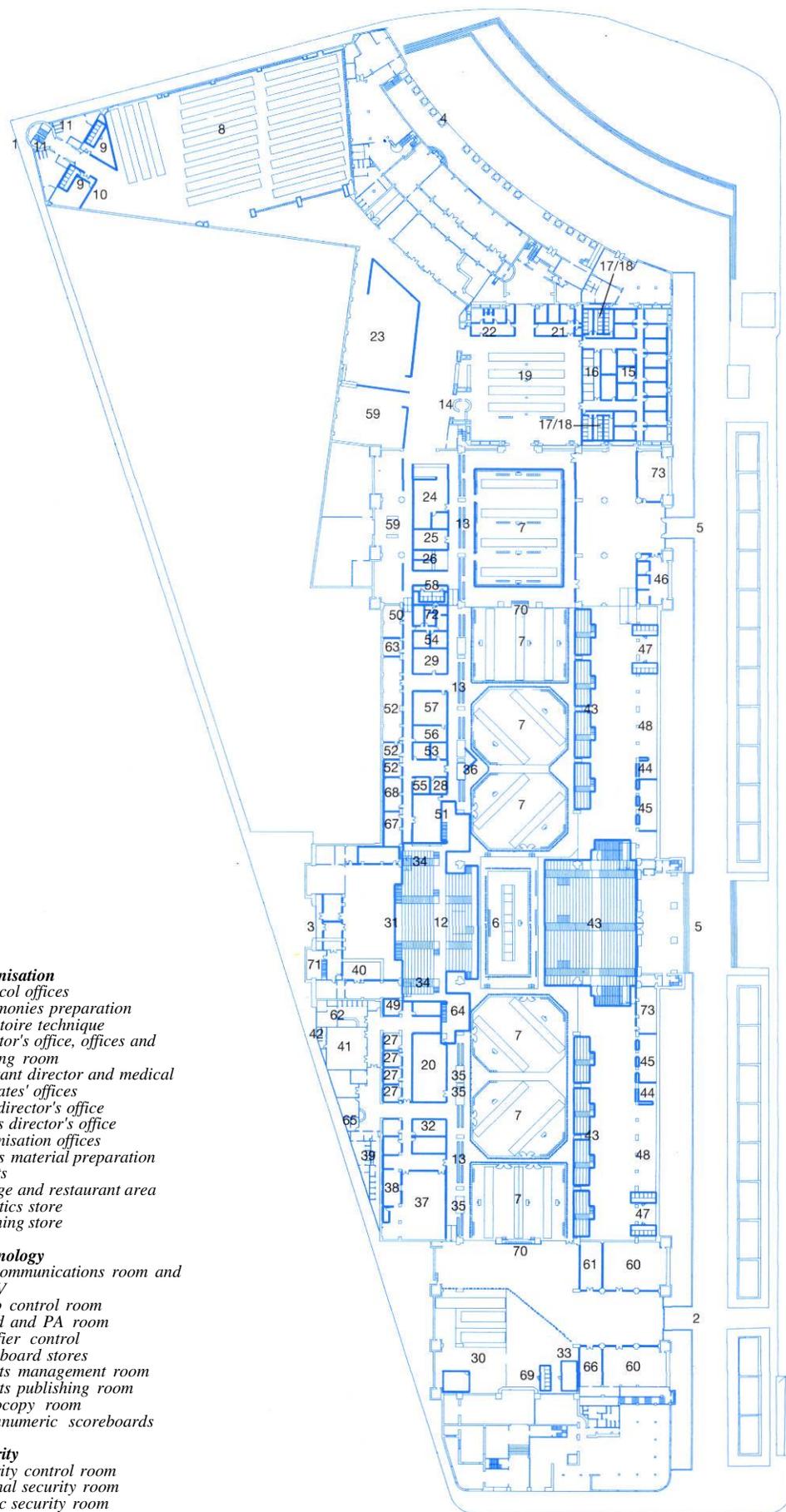
- 49 Protocol offices
- 50 Ceremonies preparation
- 51 Directoire technique
- 52 Director's office, offices and meeting room
- 53 Assistant director and medical delegates' offices
- 54 Staff director's office
- 55 Sports director's office
- 56 Organisation offices
- 57 Sports material preparation
- 58 Toilets
- 59 Lounge and restaurant area
- 60 Logistics store
- 61 Cleaning store

Technology

- 62 Telecommunications room and CATV
- 63 Radio control room
- 64 Sound and PA room
- 65 Amplifier control
- 66 Scoreboard stores
- 67 Results management room
- 68 Results publishing room
- 69 Photocopy room
- 70 Alphanumeric scoreboards

Security

- 71 Security control room
- 72 Internal security room
- 73 Public security room



General plan

0 25 50 m

The Palau d'Esports de Barcelona

The Palau d'Esports de Barcelona was the venue for the preliminary phase of the volleyball and of the rhythmic gymnastics competition during the Games of the XXV Olympiad.

It was built in 1955 for the Mediterranean Games, to a design by Josep Soteras, and it was one of the first outstanding buildings in Spain to be constructed using reinforced concrete. It was refurbished in 1986 by Francesc Labastida, for the holding of the 1986 basketball championships.

The hall is frequently used for sports events, festivals of modern music and other cultural and leisure events.

The latest refurbishment of the Palau, in 1991, was wholly financed by COOB'92, with a view to making it suitable for Olympic use and to increase its seating capacity.

The long-term project

The Palau d'Esports stands on a block formed by the streets of Lleida, Joaquim Blume and Jocs Mediterranis and the Avinguda de la Tècnica, which is contiguous with the Barcelona Trade Fair site. The building measures 80 X 80 m, is constructed in exposed reinforced concrete, and its broad, arched concrete roof is oriented north-south. The parquet playing area occupies the centre of the 43 X 25 m arena.

The Palau d'Esports is structured around the large vestibules that give onto the Avinguda de la Tècnica and the Carrer de Lleida, which are linked by long passageways that run the length of the side streets.

The refurbishment project consisted of alterations to the changing room and office areas, located under the main vestibules—on either side of the competition area—and the construction of

¹
Access control at the Palau d'Esports de Barcelona. The building was erected in 1955 for the II Mediterranean Games and it was one of the first reinforced concrete buildings in Spain.



^{2 and 3}
The Palau d'Esports was the venue for the volleyball —except the final— and the rhythmic gymnastics. It measures 80 X 80 m, and has a broad, arched concrete roof.

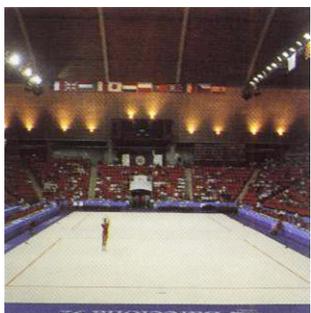
a tunnel to link these two areas. Non-structural alterations were also made to the stands to increase their capacity to 6,500, as well as to bring them up to the standard required by the regulations regarding places of entertainment for the new capacity. The upper stands, where the seating formerly consisted only of concrete benches, were fitted with the chairs called for by the Olympic rules.

The Olympic adaptation project

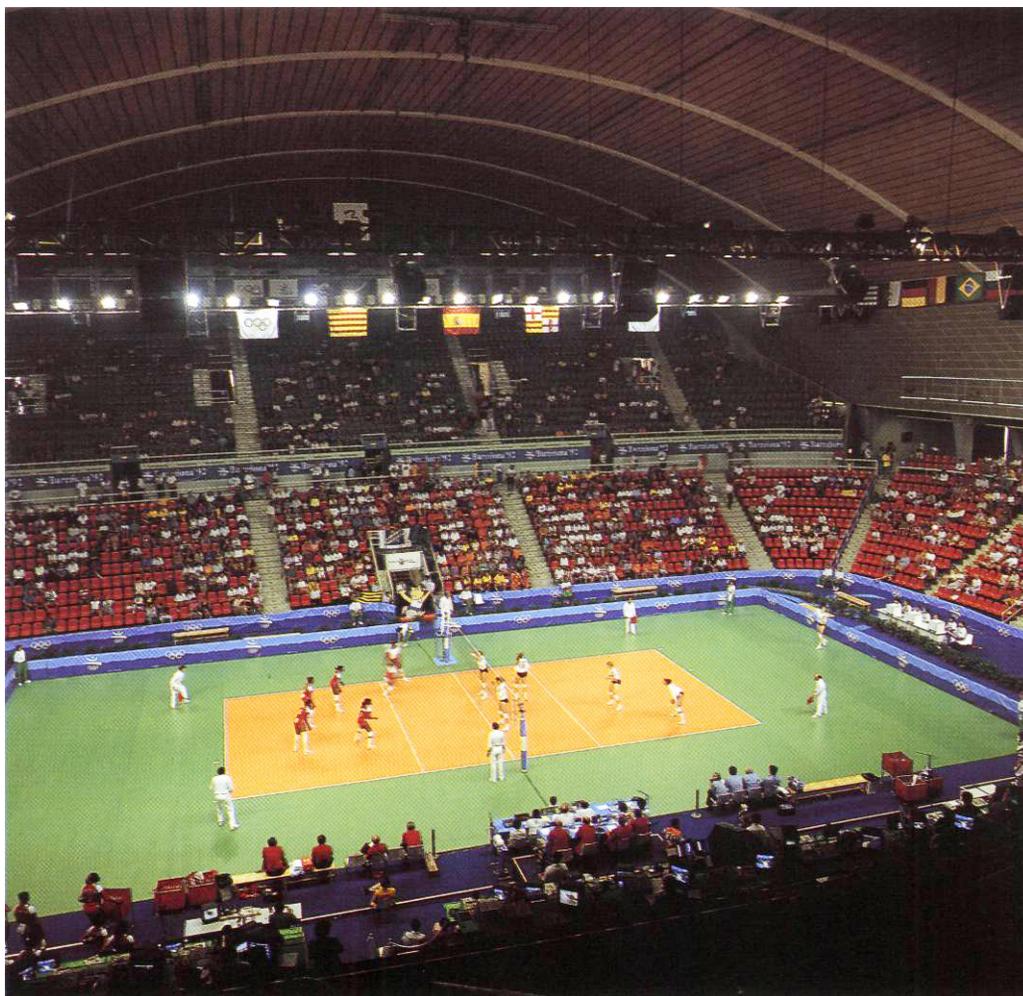
The most striking feature of this project was the construction of a temporary bridge over the Avinguda de la Tècnica to connect the Palau d'Esports, the competition venue, with the Pavelló d'Itàlia, which was used for final warm-up before the competition. The project involved making the facility suitable for Olympic purposes and separating the various groups of users within the venue. The main problem was the reduced space available for service areas, which

necessitated dual use in some cases (the same room served as the judges' room and the interview room), the adaptation of the vestibules as work areas and locating some functions outside the building, such as the Team'92 rest area.

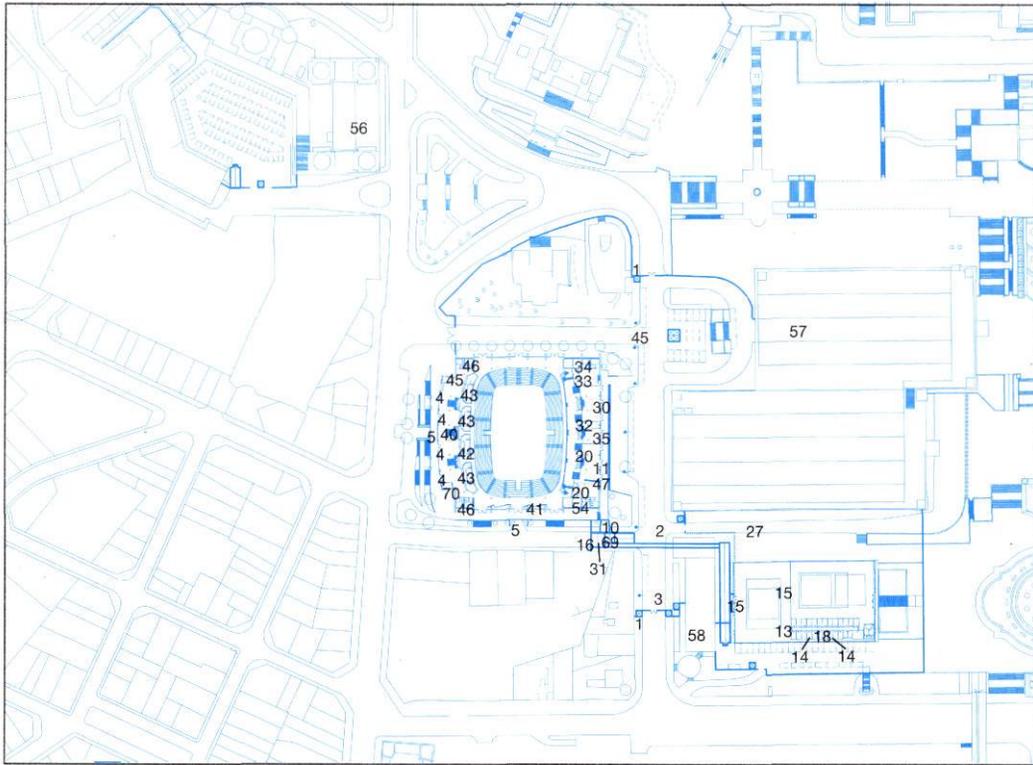
The fact that the MPC was nearby made it unnecessary to equip this venue with a press centre. The media had a reserved area on the stand, an information and reception area, a work room and a results publishing room; also, they could use the judges' meeting room for interviews. In the competition area, the parquet flooring was replaced with the more flexible synthetic Taraflex, 6.2 mm thick, to meet the needs of the volleyball and rhythmic gymnastics competitions. For the gymnastics, two competition mats were placed over this flooring, each measuring 16 m square. The final result, considering the building's limitations, was very satisfactory, especially as far as the pleasant atmosphere in the competition area and the general smooth running of the venue were concerned.



2



3



Location plan and ground floor

Palau d'Esports, Barcelona

Owner

Barcelona City Council

Manager

Barcelona Promoció SA

Opened

March 1992

Distances

Olympic Village:	5.5 km
MPC and IBC:	0.3 km
IOC residence:	3 km



Basement

Palau d'Esports, Barcelona

Entrances

- 1 Competitors, organisation, VIPs and press
- 2 RTV technical vehicles
- 3 Pass management
- 4 Spectators
- 5 Maintenance vehicles

Competition area

- 6 Competition ground
- 7 Team leaders
- 8 Photographers' positions

OF stand

- 9 Seats with accreditation

Competitors' services

- 10 Competitors' entrance
- 11 Competitor spectators' entrance
- 12 Changing rooms (VB)
- 13 Changing rooms (GY)
- 14 Showers and toilets
- 15 Warm-up area
- 16 Final warm-up room (GY)
- 17 Competitors' clinic
- 18 First-aid
- 19 Doping control
- 20 Rest area

IF services

- 21 FIG and FIVB offices
- 22 Technical committee offices
- 23 Referees' changing rooms
- 24 Judges' work room
- 25 Appeals Jury room
- 26 Technical delegate's office

RTV

- 27 Mobile units park
- 28 Commentators' control
- 29 Camera positions

Press

- 30 Access
- 31 Mixed zone
- 32 Press centre and interview room
- 33 Rest area
- 34 Toilets

VIPs

- 35 Access
- 36 Rest area
- 37 Protocol manager's office
- 38 Toilets

Spectators'

- 39 Stand
- 40 Information
- 41 Ticket sales
- 42 Souvenirs
- 43 Food and drinks
- 44 Film and video
- 45 Medical care
- 46 Toilets

Organisation

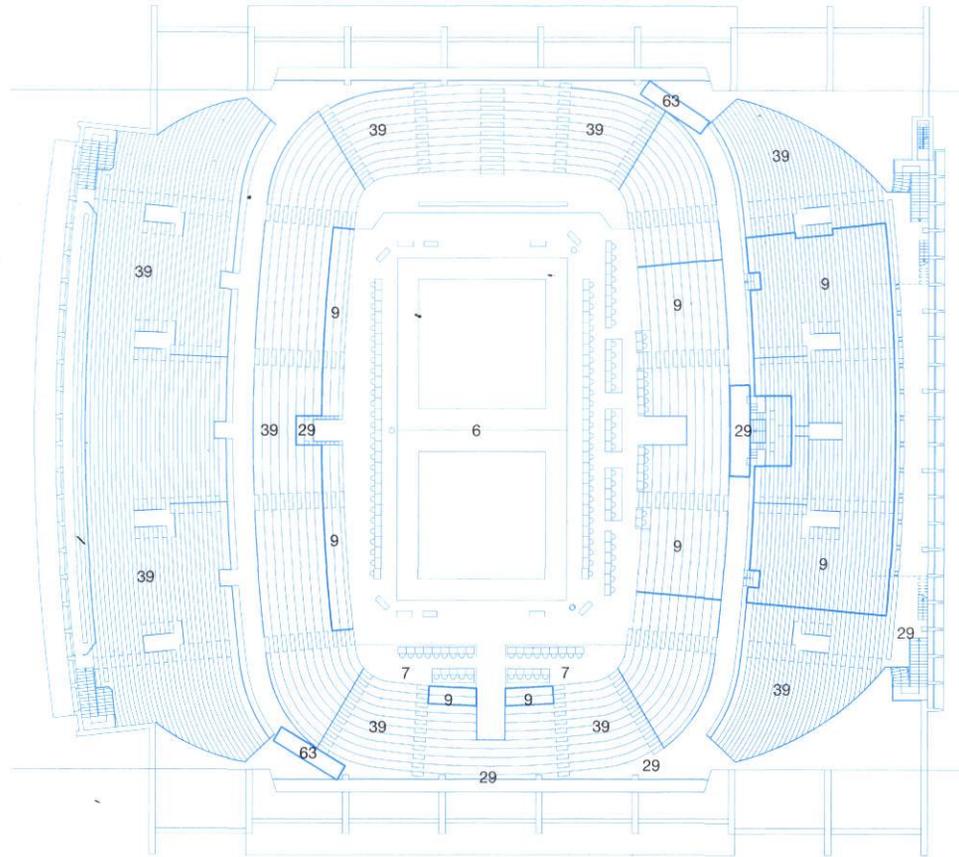
- 47 Access
- 48 Organisation offices
- 49 Competition offices
- 50 Ceremonies manager's office
- 51 Sports material store
- 52 Maintenance store
- 53 Logistics stores
- 54 Toilets
- 55 Changing rooms
- 56 Rest area
- 57 Restaurant area
- 58 Drivers' reception centre

Technology

- 59 Telecommunications room
- 60 CATV room
- 61 Radio control room
- 62 Sound and Scoreboard control room
- 63 Alphanumeric Scoreboard
- 64 Results management room
- 65 Results control room
- 66 Results publishing room

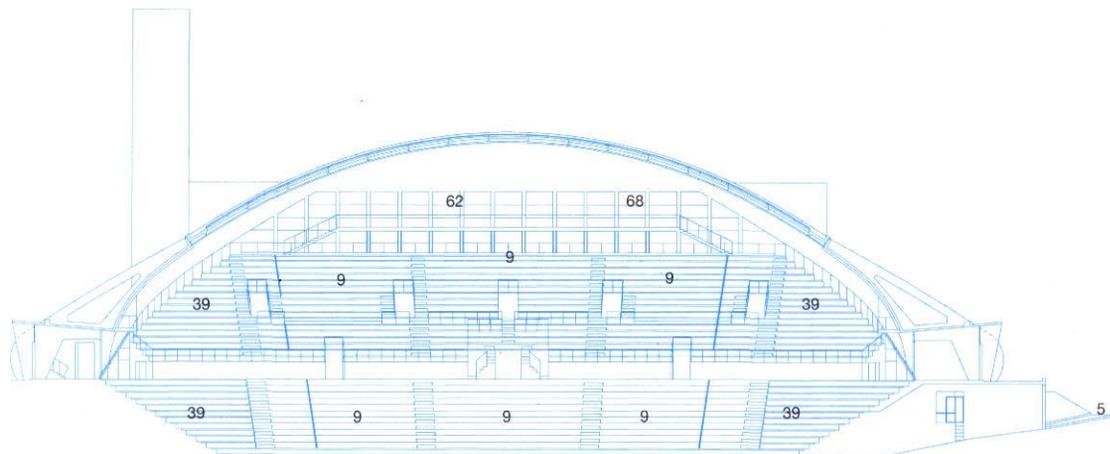
Security

- 67 Security control room
- 68 Surveillance point
- 69 Internal security room
- 70 Public security room



Stands

0 10 20 m



Cross section

0 10 20 m



Longitudinal section

0 10 20 m

The Pavelló L'Espanya Industrial

The weightlifting competition of the Games of the XXV Olympiad was held in the Pavelló L'Espanya Industrial. This newly-built hall stands in a park within the city, in the district of Sants, on the site of the old L'Espanya Industrial factory, one of the driving forces of the Catalan textile industry at the end of the nineteenth century. The complex includes a multi-purpose sports hall, an indoor swimming pool and a gymnasium. The building was first used on 7 December 1991 for the world weightlifting championships, as part of Competitions'91. Financing and site management were the responsibility of COOB'92.

The long-term project

The Pavelló L'Espanya Industrial, designed by Ramon Artigues and Ramon Sanabria, is part of the programme to landscape the site of the old L'Espanya

Industrial factory to create the park of the same name. It is connected to the park by a platform accessible from the Plaça dels Països Catalans, beside Sants station.

The building is T-shaped, and the cross-stroke of the T stands beneath the platform mentioned above. This main block of the building is roofed by a vault supported by the concrete structure. Natural light comes from overhead, through a longitudinal skylight in the apex of the aluminium roof, and through a line of glazing around the base of it.

The central section accommodates the main sport area and contains a triple hall for team sports. Beneath the permanent stands down the long sides of the hall there are, on one side, the changing rooms, and on the other a space without internal divisions, used for storage and connected directly with the competition area. At one end of the main section, below the vestibule which gives access from the platform level, there is a

1,2 and 3
The wrestling competition was held at the new Pavelló L'Espanya Industrial, which stands in the park of the same name, near Sants station. It was opened in December 1991, for the world wrestling cup, which formed part of Competitions'91.



4

The central section of the building accommodated the competition area and the seating for the spectators, which was extended to the level of public access to the stands.

12 X 25 m indoor swimming pool. This is connected with the cross-stroke of the T, which contains the changing rooms and certain pool services, a gymnasium, the boiler rooms and electrical control rooms. At the other end of the main block there is a basement room for the use of a social club located in buildings on the other side of a courtyard.

The Olympic adaptation project

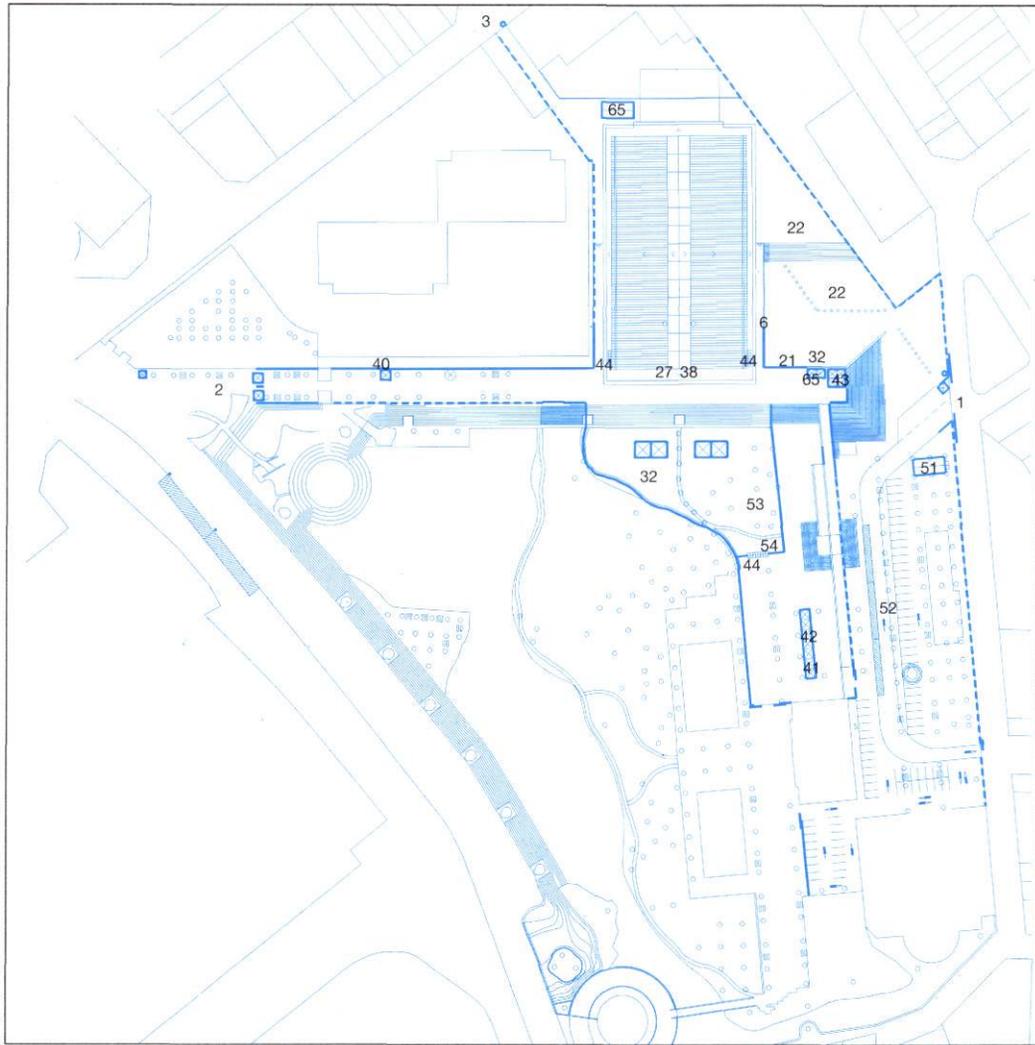
The basic problem faced by then Olympic adaptation project was to provide enough room for the spectators that would attend so important a competition. This meant installing a considerable amount of temporary seating in the main block, which rose from arena level to link with the upper public access level, at which there was another block of seating.

The general distribution of space was effected in accordance with the need to separate the various groups of users. The

access for the public and the press was via the platform linking the complex with Sants station, while other members of the Olympic Family would enter at arena level. The service areas were arranged in a ring around the arena. Weigh-in rooms and saunas were installed on the dressing-room side, and the store-room side was divided up to house various competition and athletes' services. The weight-lifters could use a large warm-up area in the hall belonging to the social club. The organisation offices were located on a steel platform over the swimming pool. The gymnasium was adapted to accommodate the press centre and the interview room.

The most successful aspects of the adaptation project were arrangement of the competition area and the stands, the simplicity and functionality of the space distribution, and the extremely pleasant rest and leisure areas which were provided for the public and the Olympic Family in part of the Parc de L'Espanya Industrial.





Location plan

0 25 50 m

Pavelló L'Espanya Industrial

Owner

Barcelona City Council

Manager

Barcelona City Council

Opened

7 December 1991

Distances

Olympic Village:	6 km
MFC and IBC:	1.2 km
IOC residence:	3 km

Entrances

- 1 Competitors, organisation, VIPs and RTV technical vehicles
- 2 Spectators' and press
- 3 Maintenance vehicles

Competition area

- 4 Competition platform

OF stand

- 5 Seats with accreditation

Competitors' services

- 6 Access
- 7 Information
- 8 Warm-up area
- 9 Weigh-in room
- 10 Sauna
- 11 Changing rooms
- 12 Competitors' clinic
- 13 Doping control
- 14 Rest area

IF services

- 15 IWF president's office
- 16 IWF technical delegates' offices
- 17 IWF offices
- 18 FEH and FCH offices
- 19 Referees' room
- 20 Referees' changing room

RTV

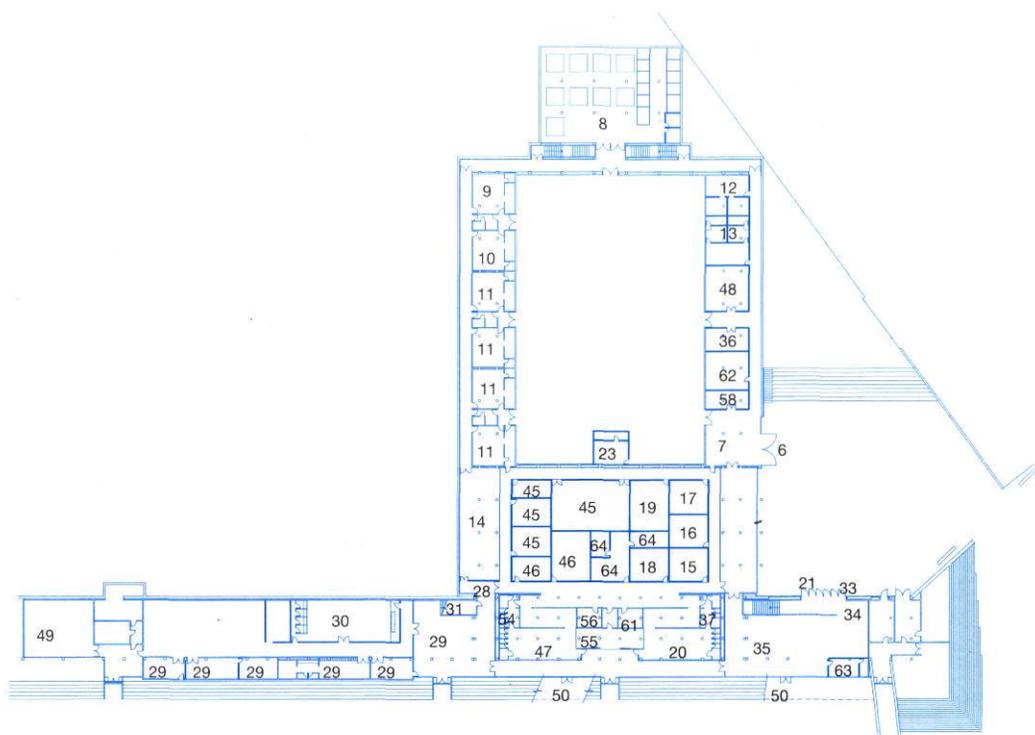
- 21 Access
- 22 Mobile units park
- 23 Commentators' control
- 24 Camera positions in the competition area
- 25 Camera positions on the stand
- 26 Central camera positions

Press

- 27 Access
- 28 Mixed zone
- 29 Press centre
- 30 Interview room
- 31 Dark room
- 32 Rest area

VIPs

- 33 Access
- 34 Reception centre
- 35 Rest area
- 36 Protocol manager's office
- 37 Toilets



Ground floor

0 10 20 m

Spectators'

- 38 Entrance to the stand
- 39 Stand
- 40 Information
- 41 Souvenirs
- 42 Food and drinks
- 43 Medical care
- 44 Toilets

Organisation

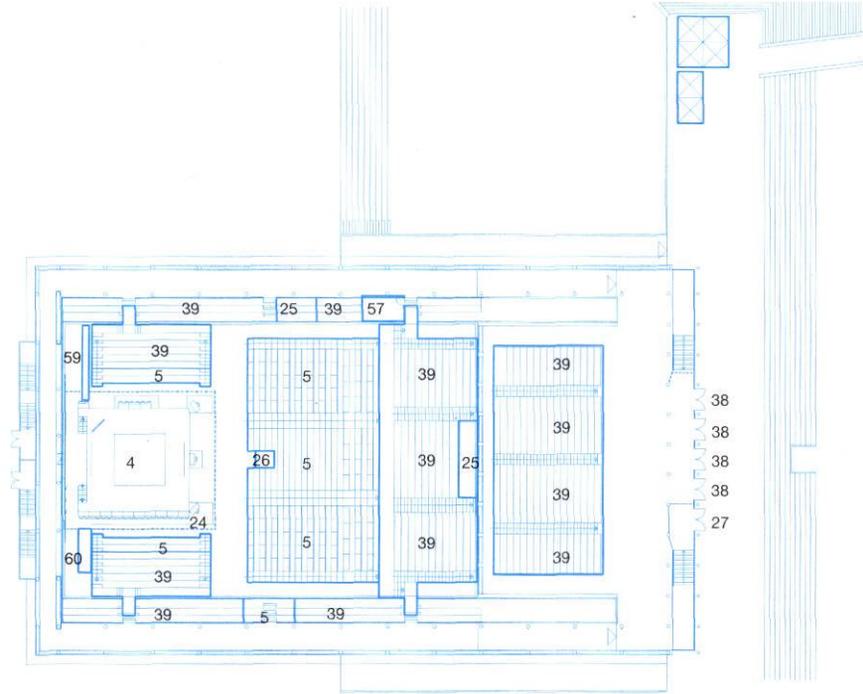
- 45 Organisation offices
- 46 Competition offices
- 47 Volunteers' changing room
- 48 Sports material store
- 49 General store
- 50 Logistics store
- 51 Drivers' reception centre
- 52 Olympic fleet car park
- 53 Restaurant area
- 54 Toilets

Technology

- 55 Telecommunications room and CATV
- 56 Radio control room
- 57 Sound control, PA and telephones
- 58 Amplifier room
- 59 Scoreboard
- 60 Giant video screen
- 61 Scoreboard stores
- 62 Results management and edition room

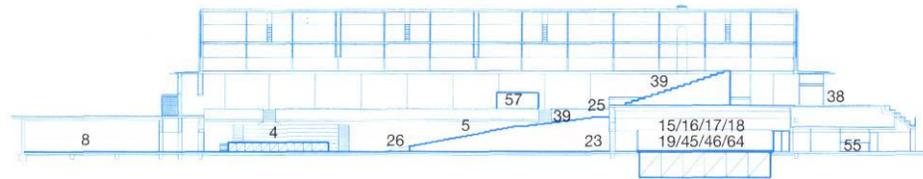
Security

- 63 Security control room
- 64 Internal security room
- 65 Public security room



First floor

0 10 20 m



Longitudinal section

0 10 20 m

The cross-country circuit

The cross-country event of the Games of the XXV Olympiad was held over a circuit laid out to take advantage of the topography of the Barcelona botanical garden, in the Montjuïc Area.

The core of the venue was the Pau Negre stadium with its adjacent athletics track, from where the race started and finished, and which contained the services needed by the public and the Olympic Family. This sport complex was jointly financed by the Barcelona City Council, HOLSA and COOB'92, and site management was the responsibility of AOMSA.

The long-term project

The complex, designed by Pere Pujol, consists of the Pau Negre stadium, the adjacent athletics track and a common services building giving onto the Carrer del Foc.

There is a regulation-sized hockey pitch, that is, 91.4 X 55 m; the athletics facility consists of a natural turf in-field surrounded by a six-lane, 44 m-track surfaced with synthetic material. Above the service building there is a partly-covered stand with room for 1,200 spectators.

The Olympic adaptation project

The Olympic adaptation project concentrated on two aspects: adapting the service building to the specific needs of the Olympic Family and the public, and the circuit itself, which started from the hockey pitch and plunged into the botanical garden. Space distribution did not present a problem thanks to the simplicity of the requirements. The most outstanding features of the event were the beauty of the surroundings and the steep slopes in the circuit. The press described it as spectacular, and in spite of its severity, good marks were obtained.

^{1 and 2}
The Pau Negre stadium was the start and finish of the cross country course, which was laid out in the Barcelona Botanical Garden, in the Montjuïc Area.



**Cross Country Circuit
(Botanical Gardens,
Pau Negre Stadium and
athletics track)**

Distances

Olympic Village:	6 km
MPC and IBC:	1 km
IOC residence:	4 km

Entrances

- 1 Competitors, press and organisation
- 2 VIP vehicles
- 3 Spectators
- 4 Maintenance vehicles

Competition area

- 5 Cross Country Circuit

OF stand

- 6 Seats with accreditation

Competitors' services

- 7 Access
- 8 Changing rooms
- 9 Massage room
- 10 Warm-up area
- 11 Work-out gymnasium
- 12 Call room
- 13 Competitors' clinic
- 14 Lounge and restaurant area

IF services

- 15 Judges' changing rooms

RTV

Included in the Olympic Stadium mobile units park

Press

- 16 Mixed zone

VIPs

- 17 Access
- 18 Rest area
- 19 Toilets

Spectators

- 20 Stand
- 21 Ticket sales
- 22 Souvenirs
- 23 Food and drinks
- 24 Medical care
- 25 Toilets

Organisation

- 26 Organisation offices
- 27 Competition offices
- 28 Sports material store
- 29 General stores
- 30 Changing rooms

Technology

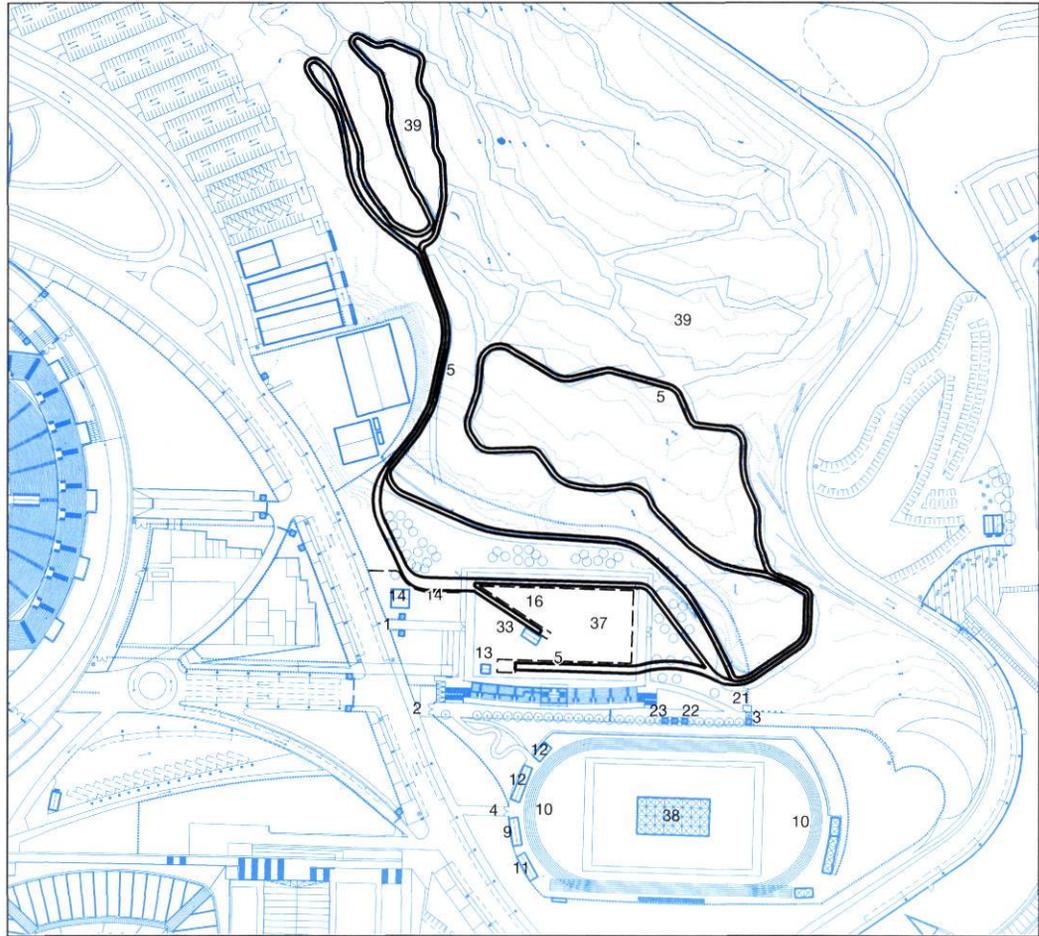
- 31 Radio room
- 32 Telephones and sound control
- 33 Time-keeping and results room
- 34 Results management room
- 35 Results publishing room

Security

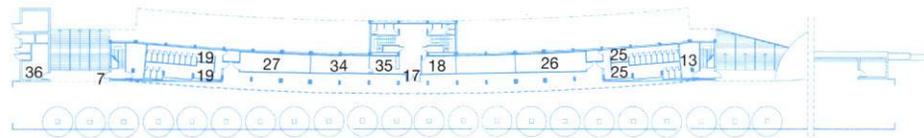
- 36 Security control room and telecommunications room

Venues

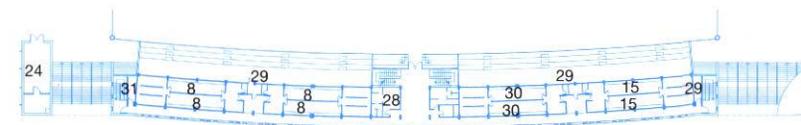
- 37 Pau Negre Stadium
- 38 Athletics track
- 39 Botanical Gardens



Location plan



Pau Negre Stadium. Ground floor



Pau Negre Stadium. First floor



Pau Negre Stadium. Second floor

The walking circuit

The men's 20 and 50 km walk and the women's 10 km walk were held over a circuit in the Zona Franca, 1.5 km from the Olympic Stadium. The circuit for the women's event was 1,000 m long, while that used for the men's events was 2,000 m in length. The races started on the circuit and the finish was in the Olympic Stadium.

The Enric Granados school, close to the start line, was used as a temporary support centre. COOB'92 financed several permanent improvements to the school.

The Olympic adaptation project

The adaptation project was very simple. A base station on the Carig hill in Badalona was used for the television transmission. This base received the signals from the electric vehicles used to follow the walk,

via the helicopters. This base station was also used for the opening and closing ceremonies, and for both the Olympic marathons. Shots of the finish were obtained by cameras in the Olympic Stadium.

For each event, two sponge stations were set up on the circuit as well as a water point on the stretch between the circuit and the finish line in the Olympic Stadium; for the 20 and 50 km walks, feeding stations were also set up. The circuit was cordoned off with plastic tape, except for the sponge and feeding stations, which were protected by moveable metal barriers. The circuit had to be cordoned off separately for each of the three events.

It need only be added that the 400-seat temporary stand at the start line, provided for the Olympic Family, turned out to be over-dimensioned, since it was only 40% occupied.

1
Feeding stations and showers for the walkers.

2 and 3
Both the men's and women's walks were held over a course in the Zona Franca area of Barcelona, 1.5 km from the Olympic Stadium.

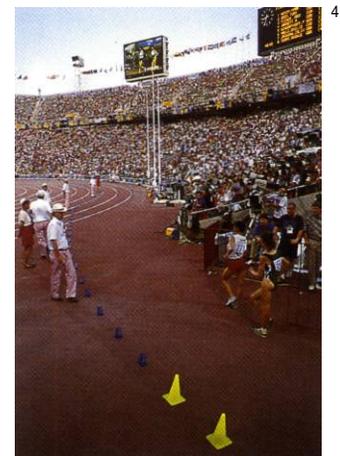
4
As for the marathon, the finish was in the Olympic Stadium, entered by the south door, which is at track level.



1



2



4



3

Walking Circuit

Distances

Olympic Village:	7 km
MPC and IBC:	2.5 km
IOC residence:	4 km

Entrances

- 1 Competitors, press, organisation and VIPs
- 2 RTV technical vehicles

OF stand

- 3 Seats with accreditation

Competitors' services

- 4 Massage room, changing rooms and competitors' clinic
- 5 Call room
- 6 Rest area
- 7 Toilets

RTV

- 8 Mobile units park
- 9 Toilets

Organisation

- 10 Offices
- 11 General store
- 12 Toilets
- 13 Rest area

Technology

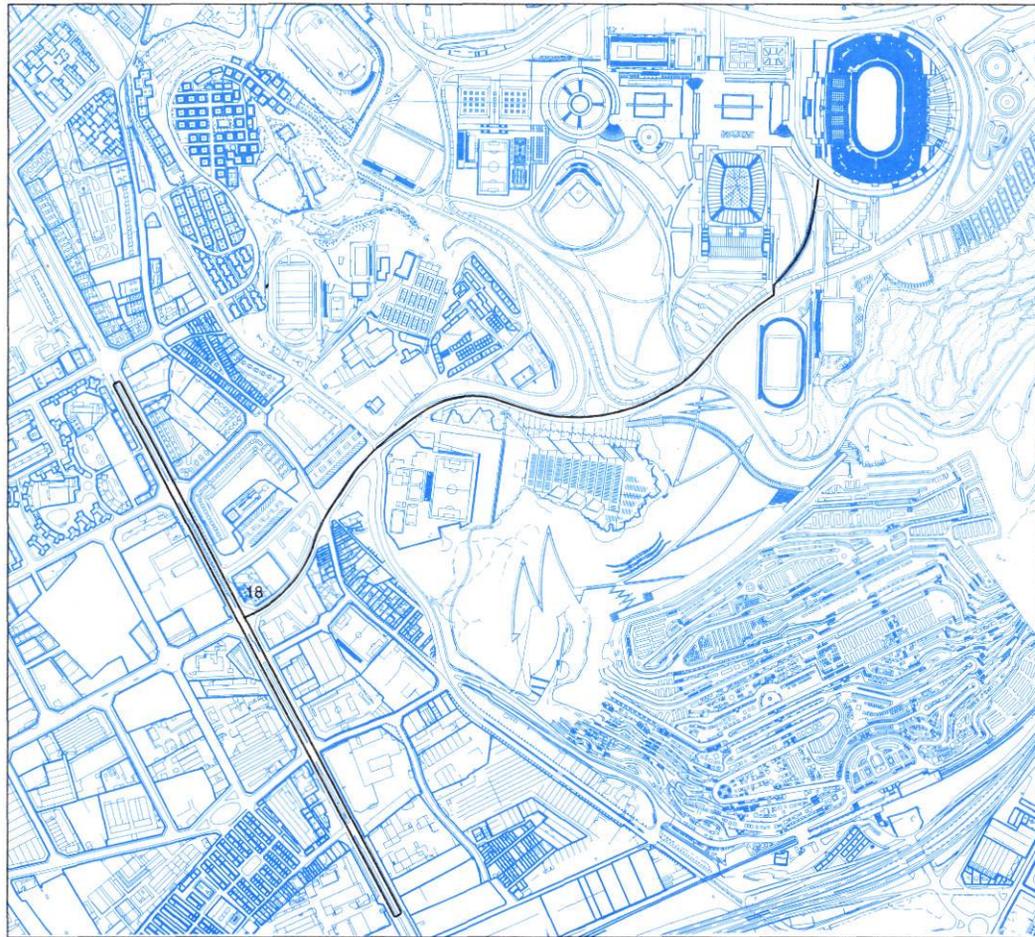
- 14 PA control room and telephones
- 15 Results management room

Security

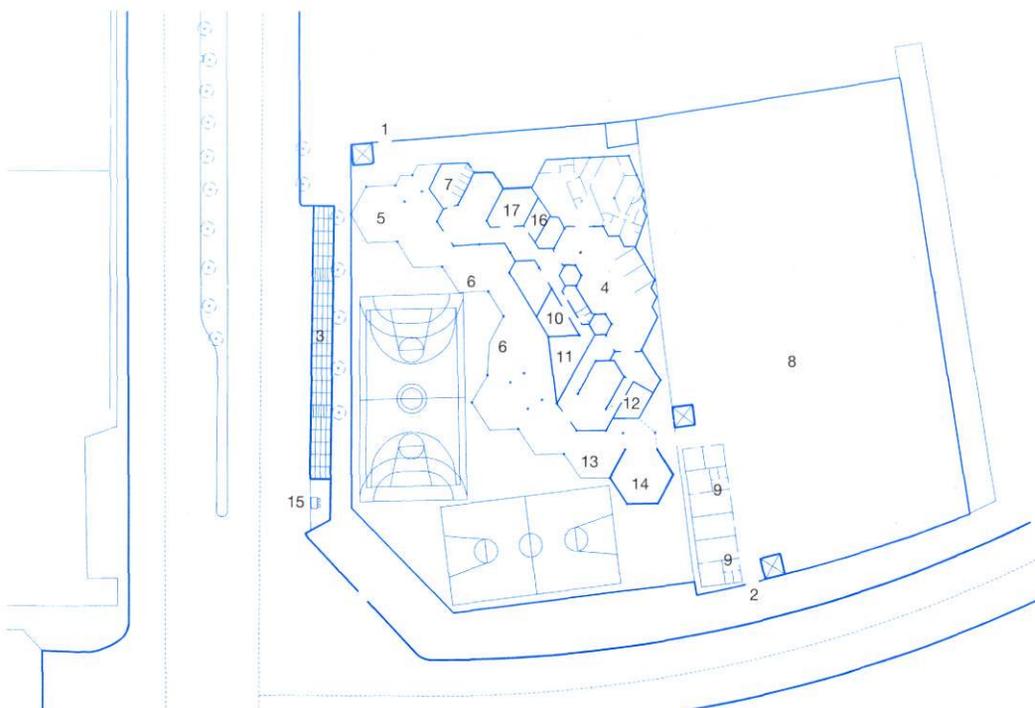
- 16 Security control room
- 17 Internal security room

Facilities

- 18 Enric Granados School



Location plan



Enric Granados School. Ground floor

The marathon circuit

The men's and women's marathons of the Games of the XXV Olympiad started from the town of Mataró, located on the coast 30 km north of Barcelona, and finished in the Olympic Stadium on Montjuïc.

The first eighteen kilometres of the marathon course followed the main road along the coast, and after entering Barcelona, it passed by the city's chief landmarks: the Sagrada Família church, the Passeig de Gràcia, the Rambla, the Plaça de Sant Jaume, the Passeig de Colom, the Avinguda Paral·lel, etc.

Intervention by COOB'92 was temporary in nature, except for the start area in Mataró, where a street and an esplanade were laid out, and for the hill of Montjuïc, where a new path up to the Olympic Stadium was paved. This new path made the last stretch of the race and the entry into the stadium, which stands 90 m above sea level, considerably less severe.

The Olympic adaptation project

The adaptation project centred on the start area in Mataró, the sponge and feeding stations, and the sites of the outside broadcast units used to cover the races.

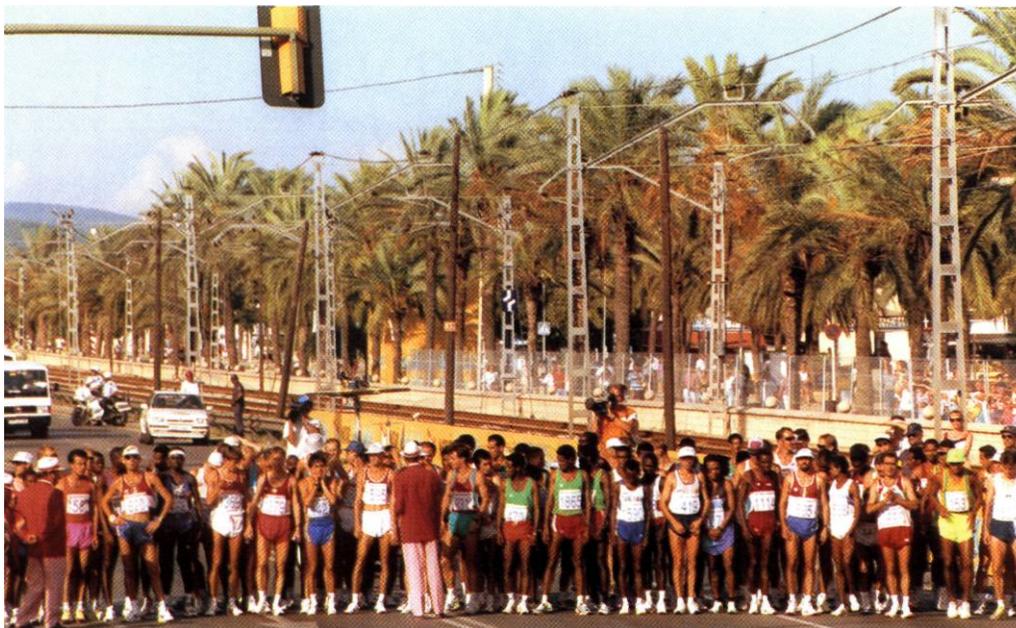
The start area was divided into four sections: one for the organisation and the athletes, one for VIPs and the press, a third for the television outside broadcast unit, and a fourth for parking official vehicles.

Since the finish was in the Stadium, the facilities available there could be used: commentary positions, control rooms, changing rooms, press room, interview room, etc.

Eight feeding stations (one every 5 kilometres) and seven sponge stations (every 5 km starting with kilometre 7.5) were set up. The runners' times were checked at the feeding stations, although

¹ *Preparing to start the men's marathon in the coastal town of Mataró, 30 km from Barcelona.*

² *Eight feeding stations and seven sponge stations were located along the 42 km course.*



³
Crowds came to watch the men's and women's marathons in all the towns and villages along the route.

⁴
The Sagrada Família, the best-known building by Antoni Gaudí, looks down on the marathon runners as they pass through the streets of Barcelona.

⁵
The winner of the men's marathon, Young-cho Hwang of Korea, coming round the last bend in the track in the Olympic Stadium.

there was a fixed time-check at the half-way mark.

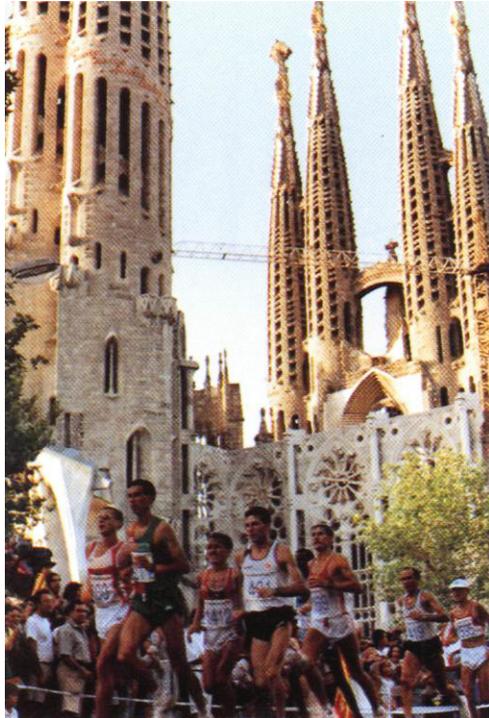
Where the route passed through towns and where most spectators were expected, it was cordoned off with plastic tape on both sides, to prevent the spectators interfering with the runners. The feeding and sponge stations were protected by moveable metal barriers.

The television coverage was a complex task, since in addition to the OB units at the start and in the Olympic Stadium, four more were used along the route. One of these, on the Carig hill in Badalona, received the signals from the electric vehicles used to follow the events, via the helicopters.

The feeding and sponge stations were set up a few hours before the events took place and were removed immediately they were finished. The television OB units were set up one week in advance.

The most critical aspects of the organisation of these events were the logistical problems posed by all aspects of the events (supply of diesel to the generators, distribution of water, sponges, barriers, etc.) and the need for everything to be done within a few hours.

The marathons were enormously successful, since over a million people watched each of them along the route. They had, therefore, the largest attendance of any of the events of the Games of the XXV Olympiad.







1



2

Previous page:

The Avinguda Diagonal, one of the traditional gateways to the city, was decorated by a grand welcome arch, with the flags of all the countries taking part in the Games. In the background, the Hotel Rey Juan Carlos I, whose construction was prompted by the holding of the Games.

^{1 and 2}
Aerial views of the north-west of the city of Barcelona, where it borders on the municipalities of Esplugues and L'Hospitalet de Llobregat, in 1988 (1) and 1992 (2), which is the site of the Diagonal Area. The most noticeable transformation is the opening up brought about by the building of the Ronda de Dalt and the redevelopment of the sector where this connects with the Avinguda Diagonal

³
The Diagonal Area, with the FC Barcelona sports facilities in the foreground and the Collserola range behind.

The Diagonal Area

The Diagonal Area is in the south-west of Barcelona, the highest part of the city and close to important roads such as the A-2 motorway and the Avinguda Diagonal itself. Of the four Olympic Areas, this was the one which possessed most sports-facilities, both public and private, at the time of the Olympic nomination.

Before the Games, the area was very disorderly from a town planning point of view, because of the lack of proper connections between the continuation of the Avinguda Diagonal, the town of Esplugues and the city of L'Hospitalet de Llobregat. It was therefore necessary to draw the area together, building new roads to connect it with Barcelona and other neighbouring places.

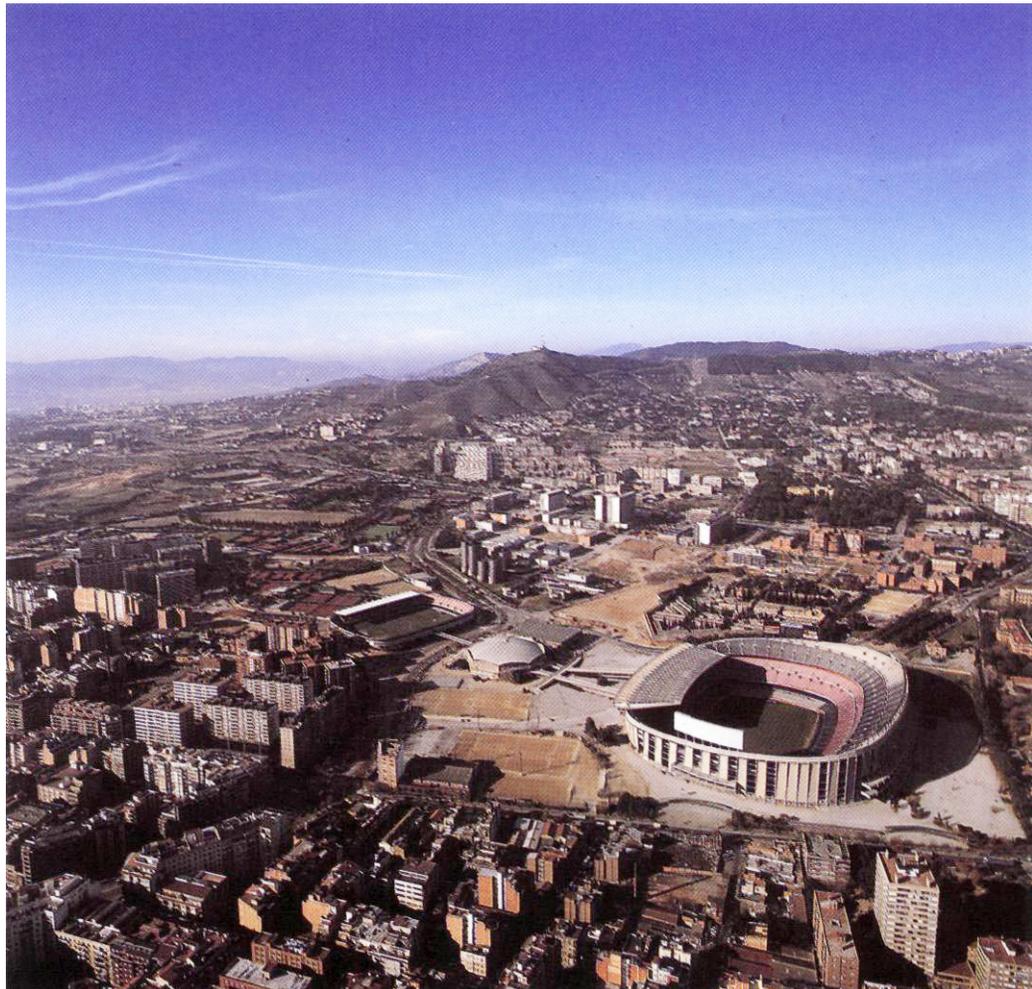
The Diagonal Area contained four Olympic venues: the FC Barcelona stadium, the Palau Blaugrana, the RCD Espanyol stadium and the Real Club de Polo. This is also the area of the city with most five-star hotels, such as the Princesa

Sofía, the Melià Barcelona and the Hilton. These were the headquarters hotels for the leaders of Olympic Family organisations. A new hotel of the same category, the Rey Juan Carlos I, was built for the Games.

The long-term project

The Special Plan for the restructuring of the area, by the architects Maria Rubert de Ventós and Oriol Clos, sought to fill in gaps in the urban fabric of the area and eliminate certain plots of agricultural land and housing, reconfiguring the whole area as a new "gateway" to the city, opening up new lines of communication and reorganising a number of empty sites.

The Special Plan meant the consolidation of the Diagonal Area as an area of sports, educational and leisure facilities, all of them metropolitan in scope, located in a well-defined urban area with numerous parks, underlining its status as a supra-urban centre.



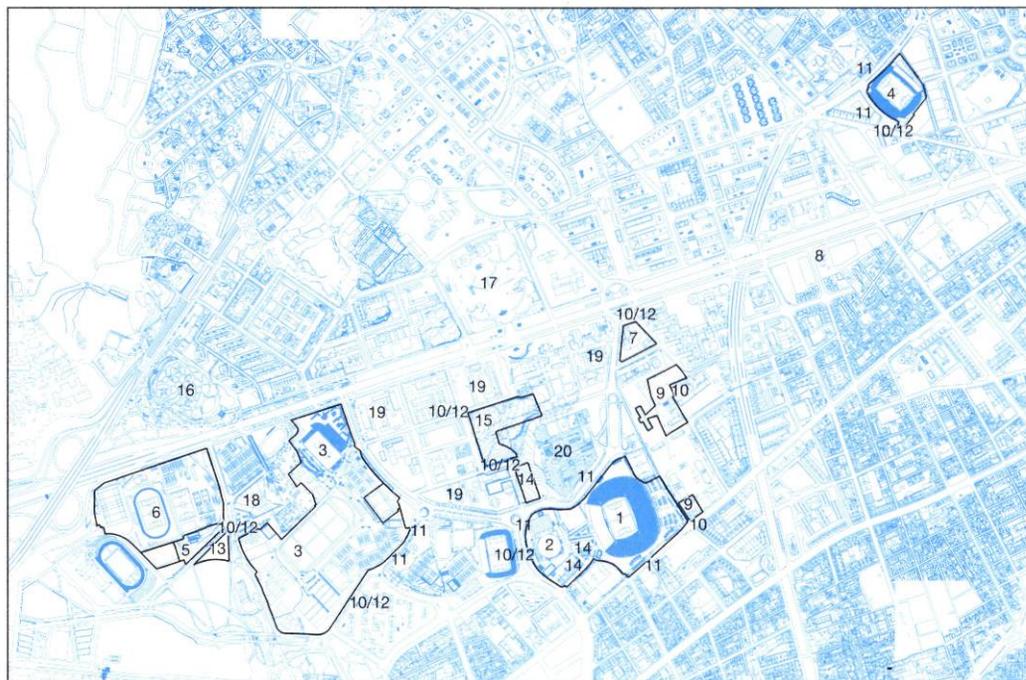
The Olympic adaptation project

The special nature of the Diagonal, as a gateway to the city, was taken into account by the Olympic adaptation project. A welcome arch with the flags of all the countries taking part in the Olympic Games was erected over the road, giving it a festive air, and reinforcing the identity of the other important roads linking the various Olympic sites, as well as other main streets.

The Diagonal Area was the only Olympic Area that did not form a single closed zone, since there was no services area common to the four venues; each venue had its own services and parking facilities for Olympic vehicles.

The problem of traffic control was resolved by route specialisation, that is, the reservation of specific service routes linking the venues that were closest to each other: the FC Barcelona Stadium, the Palau Blaugrana and the Real Club de Polo.

The problem posed by the large numbers of spectators was resolved by using the network of wide streets and avenues that cross the Avinguda Diagonal to provide a connection with the city, and by the use of public transport; in this way, the perimetral route to the south of the Area was left free for the organisation.



Location plan

0 300 m

Diagonal Area

Olympic venues

- 1 FC Barcelona Stadium
- 2 Palau Blaugrana
- 3 Real Club de Polo
- 4 RCD Espanyol Stadium
- 5 University of Barcelona sports ground
- 6 University of Barcelona sports ground
- 7 Hotel Princesa Sofia
- 8 Hotel Hilton
- 9 COOB'92 headquarters

Access to the area

- 10 Access to COOB'92 precinct
- 11 Access for spectators
- 12 Access for the OF

Area Services

- 13 RC de Polo Olympic fleet car park
- 14 FC Barcelona Stadium and Palau Blaugrana Olympic fleet car park
- 15 Diagonal Area car park

Other tourist or cultural amenities

- 16 Parc de Cervantes
- 17 Palau de Pedralbes
- 18 Hotel Rey Juan Carlos
- 19 University of Barcelona and Polytechnic University of Catalonia
- 20 Les Corts cemetery

¹
The FC Barcelona stadium, in the Diagonal Area, was the venue used for the final phase of the Olympic football competition. A footballing Cobi gives a festive touch.

²
The FC Barcelona stadium, popularly known as Camp Nou, is the biggest facility owned by the club, which has more than 100,000 members. Around it a considerable sports complex has been built up.

The FC Barcelona Stadium

The FC Barcelona Stadium was one of the five football venues, and the one where the finals and the medals ceremonies were held.

The stadium, popularly known as *Camp Nou*, is the club's largest sports facility and is normally used for professional football. In 1982, the stadium was the scene of the opening of the World Football Cup and of a number of the matches that made up that great sporting event.

The long-term project

The FC Barcelona Stadium was built between 1954 and 1957, to a design by Francesc Mitjans, and was enlarged in 1982, for the World Cup, to give it a capacity of 120,000. The building is a huge free-standing structure, standing in a plot of land bounded by the streets of the area.

It is constructed in reinforced concrete and is essentially oval in shape, with the seating arranged in a series of superimposed rings. The large, superbly-designed canopy of the main stand helps to give the stadium its imposing appearance.

Beneath the main stand are the changing rooms, the trophy rooms, the VIP area and the press rooms, all of which are in regular use.

The Olympic adaptation project

In view of the size and nature of the venue, the adaptation project concentrated on aspects of permanent use, although taking account of specifically Olympic requirements.

In the case of the rooms and other areas that were used for their normal purpose, only details of the decoration were attended to. This was the case in the



interview rooms and rest rooms for the press, the officials' and players' changing rooms, the VIP rooms, the control rooms, the telephone rooms and the areas for the general public.

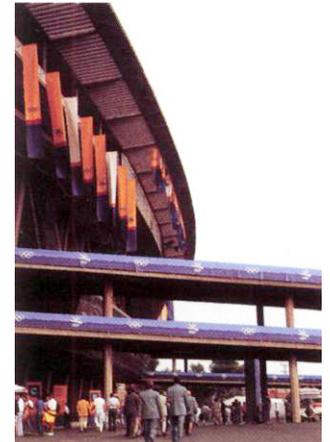
At the same time, the special requirements of the Olympic competition called for specific adaptation of certain areas. These included the security rooms, offices for the Federations and the organisation, radio and computer rooms and commentary boxes, athletes' clinic and doping control.

The most notable feature of the adaptation project was the location of the press centre below the part of the stand reserved for the press, making it necessary to subdivide part of this space to create a zone covered by canvas panels, air-conditioned by four refrigeration units with a capacity of 9,000 fg/h each. Outside the venue, after asphaltating part of the gravel-surfaced area, public areas and car parks for Olympic vehicles were created,

and space was reserved for the radio and television outside broadcast units.

In general, the FC Barcelona Stadium functioned perfectly, as was to be expected in view of the ample experience at this venue of the organisation of important sporting events. The large crowds, bigger than expected, meant that *Camp Nou* played an important role in the Games.

^{1 and 2}
Camp Nou is an essentially oval concrete structure. It has room for 100,000 spectators. It was the Olympic venue that attracted the largest number of spectators on a single day: 90,000 people watched the final day of the football competition, which was won by the Spanish team.



FC Barcelona Stadium

Entrances

- 1 Competitors' and officials
- 2 RTV technical vehicles, press and VIPs
- 3 Organisation and maintenance vehicles
- 4 Pass management
- 5 Spectators

Competition area

- 6 Competition pitch
- 7 Players' bench
- 8 Tunnel to pitch and changing rooms
- 9 Vehicle access

OF stand

- 10 Presidency and VIPs
- 11 RTV commentators and observers
- 12 Press and photographers' desks and seats
- 13 Competitors and organisation

Competitors' services

- 14 Competitor spectators' entrance
- 15 Information
- 16 Changing rooms
- 17 Competitors' clinic
- 18 Doping control

IF services

- 19 FIFA president's office
- 20 FIFA secretary general's office
- 21 Referees' and judges' changing rooms
- 22 Referees' and judges' and Appeal Jury work room
- 23 FIFA technical delegates' office

RTV

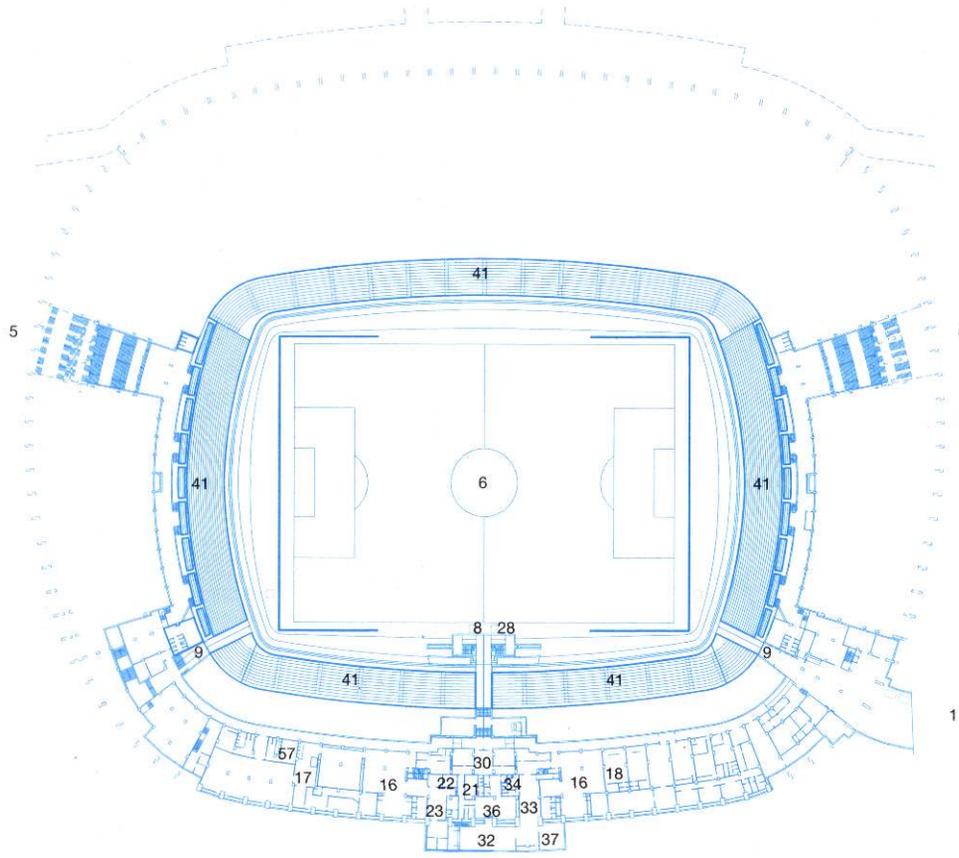
- 24 Mobile units park
- 25 NBC park
- 26 Commentators' control
- 27 RTV technical area
- 28 Camera positions on the pitch
- 29 Special camera platforms

Press

- 30 Mixed zone
- 31 Press centre
- 32 Interview room
- 33 Rest area
- 34 Toilets

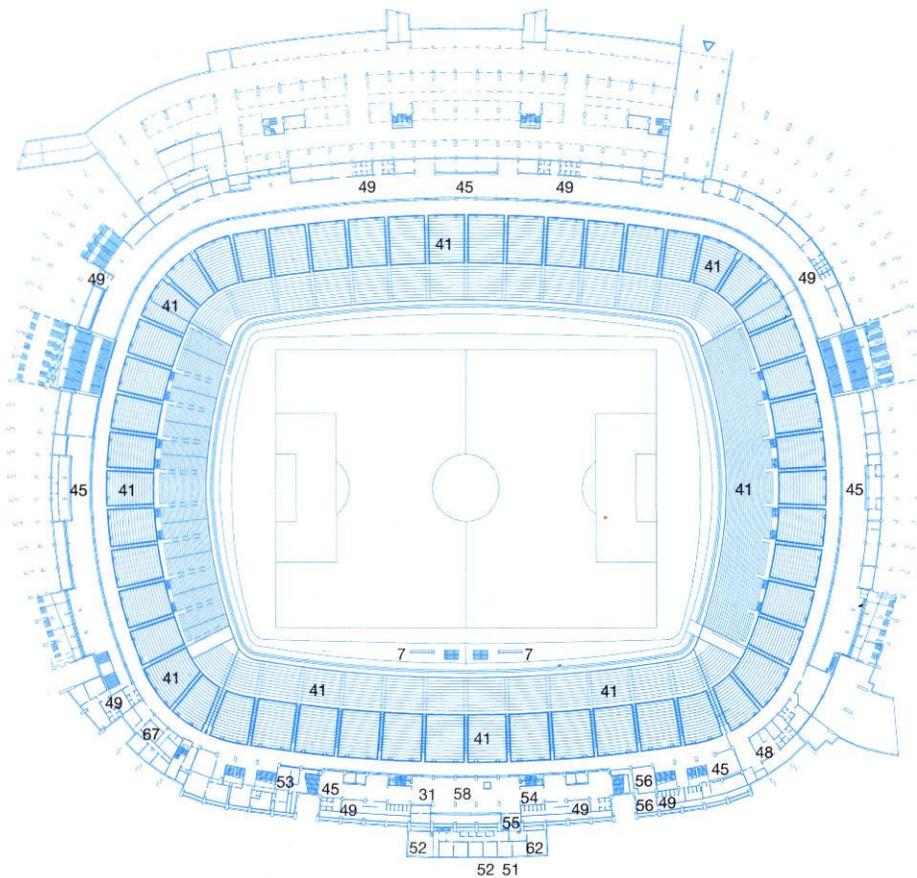
VIPs

- 35 Reception centre
- 36 Lounge and restaurant area
- 37 Toilets
- 38 Entrance to the stand
- 39 Entrance to the competition area



Basement

0 25 50 m



First floor

0 25 50 m

Spectators

- 40 Entrance
- 41 Stand
- 42 Information
- 43 Ticket sales
- 44 Souvenirs
- 45 Food and drinks
- 46 Film and video
- 47 Book stall
- 48 Medical care
- 49 Toilets
- 50 Shade

Organisation

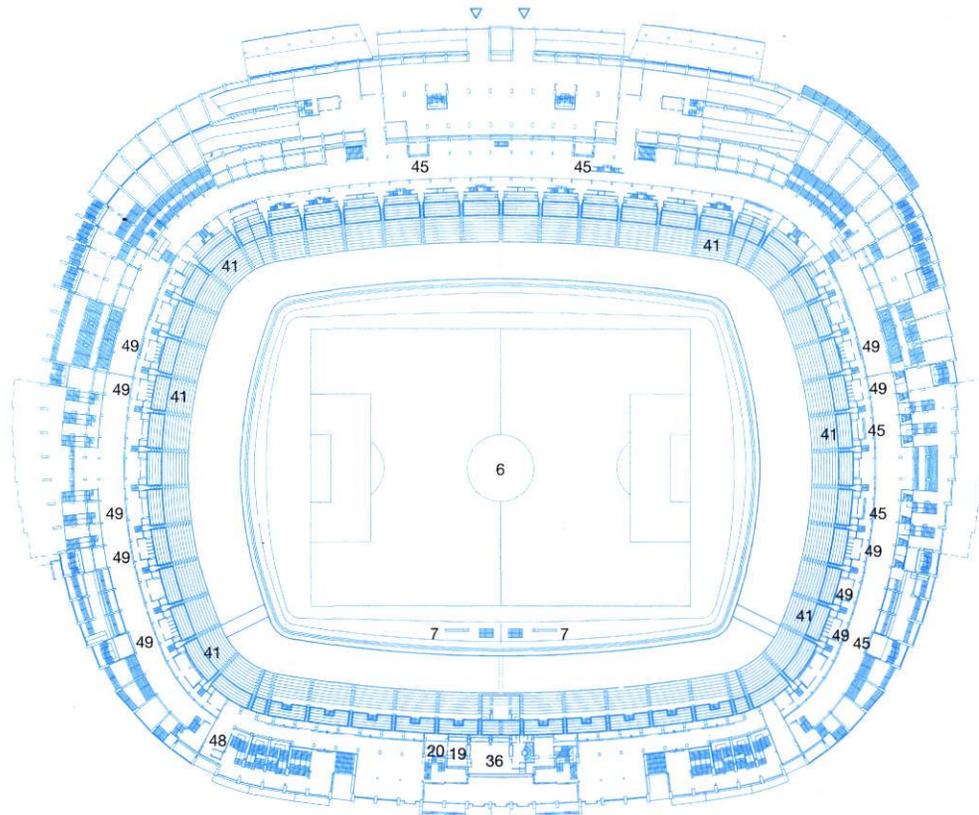
- 51 Management office
- 52 Organisation offices
- 53 Competition offices
- 54 Meeting room
- 55 Rest area

Technology

- 56 Telecommunications room and CATV room
- 57 Telephone services
- 58 Telefonica commercial office
- 59 Radio room
- 60 Sound and PA room and telephones
- 61 Scoreboard control
- 62 Results management room
- 63 Results publishing room
- 64 Computer terminals control room

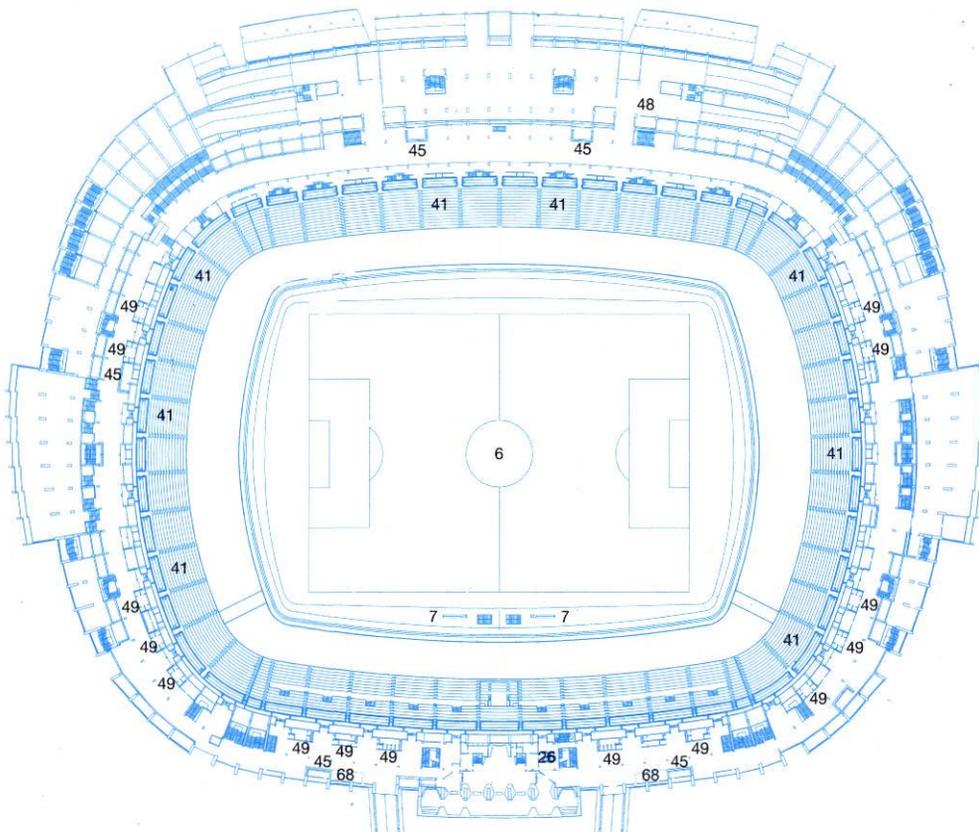
Security

- 65 Security control room
- 66 Surveillance point
- 67 Internal security room
- 68 Public security room



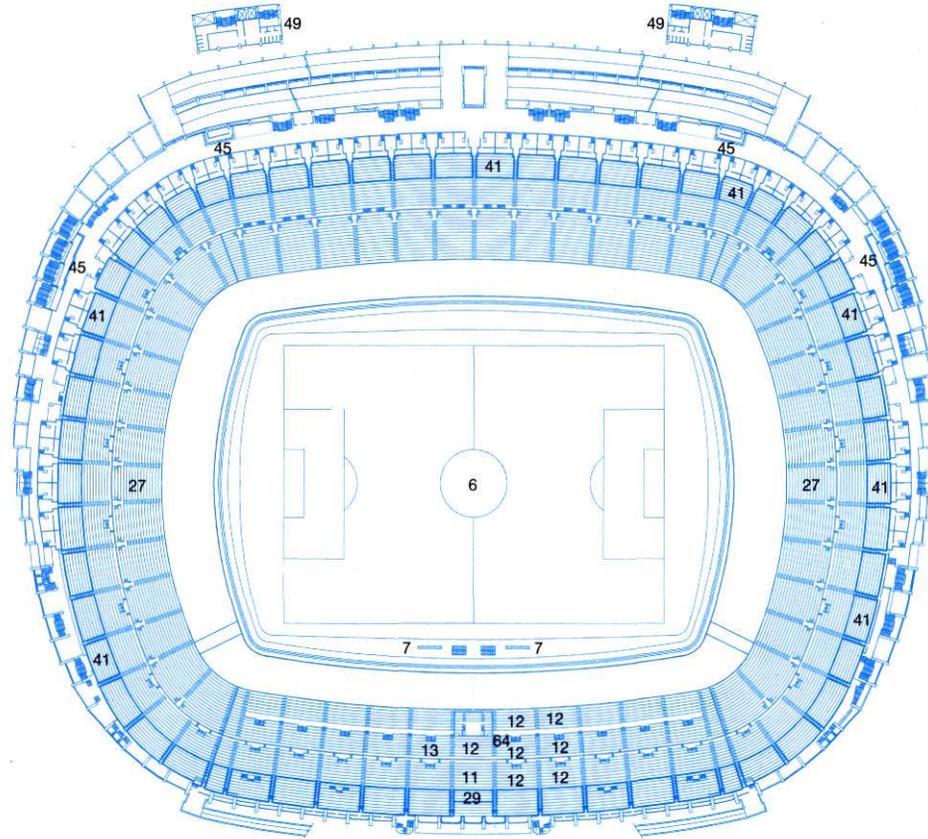
Second floor

0 25 50 m



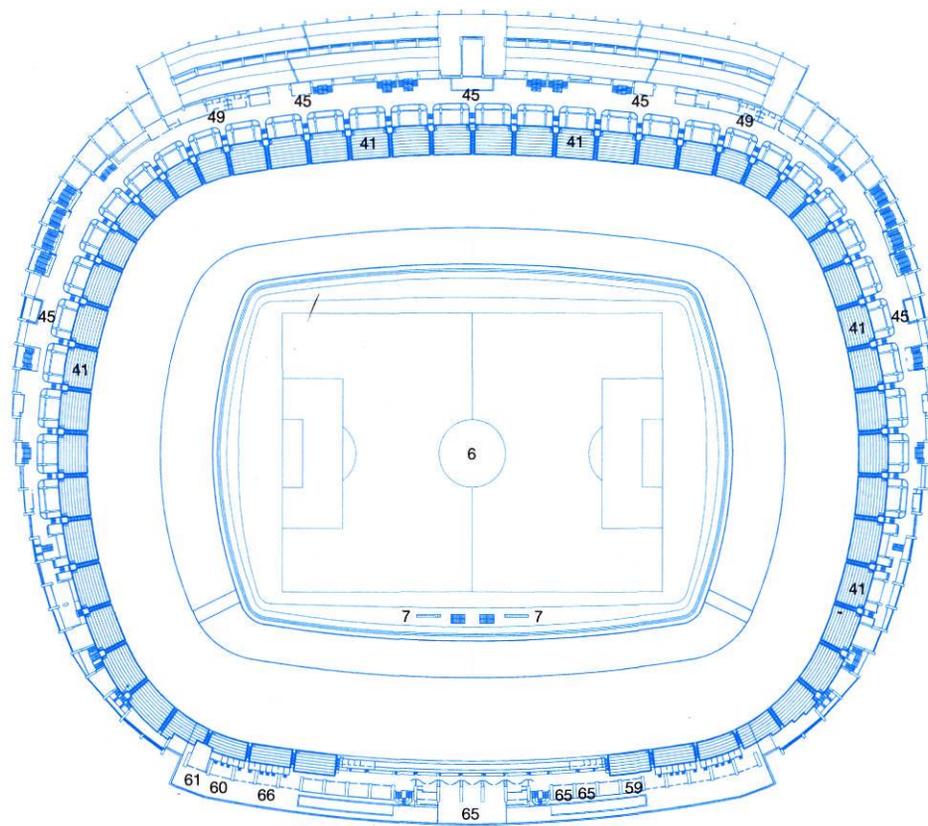
Third floor

0 25 50 m



Fourth floor

0 25 50 m



Fifth floor

0 25 50 m

1 and 2

The Palau Blaugrana, where the judo, taekwondo and the final of the roller hockey were held, is one of the sports facilities belonging to FC Barcelona in the Diagonal Area. It consists of two buildings: the Palau Blaugrana itself, where the competitions were held, and the Palau de Gel, which was used for training.

The Palau Blaugrana

The Palau Blaugrana, located in the Diagonal Area, is part of the FC Barcelona sports complex, and was the venue for the judo and taekwondo competitions and the finals of the roller hockey.

The permanent facility consists of two buildings, the Palau Blaugrana and the Palau de Gel, which are regularly used by their proprietor, FC Barcelona.

From 25 to 28 July, as part of Competitions'91, the Palau Blaugrana was the scene of the world judo championships.

The refurbishment, modifications to changing rooms, health care facilities, and the Olympic adaptation of the inside and outside of the sports hall were executed and financed entirely by COOB'92.

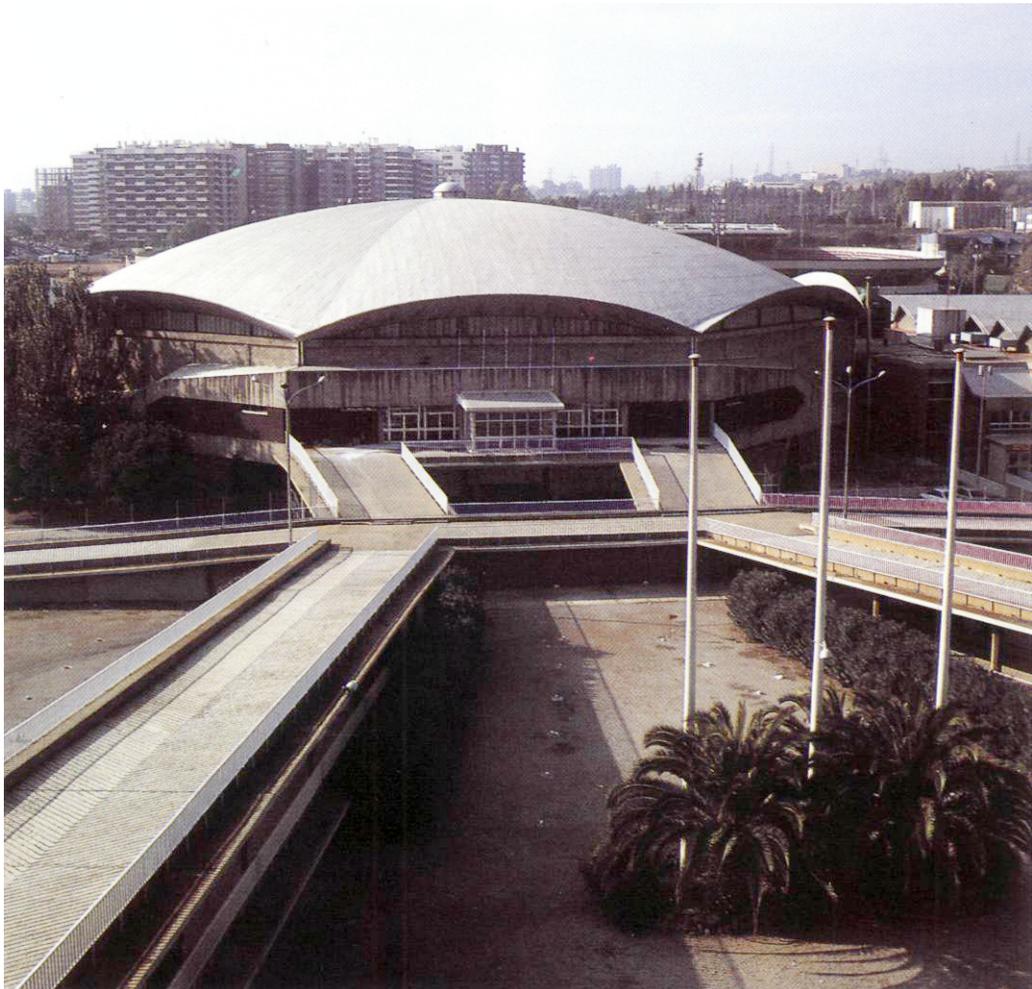
The long-term project

The sports hall was built in 1973, to a design by Josep Soteras and Francesc Cavalier, as a home for many of FC Barcelona sporting activities. The two buildings of which it consists are linked by a common services and office block.

The Palau Blaugrana is an octagonal concrete building, roofed by a large ribbed dome, beneath which is the competition area and seating for 6,400 spectators. It is a multi-purpose hall, since the dimensions of the arena mean that it can be used for many different sports

The Palau de Gel is a rectangular concrete structure with a zig-zag roof. The playing area is an ice rink, suitable for ice hockey or any other sporting or leisure activity involving ice skating.

Each of the buildings has changing rooms, clinic facilities and massage rooms, so that



they can be used independently of each other; they are connected at the arena level and at the level of the public service areas.

The Olympic adaptation project

The Olympic adaptation project began, in accordance with the agreement between FC Barcelona and COOB'92, on 1 June 1992. Nonetheless, some of the work that formed part of the project was completed before this date, in time for the holding of the world judo championships in summer 1991. The surface of the main playing area was changed, a 1,500,000 fg/h air conditioning system was installed and an improved PA system was installed in the Palau Blaugrana. The changing room block of the Palau de Gel was demolished and completely rebuilt. The area around the buildings was divided into four: on the west, a space for outside broadcast units; on the west, an area for FC Barcelona activities; the space in front of the main

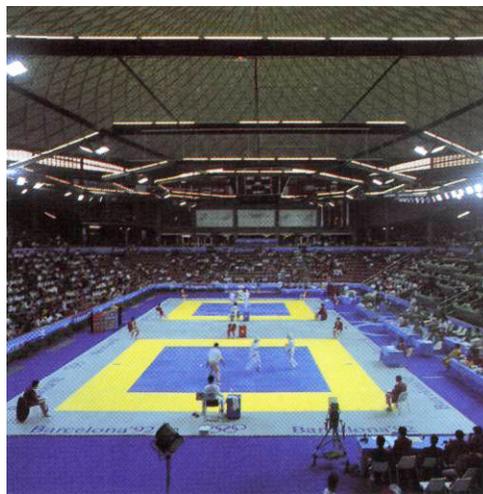
facade was used for access and some public services, while to the rear there was an areas reserved for the Olympic Family. Here, an 800 m² marquee was erected to accommodate the press centre, and another 150 m² marquee for the logistics stores, and various other services connected with the Olympic operation. The security services were placed beneath the ramp leading to the football stadium.

As for the interior, the Palau Blaugrana contained the services directly related with the competition and the public, while the Palau de Gel was used for training and for organisation offices. The most notable feature of the adaptation project was the preparation of the playing area in time for the holding of each of the different competitions (judo, taekwondo and roller hockey).

1, 2 and 3
The most delicate aspect of the Olympic adaptation project was the tight Games calendar, which called for very precise planning of times and of human resources in order to ready the venue for the different competitions that took place one after another in this hall: judo (1), taekwondo (2) and the roller hockey final (3).



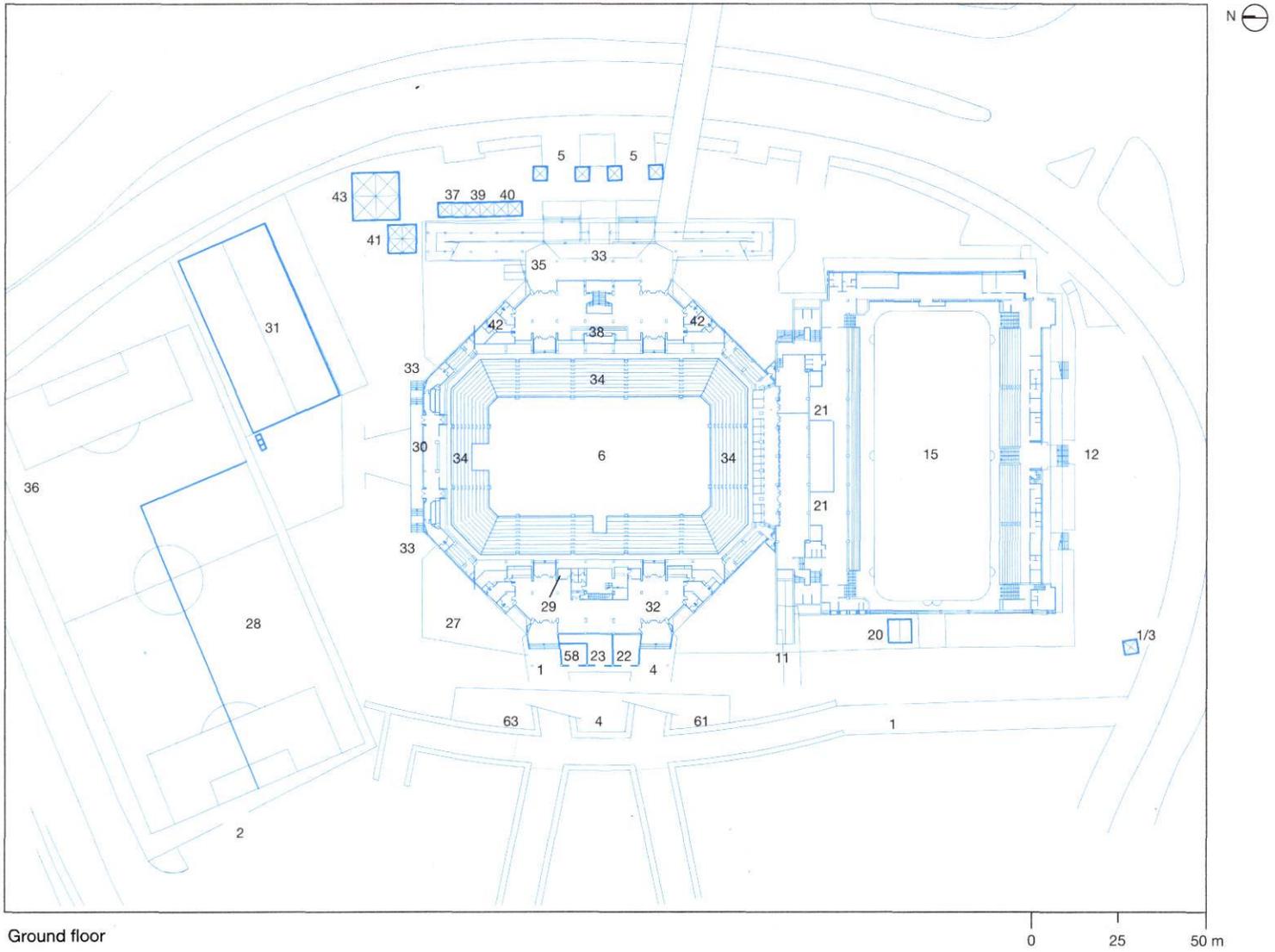
1



2



3



Ground floor

Palau Blaugrana

Owner	FC Barcelona
Manager	FC Barcelona
Opened	1973
Distances	
Olympic Village:	8 km
MPC and IBC:	4 km
IOC residence:	0.6 km

- Entrances**
- 1 Competitors, officials and press
- 2 RTV technical vehicles
- 3 Organisation, technical vehicles and pass management
- 4 VIPs
- 5 Spectators

- Competition area**
- 6 Competition ground

- OF stand**
- 7 Presidency and VIPs
- 8 RTV commentators and observers
- 9 Press and photographers' desks and seats
- 10 Competitors' and organisation

- Competitors' services**
- 11 Competitors' entrance
- 12 Competitor spectators' entrance
- 13 Changing rooms for competition
- 14 Changing rooms for warm-up and massage
- 15 Warm-up area
- 16 Weigh-in room
- 17 Team leaders meeting room
- 18 Competitors' clinic
- 19 Doping control
- 20 Lounge and restaurant area
- 21 Restaurant area

- IF services**
- 22 IJF president's office
- 23 Secretary general's and IJF offices
- 24 Referees' and judges' changing rooms
- 25 Judges' and Appeal Jury work room
- 26 IJF technical delegate's office
- 27 Judges' rest area

- RTV**
- 28 Mobile units park
- 29 Commentators' control

- Press**
- 30 Mixed zone
- 31 Press centre, interview room and rest area

- VIPs**
- 32 Lounge and restaurant area

- Spectators**
- 33 Entrance
- 34 Stand
- 35 Information
- 36 Ticket sales
- 37 Souvenirs
- 38 Food and drinks
- 39 Film and video
- 40 Book stall
- 41 Medical care
- 42 Toilets
- 43 Shade

- Organisation**
- 44 Management office
- 45 Organisation offices
- 46 Competition offices
- 47 Logistics store
- 48 Sports organisation office
- 49 Meeting room
- 50 Rest area

- Technology**
- 51 Telecommunications room and CATV room
- 52 Radio room
- 53 Sound and PA room
- 54 Time-keeping room
- 55 Scoreboard control
- 56 Data entry room
- 57 Results management room
- 58 Results publishing room
- 59 Computer terminals control room
- 60 Air conditioning

- Security**
- 61 Security control room
- 62 Surveillance point
- 63 Internal security room
- 64 Public security room

1 and 2

The facilities of the Real Club de Polo, founded in 1897, were the scene of the jumping and dressage events of the equestrian competition, of the final of the three-day event and of the equestrian event of the modern pentathlon.

The Real Club de Polo

The Real Club de Polo de Barcelona was the venue for the jumping and dressage events of the equestrian competition during the Olympic Games, and for the final of the three-day event, as well as for the riding section of the modern pentathlon.

The Real Club de Polo was founded in 1897. It has more than 9,000 members, and enjoys considerable prestige. Its facilities include a polo pitch, a competition arena, a training course for jumping, four hockey pitches, 31 tennis courts, two squash courts, two open-air swimming pools and a social club. The alterations needed to prepare these facilities for Olympic use were managed, executed and financed entirely by COOB'92.

The long-term project

The refurbishment of the Real Club de Polo focused on the competition arena and the stabling and riders' services area. The improvement plan for the competition arena drawn up by the Idom engineering consultancy consisted of the removal of the old turf surface, the construction of a new drainage system and the laying of a new sand surface; providing new competition control rooms in the main stand and the complete rebuilding of the north-east stand.

The stabling and riders' services area was completely refurbished to a design by Alfonso Navarro. Most of the existing buildings, which did not comply with International Equestrian Federation (FEI) rules for the dimensions of boxes, were demolished; 264 new boxes for horses, in six bays roofed by a loft which was used for the storage of fodder and bedding; a service building for stable hands as well as stable administration



offices, a covered 70 X 30 m manege with an adjacent riders' services facility and a veterinary clinic for first aid and diagnosis with isolation boxes were constructed; there were six lunging rings and one practice arena for jumping training.

The Olympic veterinary hospital was at the Faculty of Veterinary Medicine of the Universitat Autònoma de Barcelona, in Bellaterra, which was re-equipped with the most advanced surgical and diagnostic facilities for the Games. COOB'92 had exclusive use of it.

The Olympic adaptation project

In the riders' and horses' service area, adaptation consisted of the provision of a number of temporary extra boxes, by means of a marquee; an extension to the riders' services area, using another marquee to accommodate the rest and dining areas, and the provision of a stable services area and of a veterinary

inspection facility. The training areas were nearby: six dressage arenas were laid out on the two hockey pitches, and five of the six jumping courses were set up on the polo field, where there were also two warm-up areas. The services for the pentathlon riders and horses were separate, in the University of Barcelona sports complex, 160 m from the entrance to the Real Club de Polo. Here there were also temporary boxes, a training field and pentathlon riders' services.

The adaptation of the competition area called for a large number of temporary installations, notably the provision of 9,600 temporary seats; the refurbishment of the space beneath the main stand to accommodate the organisation offices, the control rooms and the interview room; the installation of the press centre in the Club's children's pavilion; levelling of the ground for the outside broadcast units; the building of an access ramp to the Avinguda Diagonal, and most particularly the creation of a services area for the public.

1 *Temporary stands with room for 9.600 spectators were installed in the competition area. Also, a public services area was provided on the tennis courts, which was protected with green matting to accommodate the kiosks and catering facilities.*

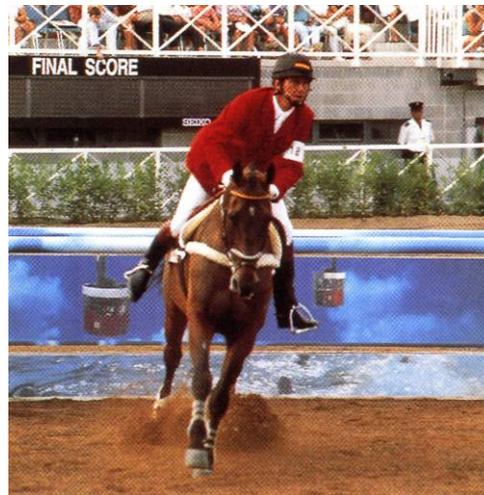
2 *The jumps were specially designed for the Olympic competition.*

3 *To stable the dressage and jumping horses, 264 boxes were built in six bays with lofts for storage.*

4 *Signposting at the entrance to the Real Club de Polo.*



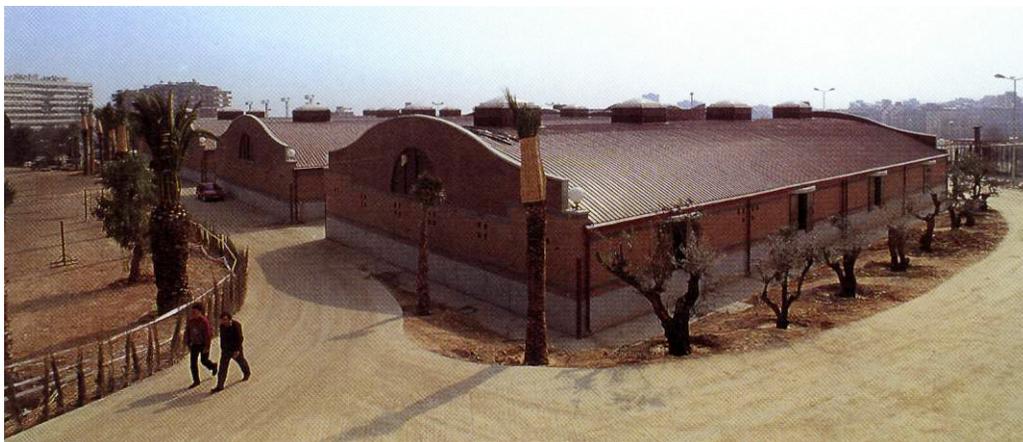
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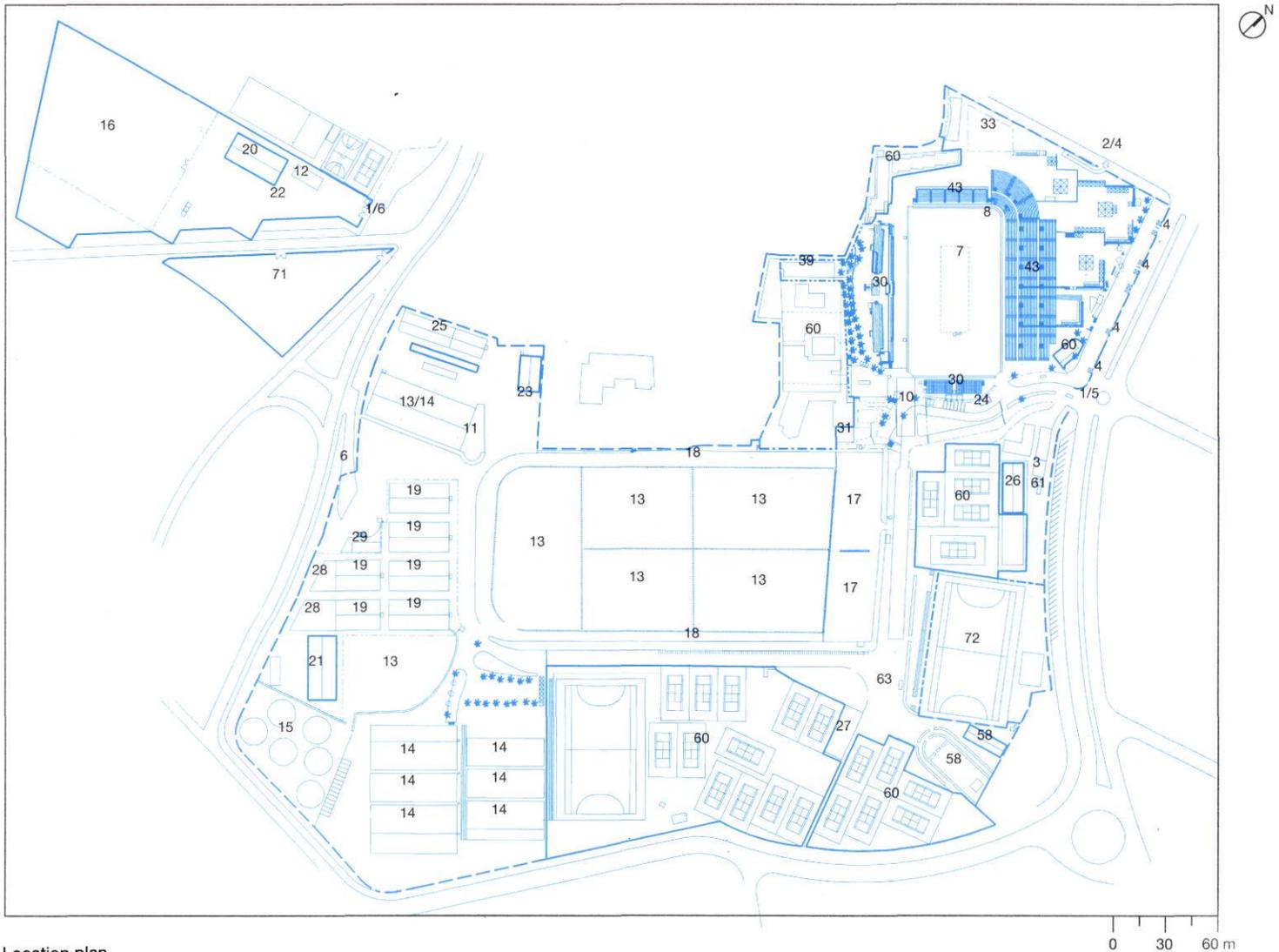
2



4



3



Location plan

Real Club de Polo

Owner

Real Club de Polo and Torre Melina SA

Manager

Real Club de Polo

Opened

1897

Distances

Olympic Village:	8 km
MPC and IBC:	4 km
IOC residence:	0.6 km

Entrances

- 1 Competitors, organisation, VIPs and press
- 2 RTV technical vehicles
- 3 Pass management
- 4 Spectators
- 5 Technical and maintenance vehicles
- 6 Horses

Competition area

- 7 Dressage ground
- 8 Jumping ground
- 9 Dressage judges' position

Competitors' services

- 10 Riders' entrance to the competition and waiting area
- 11 Riders' services
- 12 Modern pentathlon changing rooms
- 13 Jumping training grounds
- 14 Dressage training grounds
- 15 Lungeing rings
- 16 Modern pentathlon training ground
- 17 Warm-up ground
- 18 Galloping track
- 19 Permanent stalls

20 Modern pentathlon stalls area

- 21 Temporary stalls and harness stores
- 22 Modern pentathlon rest area
- 23 Competitors' and FO lounge and restaurant area
- 24 Competitors' clinic
- 25 Veterinary clinic and horses doping control
- 26 Obstacles store
- 27 Riders' doping control
- 28 Grooms' services
- 29 Stalls services area and security control room

OF stand

- 30 Seats with accreditation

IF services

- 31 FEI offices
- 32 Appeals Jury room

RTV

- 33 Mobile units park
- 34 Commentators' control
- 35 Work area
- 36 Camera positions in the competition area
- 37 Special camera platforms

Press

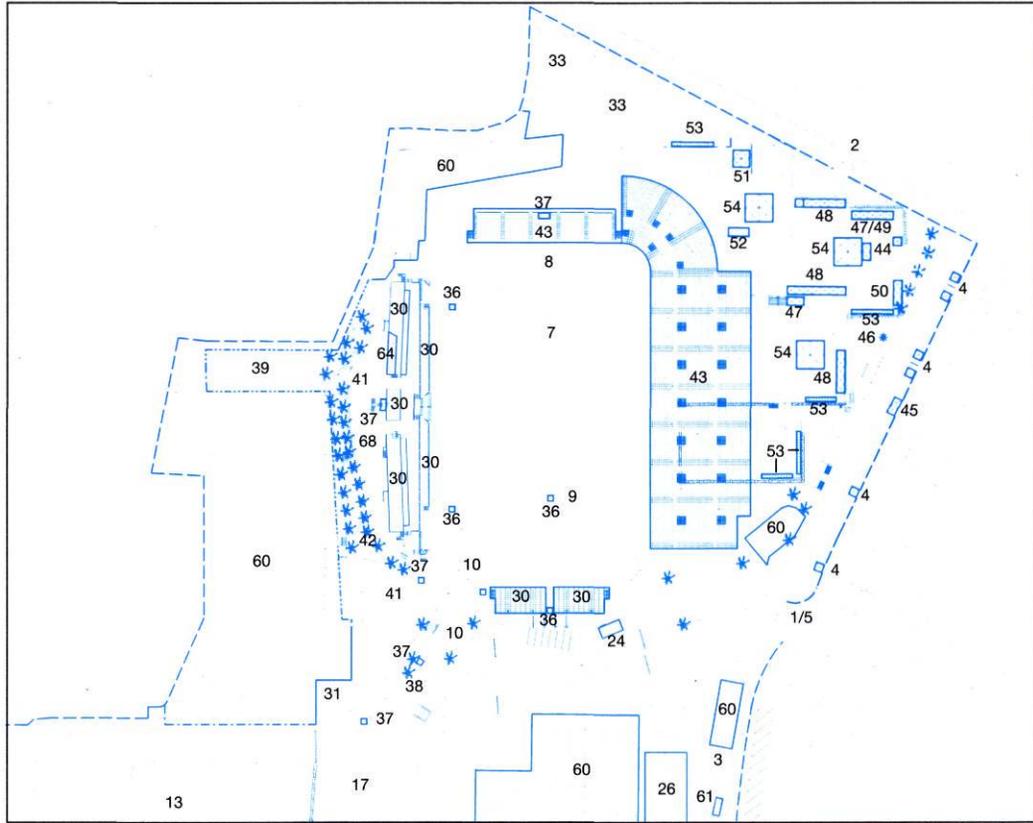
- 38 Mixed zone
- 39 Press centre and rest area
- 40 Interview room

VIPs

- 41 Rest area
- 42 Toilets

Spectators

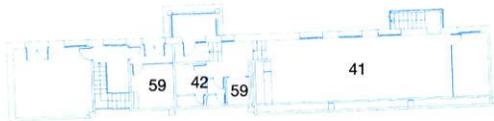
- 43 Stand
- 44 Information
- 45 Ticket sales
- 46 Meeting point
- 47 Souvenirs
- 48 Food and drinks
- 49 Film and video
- 50 Book stall
- 51 Medical care
- 52 Banesto branch
- 53 Toilets
- 54 Shade



General plan

0 25 50 m

- Organisation**
- 55 Organisation offices
 - 56 Competition offices
 - 57 Ceremonies preparation
 - 58 Lounge and restaurant area for Team'92
 - 59 Cleaning stores
 - 60 RC de Polo restricted areas
- Technology**
- 61 Telecommunications room
 - 62 CATV room
 - 63 Radio control room
 - 64 Sound, PA, Scoreboard control and results management
 - 65 Results management room
 - 66 Results publishing room
 - 67 Computer terminals control room
- Security**
- 68 Surveillance point
 - 69 Internal security room
 - 70 Public security room
- Other facilities**
- 71 Horse box parking area
 - 72 Hockey training facility



Grandstand. First and second basement

0 5 10 m



Ground floor

0 5 10 m

1 and 2

The RCD Espanyol stadium, in the district of Sarrìa, was one of the five venues used for the Olympic football competition. Five matches of the preliminary phase were held there.

The RCD Espanyol Stadium

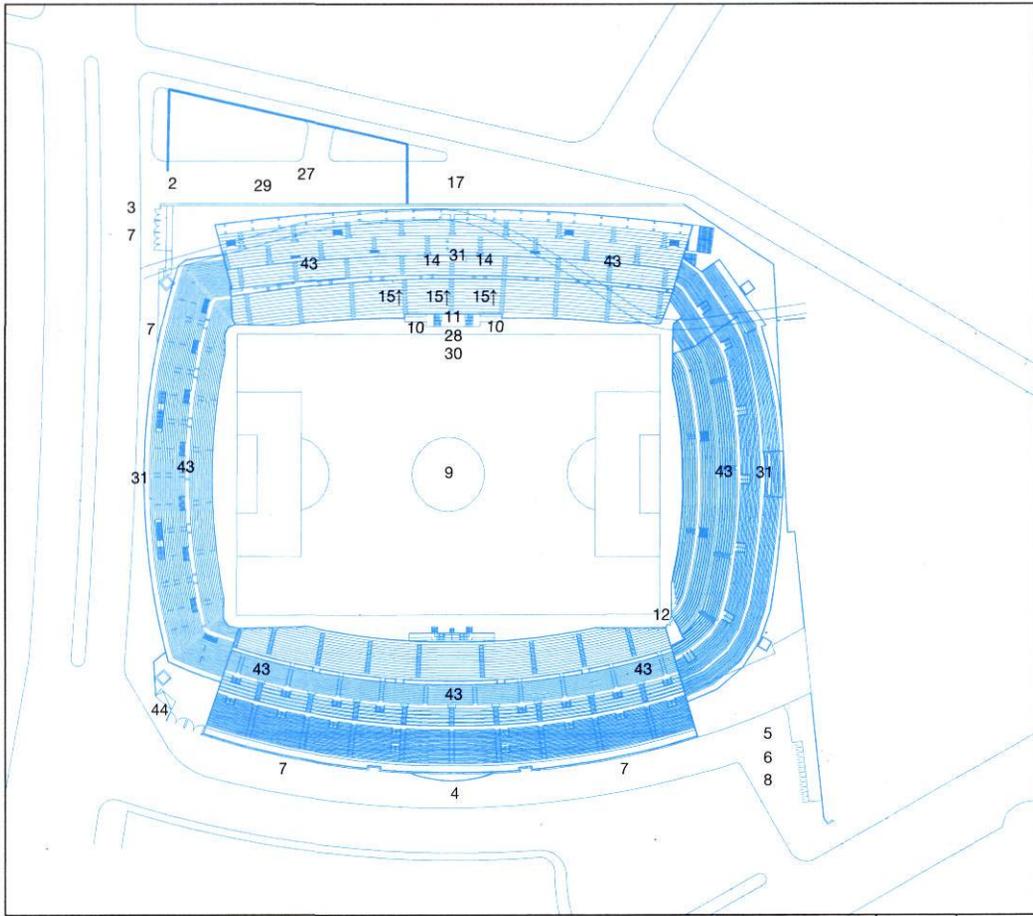
The RCD Espanyol Stadium, in the Sarrìa district of Barcelona, was one of the five Olympic football venues. This stadium, the property of RCD Espanyol, is used for professional football every season. The refurbishment, which involved the creation of new spaces, construction and modernisation of control rooms, as well as the Olympic adaptation, were executed and financed by COOB'92. The Sarrìa stadium, built in 1923 and enlarged in 1926, is a free-standing building with room for 42,000 spectators in two side stands on two levels and a terrace behind each goal, in an essentially rectangular arrangement.

The long-term project and Olympic adaptation

The Olympic adaptation project called for the almost complete restructuring of the stadium's facilities, transferring most of

the services to the space under the side stands. This was considered necessary for three reasons: the floodlighting system was such that the television cameras had to be placed on the side opposite the main stand; the press centre was clearly inadequate and could not be extended without transferring it to another area, and the facility's telecommunications equipment had to be thoroughly overhauled. The short period of time available was an important conditioning factor, since the club needed to have full use of the stadium until 1 July 1992, leaving insufficient time to complete the work, which was therefore executed in two stages: between February and March new spaces were created and the installations were updated, while relatively minor modifications were carried out between June and the start of the Olympic competition. The television outside broadcast units, the drivers' reception area, the electrical generators and parking for Olympic vehicles were located outside the venue.





General plan

0 20 40 m

RCD Espanyol Stadium

Owner

RCD Espanyol

Manager

RCD Espanyol

Opened

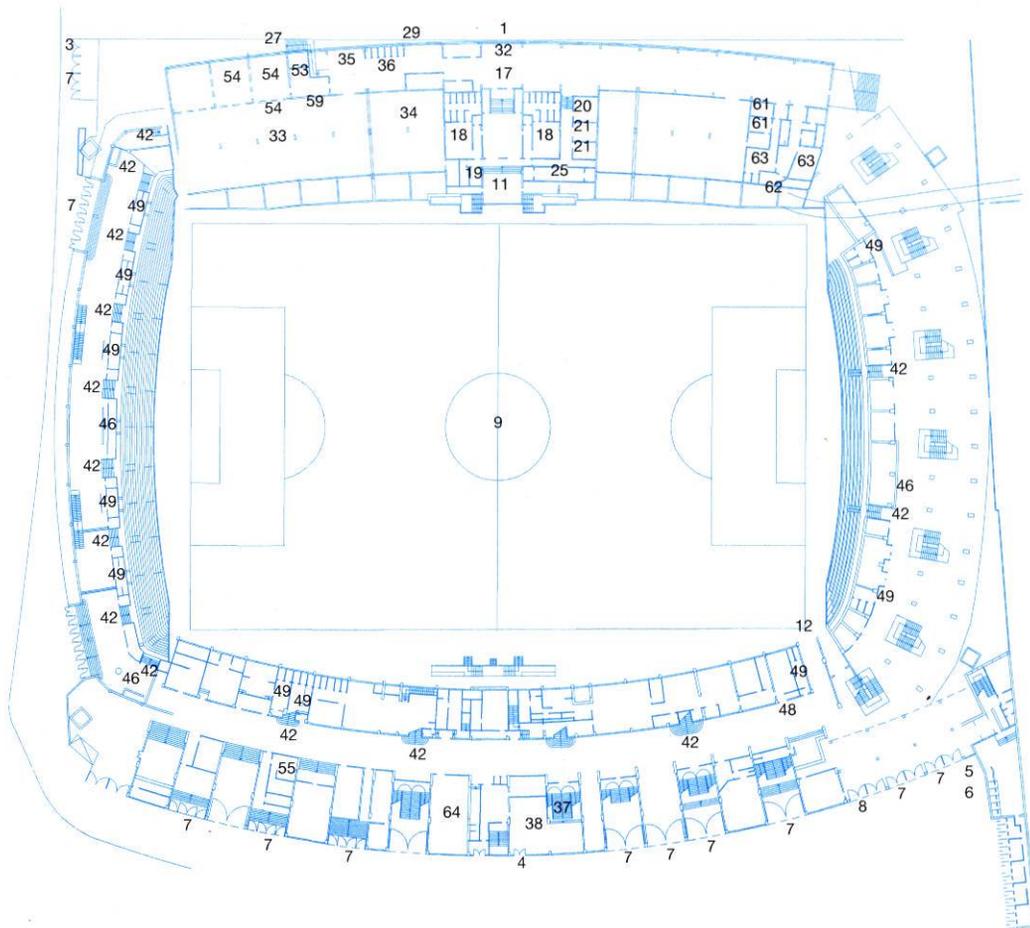
1923

Distances

Olympic Village: 7 km

MPC and IBC: 3.5 km

IOC residence: 1.5 km



Ground floor

0 10 20 30 m

RCD Espanyol Stadium

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Technical and maintenance vehicles

Competition area

- 9 Competition pitch
- 10 Players bench
- 11 Tunnel to the pitch and changing rooms
- 12 Vehicle access

OF stand

- 13 Presidency and VIPs
- 14 RTV commentators and observers
- 15 Press and photographers' desks and seats
- 16 Competitors and organisation

Competitors' services

- 17 Competitors' entrance
- 18 Changing rooms
- 19 Massage room
- 20 Competitors' clinic
- 21 Doping control

IF services

- 22 FIFA offices
- 23 FIFA secretary general's office
- 24 FIFA secretaries' office
- 25 Referees' and judges' changing rooms and work room
- 26 Appeals Jury room

RTV

- 27 Mobile units park
- 28 Commentators' control
- 29 Toilets
- 30 Camera positions on the pitch
- 31 Camera platforms on the pitch

Press

- 32 Mixed zone
- 33 Press centre
- 34 Interview room
- 35 Rest area
- 36 Toilets
- 37 Access

VIPs

- 38 Reception centre
- 39 Lounge and restaurant area
- 40 Toilets
- 41 Access

Spectators

- 42 Access
- 43 Stand
- 44 Ticket sales
- 45 Souvenirs
- 46 Food and drinks
- 47 Film and video and book stall
- 48 Medical care
- 49 Toilets

Organisation

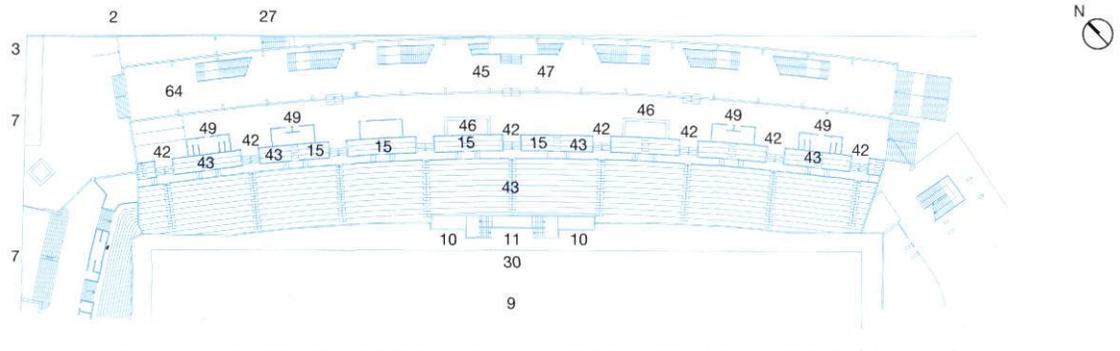
- 50 Management office
- 51 Organisation offices
- 52 Competition offices

Technology

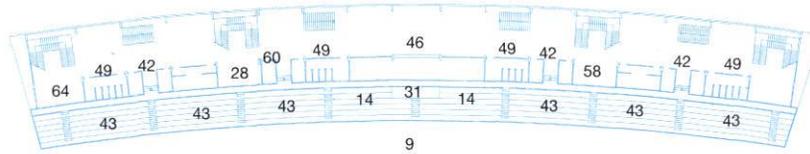
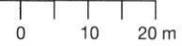
- 53 CATV room
- 54 Telecommunications room and telephone services
- 55 Radio control room
- 56 Sound and PA room. Telephones
- 57 Scoreboard control
- 58 Results management room
- 59 Results publishing room
- 60 Computer terminals control room

Security

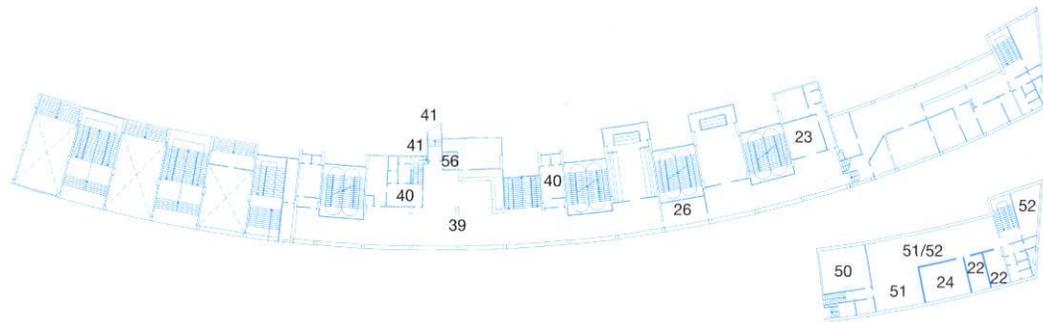
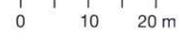
- 61 Security control room
- 62 Surveillance point
- 63 Internal security room
- 64 Public security room



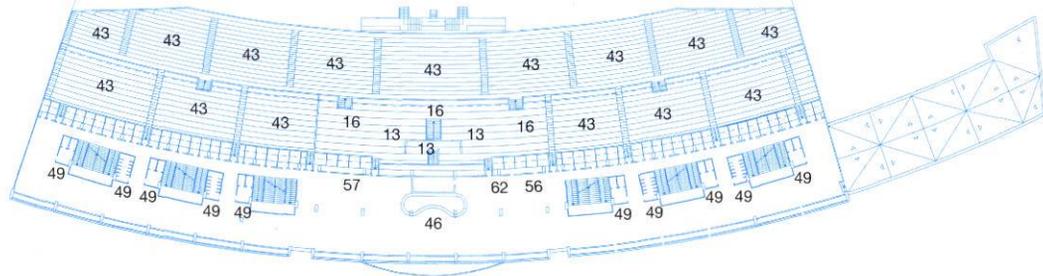
Side stand. First floor



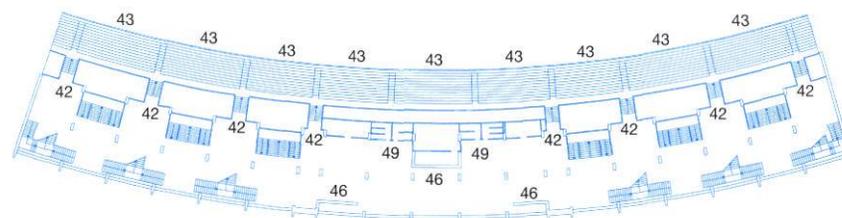
Side stand. Second floor



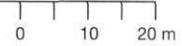
Grandstand. First and second floors



Grandstand. Third floor



Grandstand. Fourth floor



5.3. The Vall d'Hebron Area





1



2

Previous page:

Part of the Archery Field, with the Pavelló de la Vall d'Hebron in the background. These venues, along with the Tennis de la Vall d'Hebron, were the new sports facilities constructed in this Area for the Games.

1 and 2

Aerial views of the north-east of Barcelona, in 1988 (1) and 1992 (2), shortly before the Games. The new development in the Vall d'Hebron sector, with its new sports facilities and residential buildings, can be clearly seen. This development helped to complete the urban definition of this part of the city, where formerly the facilities had been ill-connected and scattered amongst residential estates and simple housing. The completion of the Ronda de Dalt (work had stopped in the late seventies, until the Games provided an impetus), with partially covered sections, helped to structure the zone.

The Vall d'Hebron Area

The holding of the Games of the XXV Olympiad in Barcelona offered the opportunity to transform a large, isolated and unstructured area in the north of the city into an important leisure and sports facility zone. The venues for five of the sports in the Olympic programme were in the new Vall d'Hebron Area: four from the official programme (cycling, tennis, archery and volleyball) and one demonstration sport (Basque pelota).

The major investment needed for the restructuring of the area was possible thanks to the cooperation of the Barcelona City Council, which took charge of the layout and landscaping, and COOB'92, which built and financed three new sports facilities: the archery field, the Pavelló de la Vall d'Hebron and the Tennis de la Vall d'Hebron. Also in the Area is the Velòdrom, which was built in 1984. In addition to these venues, the Vall d'Hebron rugby ground, the Les Cotxeres hockey pitch and the Vall d'Hebron swimming pools were built in time for the Olympic competitions.

The building of 500 new dwellings by the Institut Municipal de l'Habitatge, to a design by Carles Ferrater (used as a press village during the Games), implied a development project that defined a part of Barcelona characterised by a conglomeration of health care, educational and social facilities, divided by the Ronda de Dalt and hemmed in by residential areas.

The long-term project

The Vall d'Hebron lies at the junction of the sloping plain on which the city of Barcelona stands and three small hills at the foot of the Collserola range. These three hills form the valley that gives the Area its name.

The Master Plan for the Vall d'Hebron, drawn up by Eduard Bru, defines a new urban structure, well adapted to the lie of the land, so that the built-up areas harmonise with the relief. The area is organised around three main axes: one following the crest of the hills, one parallel with the Ronda de Dalt (the stretch of the ring road which passes through the Area), and one running

north-south. The latter two form the rectangular and triangular platforms on which sports facilities and parks, respectively, have been built.

On the one hand, the construction of the Velòdrom and the landscaping of the surroundings—with a visual poem by Joan Brossa—elegantly filled one of the large gaps in the area; on the other, the architecture of the new Olympic sports facilities in the Vall d'Hebron was born of three architectural principles: the accentuation of the overall over detail, of category over anecdote and of the inventive over historicist mimicry.

The Vall d'Hebron contains three sculptures by famous contemporary artists: the innovative *Mistos*, by Claes Oldenburg; *Dime, dime, querido*, by Susana Solano, placed over the access to the tennis venue and the Pavelló de la Vall d'Hebron; and *Forma i espai*, by Eudald Serra, in the fork of the two roads. Also, there was the reconstruction of the Spanish Republican pavilion that represented Spain at the Paris International Exposition of 1937, designed by Josep Lluís Sert.

The Olympic adaptation project

The Olympic adaptation project called for the installation of temporary security measures (barriers and access controls), signposting, the provision of car parks, and the provision of common services areas for organisation personnel.

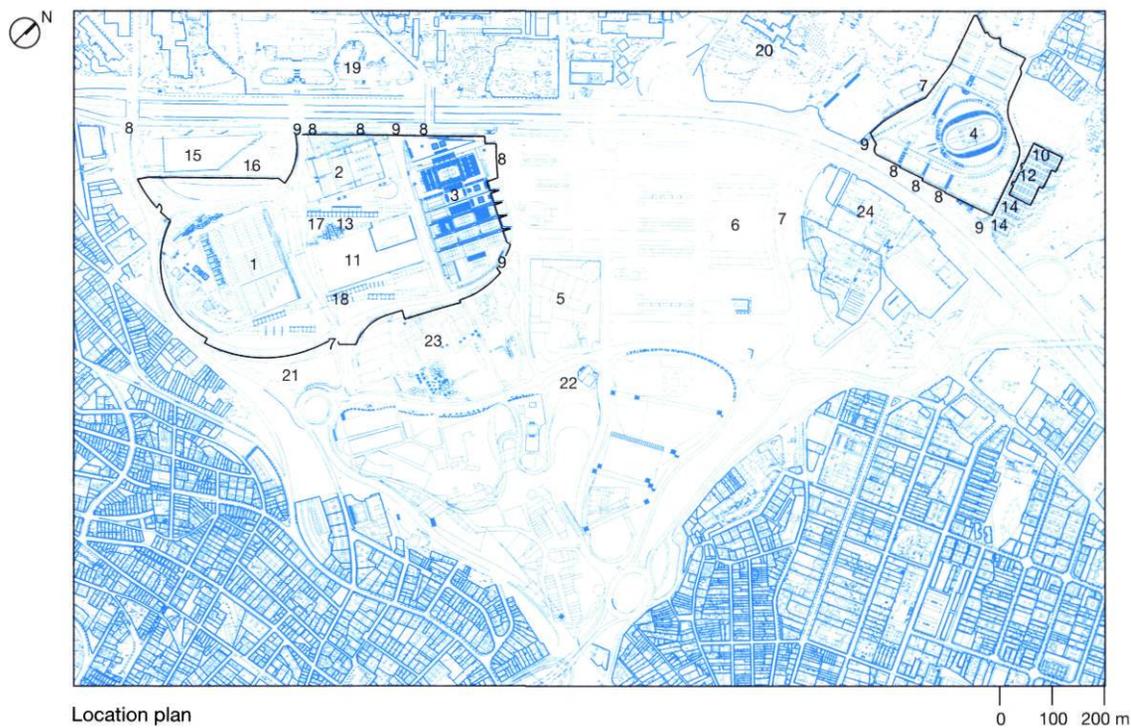
To close off the Area, the fencing of the venues was extended to form a ring, with three access controls for the Olympic Family.

The parking area, with room for 563 Olympic vehicles, was set up on the rugby pitch, and the park's service building was used for the drivers' rest centre, with space for 300 users.

Beside the Olympic parking area was the athletes' and Team'92 restaurant, shared by users from all three venues. Outside the area, on the hockey pitch, 700 spaces were reserved for vehicles with passes.

Experience showed that the dimensioning of spaces had been correct, except for the parking areas for the Olympic vehicles

and the vehicles with passes, which never exceeded 20% capacity. The drivers' rest centre was also over-dimensioned.



Location plan

Vall d' Hebron Area

Olympic facilities

- 1 Archery Field
- 2 Pavelló de la Vall d'Hebron
- 3 Tennis de la Vall d'Hebron
- 4 Velòdrom
- 5 Hispano-francés sports club

Access to the Area

- 7 Access to the COOB'92 precincts
- 8 Public access
- 9 Olympic Family access

Area services

- 10 Velòdrom Olympic fleet car park
- 11 Vall d'Hebron Area Olympic fleet car park
- 12 Velòdrom drivers' reception centre
- 13 Vall d'Hebron Area drivers' reception centre
- 14 Velòdrom car park for vehicles with pass
- 15 Vall d'Hebron Area car park for vehicles with pass
- 16 Helicopter pad
- 17 Restaurant area for competitors and Team'92
- 18 RTV restaurant area

Other amenities of tourist or cultural interest

- 19 Vall d'Hebron hospital
- 20 Llars Mundet
- 21 Vall d'Hebron municipal swimming pool
- 22 Pavelló de la República
- 23 Martí Codolar Salesian Seminary
- 24 Hota Salesians College

1 and 2

The Velòdrom, opened in 1984 for that year's world cycling championship, was the first of the new facilities to be built with the Games in mind.

The Velòdrom

The track events of the cycling competition of the Games of the XXV Olympiad were held at the Velòdrom, located in the Vall d'Hebron Area. The building, which stands on an 8 % slope, is accessible on two levels. The site covers 5.3 ha of which 1.2 are occupied by the main building.

From 20 to 24 September 1991, the Velòdrom was the venue for the international cycling grand prix, organised by COOB'92 as part of Competitions'91.

The long-term project

The Velòdrom, designed by Esteve Bonell and Francesc Rius, was the first of the important sports facilities built by the city of Barcelona with a view to obtaining the nomination in 1986. It was opened in 1984, for the world cycling championship.

The Velòdrom was a milestone in the world of track cycling, since it was the first to be built according to the new rules of the International Amateur Cycling Federation (FIAC), which authorised the change of the reglamentary 333 m track to 250 m, on the condition the track is surfaced in wood. The track installation was designed by Herbert Schurman.

The circular building's continuous facade does not break with the urban environment; the interior space is very subtly ordered.

The upper level, the public space, is the result of a design project that sought to attain harmony between the track and the seating, access and service areas. The stands, with room for 3,800 spectators, define an elliptical perimeter that concentrates the maximum number of people in the zone from which the best view is obtained.



General view of the competition area and the stands of the Velòdrom during the Olympic Games. The Velòdrom was the first to be built according to the new FIA rules, which authorise the reduction of track length from 333 m to 250 m.





The lower floor, to the east, accommodates all the services for the cyclists and the organisation: eight changing rooms each of 33 m², eight changing rooms each of 12 m², a meeting room, a gymnasium, store-rooms and bicycle workshops, administrative and medical services, bar and cafeteria.

Such is the building's architectural quality that it won the FAD architecture prize in 1985.

The Olympic adaptation project

The most important part of this project consisted of locating in the permanent part of the facility all the organisation and cyclists' services, that is, offices, store-rooms, control rooms, medical care, doping control, rest areas and changing rooms. Furthermore, the transformation of the Velòdrom into an Olympic venue called for some permanent alterations, such as the conversion of a space under

the stands into a cyclists' rest area, the construction of a sound control room at grandstand level and the sealing of the gaps that had been left at the northern and southern ends of the facade.

In addition, since the team changing rooms inside the building were not large enough, they were supplemented by nineteen prefabricated portable buildings. Also, a temporary cyclists' clinic was provided, and marquees were erected on the car parks adjacent to the Velòdrom to house a press centre and interview room. The outside broadcast units were also located here. Parking for the Olympic Family and vehicles with pass were outside the Velòdrom compound.

As far as the dimensioning of the spaces is concerned, the initial forecasts all proved to be correct, except for the cyclists' rest area inside the building and the cyclist's clinic, outside it, which were both under-used.

^{1 and 2}
As at other venues, the capacity of the Velòdrom was increased using temporary stands, especially in the public area, opposite the central part of the track (2).

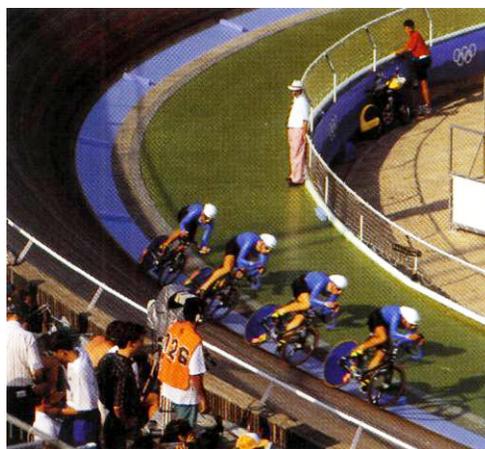
³
The track, used by 456 cyclists representing 86 countries, was praised for its speed.



1



2



3

Velòdrom

Owner

Barcelona City Council

Manager

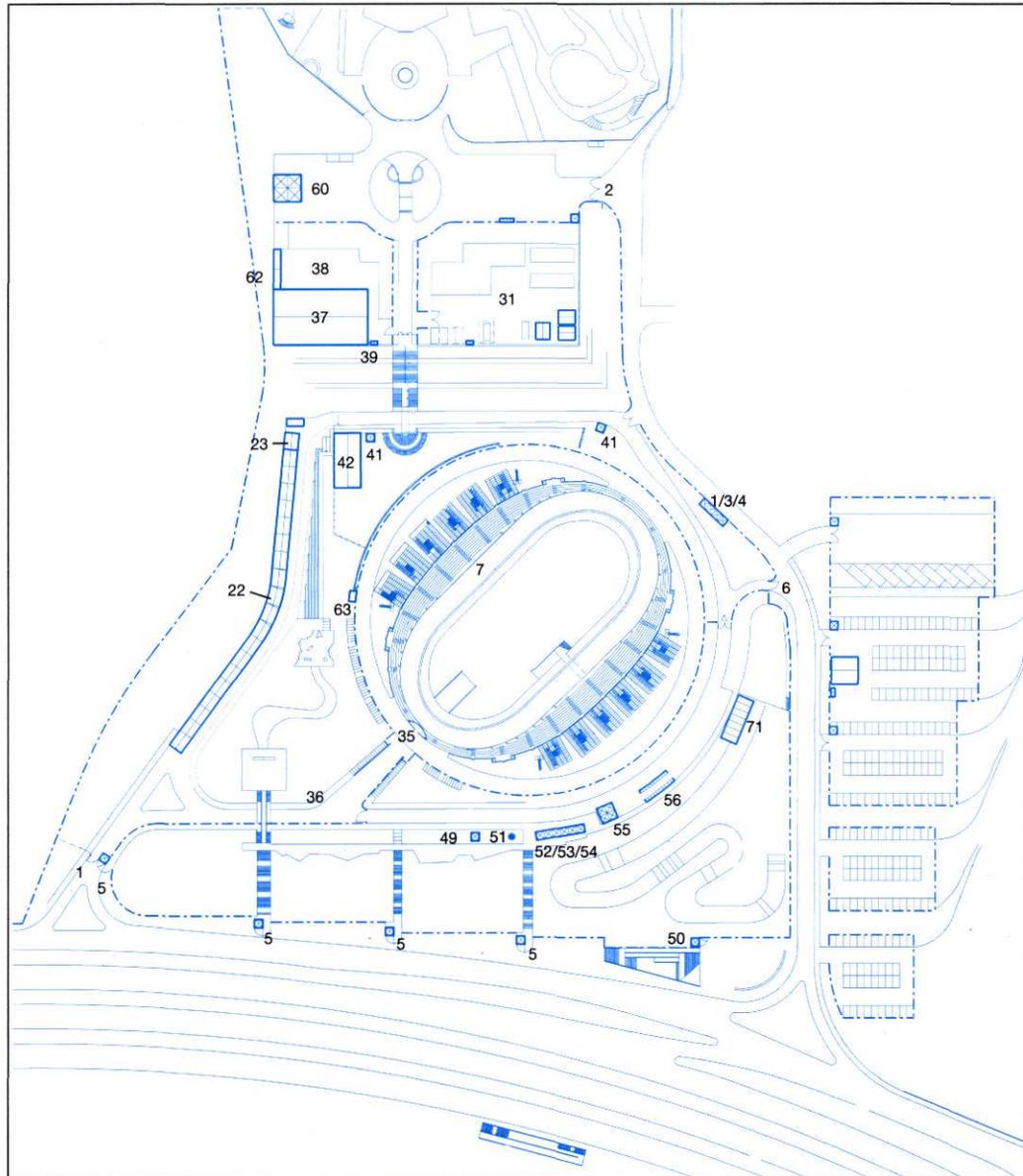
Barcelona Promoció SA

Opened

August 1984

Distances

Olympic Village:	10.5 km
MPC and IBC:	9.5 km
IOC residence:	7 km



General plan

0 30 m

Entrances

- 1 Competitors
- 2 RTV technical vehicles
- 3 Press, organisation and VIPs
- 4 Pass management
- 5 Spectators
- 6 Technical and maintenance vehicles

Competition area

- 7 Competition ground
- 8 Pelouse
- 9 Vehicle access ramp
- 10 Team sheds
- 11 Photofinish tower
- 12 Technical Jury
- 13 Time-keeping room
- 14 Warm-up area
- 15 Video tower
- 16 Access to changing rooms
- 17 Access to the competition ground from the pelouse
- 18 Appeals Jury

OF stand

- 19 Seats with accreditation

Competitors' services

- 20 Competitor spectators' entrance
- 21 Information
- 22 Changing rooms
- 23 Competitors' clinic
- 24 Doping control
- 25 Rest area
- 26 Repair workshops

IF services

- 27 FIAC offices
- 28 FIAC president's office
- 29 Appeals Jury room
- 30 FIAC Technical Jury office

RTV

- 31 Mobile units park
- 32 Commentators' control
- 33 Entrance to the stand
- 34 Camera positions on the track
- 35 Camera platforms

Press

- 36 Mixed zone
- 37 Press centre and interview room
- 38 Rest area
- 39 Toilets
- 40 Entrance to the stand

VIPs

- 41 Reception centre
- 42 Lounge and restaurant area
- 43 Toilets
- 44 Entrance to the stand
- 45 Access to the competition area

Spectators

- 46 Entrance to the stand
- 47 Disabled entrance to the stand
- 48 Stand
- 49 Information
- 50 Ticket sales
- 51 Meeting point
- 52 Souvenirs
- 53 Food and drinks
- 54 Film and video
- 55 Medical care
- 56 Toilets

Organisation

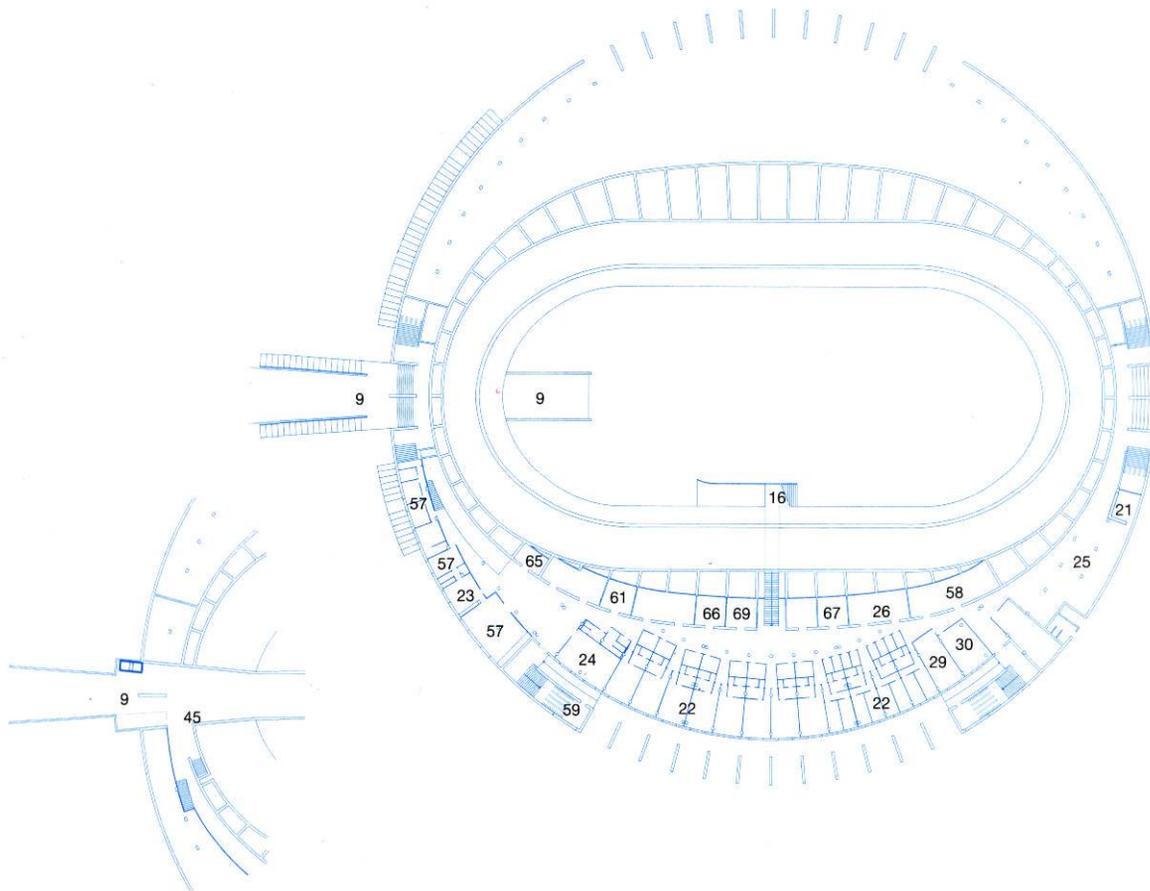
- 57 Organisation offices
- 58 Competition offices
- 59 Logistics store
- 60 Restaurant area

Technology

- 61 Telecommunications room and CATV
- 62 Telephone services
- 63 Radio room
- 64 Sound and PA room
- 65 Amplifiers and PA control
- 66 Scoreboard stores
- 67 Results management room
- 68 Results publishing room

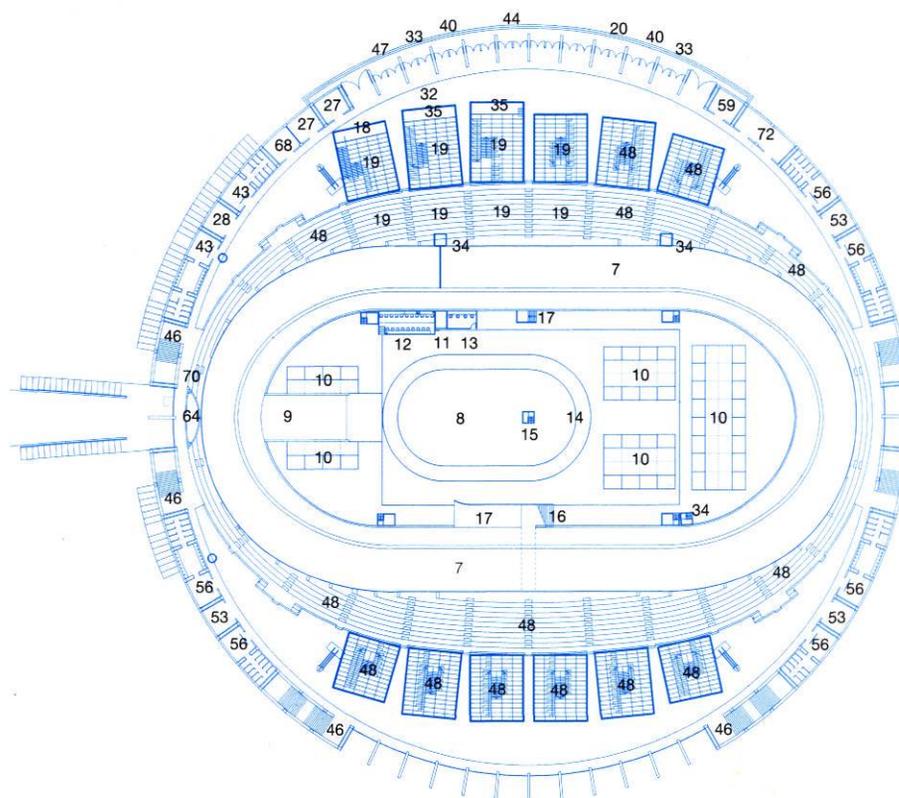
Security

- 69 Security control room
- 70 Surveillance point
- 71 Internal security room
- 72 Public security room



Semi-basement

0 15 30 m



Stands

0 15 30 m

1 and 2

The archery competition took place in a large open space, temporarily adapted for the practice of this sport.

3

The remarkable services building of the Archery Field, which acts as a containing-wall/porch and was designed by Carme Pinós and Enric Miralles, stands opposite the broad esplanade where the archery competition was held.

The Archery Field

The Olympic archery competition was held in the Vall d'Hebron Area, in a field temporarily adapted for the purpose. The landscaping of the area, the construction of the services building and the adaptation of the esplanade for the holding of the archery competition were executed and financed entirely by COOB'92.

The long-term project

The team of architects who drew up the project, Carme Pinós and Enric Miralles, laid out two football pitches and an adjacent rugby pitch and constructed a service building. The complex was to be temporarily used for the Olympic archery competition.

The services building, in front of the broad esplanade, is a containing-wall/porch which looks in on itself as

though it were an interior. The permanent building contains eight team changing rooms, with the toilet block and the communal showers, eight referees' changing rooms, a sports equipment store, a first aid centre, toilets for the public and playing area, a meeting room and a bar with a terrace.

The original approach adopted to the design of the containment wall and the excellent design of all the elements that make it up have earned the project several architectural prizes.

The Olympic adaptation project

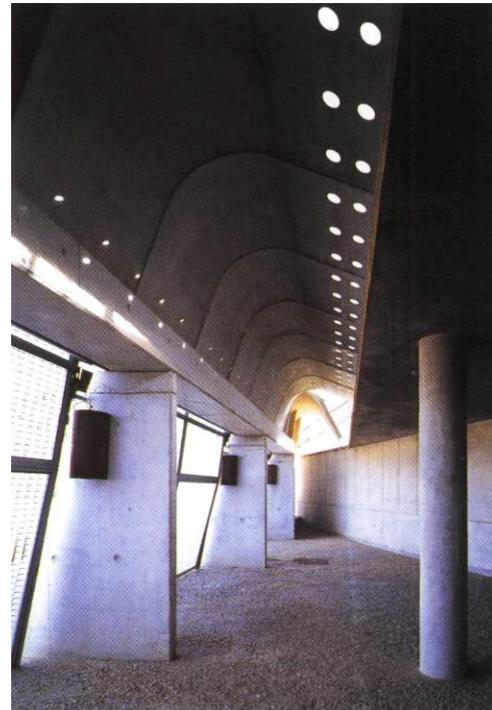
The general distribution of the project was such that all the temporary services were located in two areas, one to the south and one to the south-west of the shooting line of the competition and training fields, oriented exactly north-south.



1



2



3

The parking areas, which were also used by the other facilities in the Vall d'Hebron Area, were outside the venue.

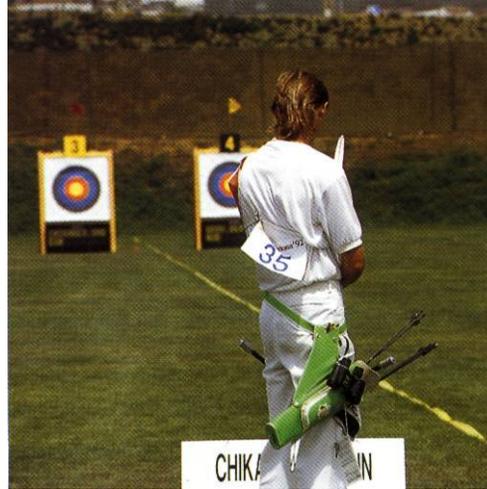
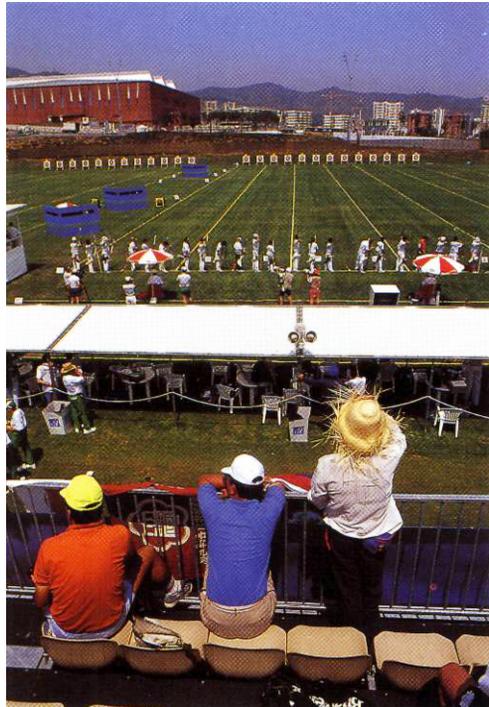
The most complex aspects of the adaptation project were the distribution of accesses and the delimitation of spaces for the various groups of users.

The 400 kVa electrical generator, sufficient to supply all essential services in the event of failure of the mains supply, was not used in the five days of competition.

As far as the dimensioning of the spaces was concerned, the initial forecasts proved to be correct, except for the rest areas, since both that for the archers, inside the permanent building, and that for the volunteers, were under-used. Both these groups preferred to use the rest and dining area close to the warm-up field, which was more conveniently situated.

^{1 and 3}
The Archery Field, almost adjacent to the Pavelló de la Vall d'Hebron, was laid out on a broad esplanade normally occupied by two football pitches and a rugby pitch.

²
An archer in the individual event concentrates before shooting.



Archery Field

Owner

Barcelona City Council

Manager

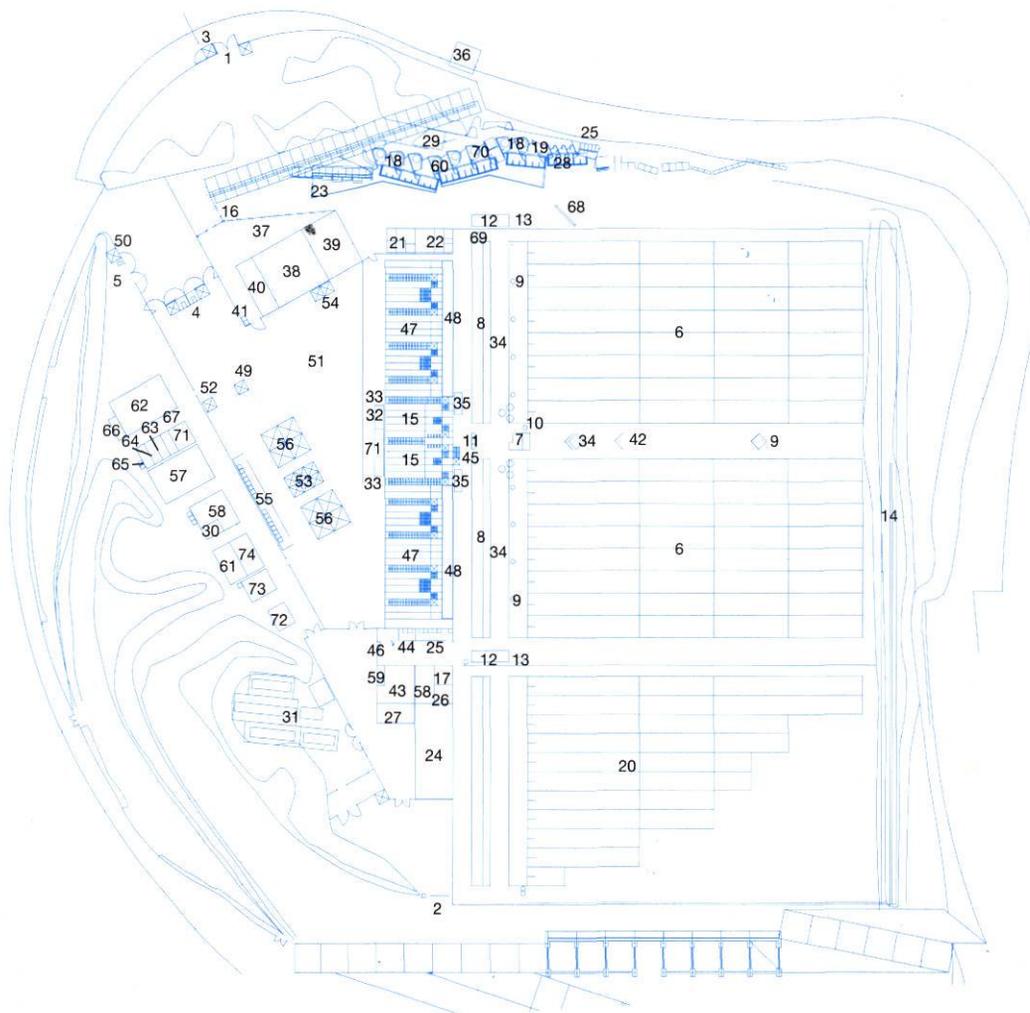
Sports Department, Barcelona City Council

Opened

1992

Distances

Olympic Village: 11.5 km
MPC and IBC: 8.5 km
IOC residence: 6 km



General plan

0 25 50 m

Entrances

- 1 Competitors, press and organisation
- 2 RTV technical vehicles and VIPs
- 3 Pass management
- 4 Spectators
- 5 Technical and maintenance vehicles

Competition area

- 6 Competition field
- 7 Archery management
- 8 Archers waiting area
- 9 Judges' position
- 10 Chief judge
- 11 Podium
- 12 Scorers
- 13 Results management
- 14 Protective slope and safety net

OF stand

- 15 Seats with accreditation

Competitors' services

- 16 Entrance for competitors and organisation
- 17 Information
- 18 Changing rooms
- 19 Massage room
- 20 Warm-up and training area
- 21 Competitors' clinic
- 22 Doping control
- 23 Rest area
- 24 Restaurant area
- 25 Toilets
- 26 Bow repair workshop

IF services

- 27 FITA offices
- 28 Referees' and judges' changing rooms
- 29 Referees' and judges' work room
- 30 Technical sports committee offices

RTV

- 31 Mobile units park
- 32 Commentators' control
- 33 Entrance to the stand
- 34 Camera positions on the field
- 35 Camera platforms
- 36 Special camera positions

Press

- 37 Mixed zone
- 38 Press centre
- 39 Interview room and/ team leaders meeting room
- 40 Rest area
- 41 Toilets
- 42 Protective booths for photographers

VIPs

- 43 Rest area
- 44 Toilets
- 45 Entrance to the stand
- 46 Access to the competition area

Spectators

- 47 Stand
- 48 Platform for disabled spectators
- 49 Information
- 50 Ticket sales
- 51 Meeting point
- 52 Souvenirs
- 53 Food and drinks
- 54 Medical care
- 55 Toilets
- 56 Shade

Organisation

- 57 Organisation offices
- 58 Competition offices
- 59 Ceremonies preparation
- 60 Sports material store
- 61 Cleaning store and maintenance
- 62 Logistics store

Technology

- 63 Telecommunications room
- 64 Telephone services
- 65 CATV room
- 66 CATV store
- 67 Radio control room
- 68 Scoreboard
- 69 Scoreboard control
- 70 Scoreboard stores
- 71 Results management room

Security

- 72 Security control room
- 73 Internal security room
- 74 Public security room

The Pavelló de la Vall d'Hebron

The Pavelló de la Vall d'Hebron was for thirteen days the venue for the preliminary phase of the men's and women's Olympic volleyball competition, and for practically the whole of the Basque pelota competition, a demonstration sport at Barcelona'92.

This sports hall forms part of a complex executed and financed by COOB'92, which after the Games became municipal property.

The long-term project

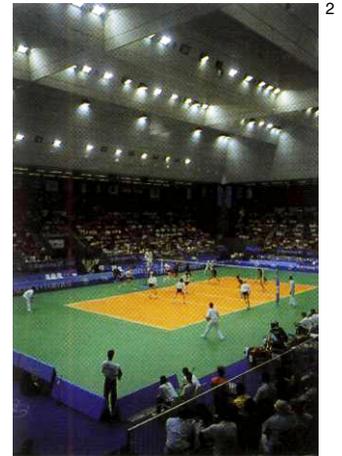
The building, designed by Jordi Garcés and Enric Sòria, includes the Palau Municipal d'Esports and the Centre Municipal de Pilota; it has a floor area of 17,668 m². It has a rectangular ground-plan and is prism-shaped, a consequence of inscribing the physical and organisational parameters in a the

simplest, clearest possible volume. The two halls that form the Pavelló are connected at ground-floor level, but can function independently.

The building as a whole is structured on two levels: one level for the competition and athletes (changing rooms, massage rooms, medical services, offices, stores, etc.) and one for spectators (bar, toilets, etc.). This arrangement means that the services and facilities for each of these two groups of users could be conveniently arranged without mutual interference. The two levels are prolonged outside the building, on the same site, with the differentiation of two levels of access at opposite ends of the building, in accord with the lie of the land.

The typology of the two sports facilities that make up the Pavelló responds to their very different spatial characters. The Palau Municipal d'Esports consists of a central floor containing the multi-purpose playing area, surrounded by stands, which

1 and 2
The Pavelló de la Vall d'Hebron (1) includes two buildings side by side and connected at ground floor level, although they can function completely independently: the Palau Municipal d'Esports and the Centre Municipal de Pilota. The first of these was used for the preliminary phase of the Olympic volleyball competition (2) and the second for most of the Basque pelota.



³
A Cobi "pelotari" welcomed visitors who had come to see one of the various disciplines of Basque pelota at the Pavelló de la Vall d'Hebron.

^{4 and 5}
The most striking architectural feature of the Pavelló is the roof with its skylights. Repetitively aligned, as in traditional industrial buildings, they diffuse the daylight and lend a feeling of spaciousness.

forms the centre of the overall space. The Centre Municipal de Pilota is structured in three independent spaces, organised around the accesses and seating for the spectators.

The facades, used as a large-volume vertical closure, give the complex as a whole an abstract look. Astride the essentially flat roof, tall skylights illuminate the playing areas. These skylights, arranged repetitively as in traditional industrial buildings, create a feeling of depth.

The Olympic adaptation project

The general project consisted essentially of distributing the different services and user groups on three levels: the lowest level, with access from the rear of the building, accommodated services for athletes, the press and the organisation; on the middle level were the spectators' and VIPs' entrances, circulation spaces,

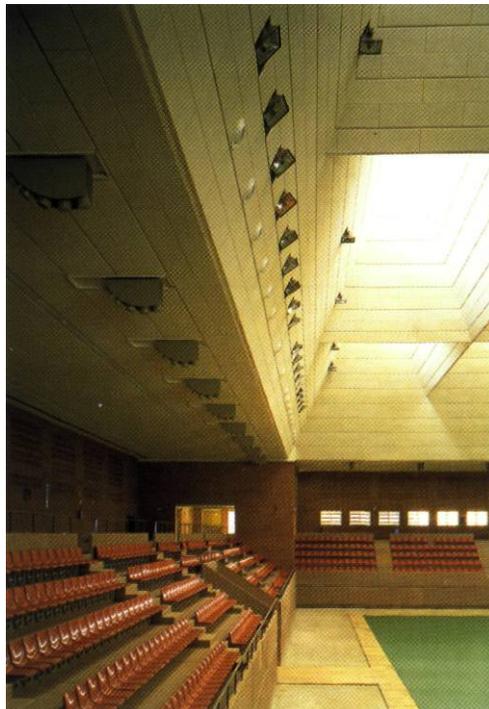
the cafeteria, services for the disabled, VIP rooms and the stands (temporarily extended to accommodate 2,500 spectators in the case of the Palau Municipal d'Esports and to 3,300 in the case of the Centre Municipal de Pilota). Finally, on the upper level, in the four corners, were the toilets for the public and the track control rooms.

The press centre and the organisation and offices were shared by personnel involved with the two sports held at this venue. The outside broadcast units were located in a car park beside the building.

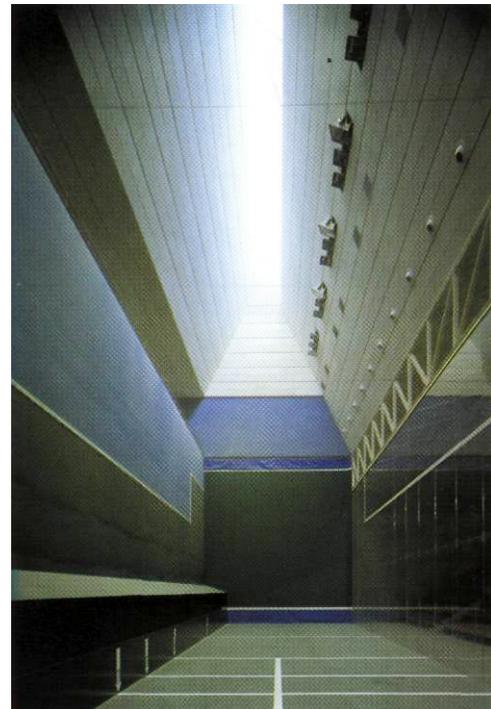
Experience showed the dimensioning to have been correct, except for the space devoted to internal security and the electrical generators, which proved to be over-dimensioned.



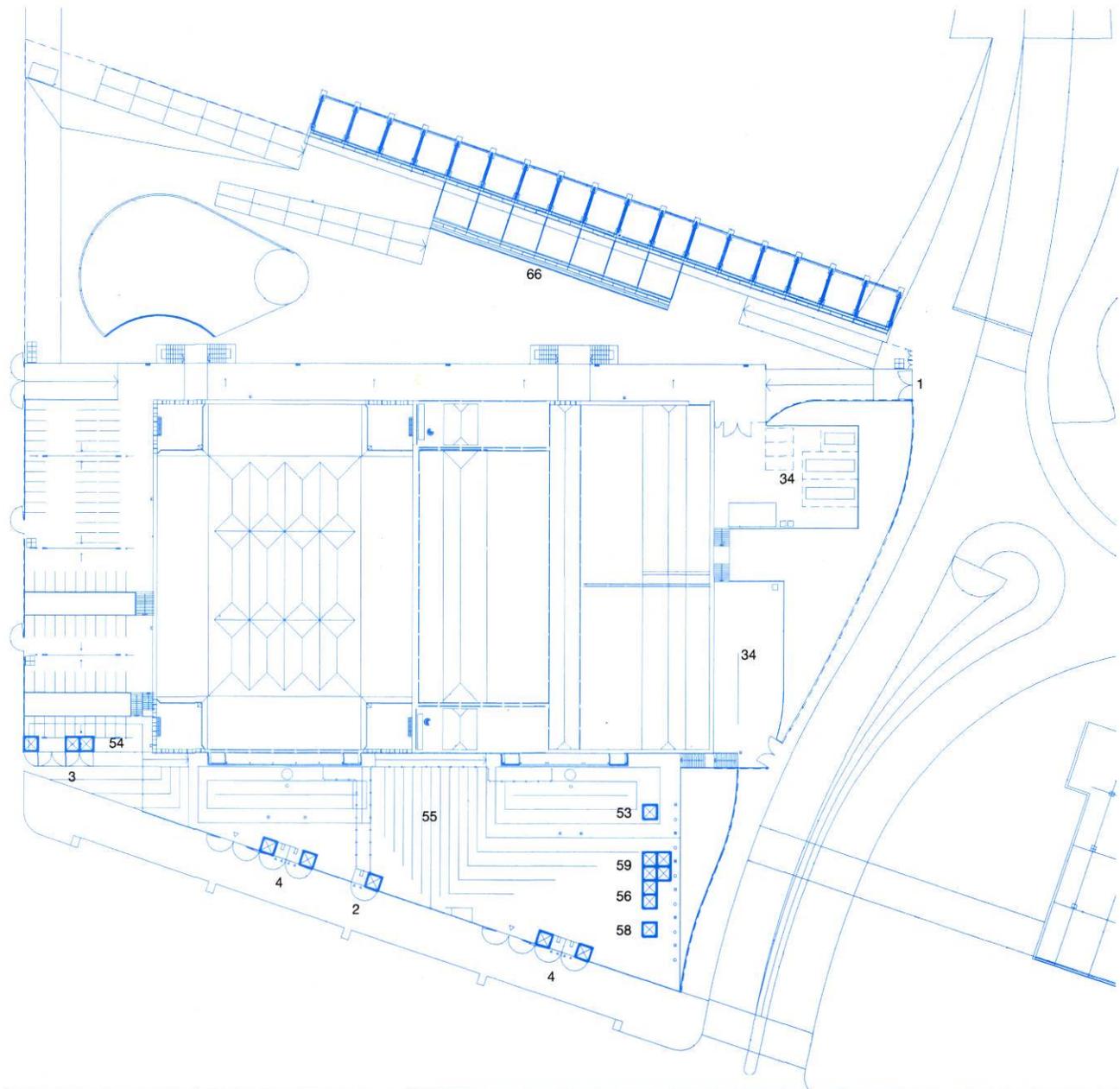
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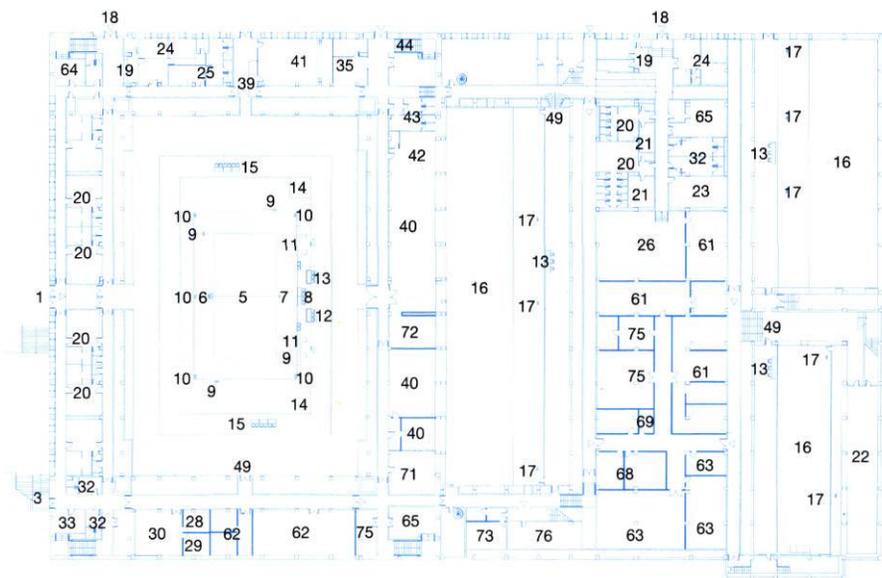
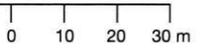
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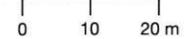
5



General plan



Basement



Pavelló de la Vall d'Hebron

Owner

Barcelona City Council

Manager

Sports Department, Barcelona City Council

Opened

December 1991

Distances

Olympic Village:	11.5 km
MPC and IBC:	8.5 km
IOC residence:	6 km

Entrances

- 1 Competitors, organisation, press and RTV technical vehicles
- 2 VIPs
- 3 Pass management
- 4 Spectators

Competition area

- 5 Volleyball
- 6 First referee 's position
- 7 Second referee 's position
- 8 Scorer
- 9 Line judges' position
- 10 Court auxiliaries
- 11 Competitors' bench
- 12 Refereeing Commission
- 13 Jury
- 14 Reserves area
- 15 Results management
- 16 Pelota competition ground
- 17 Pelota judges' position

Competitors' services

- 18 Entrance for competitors and organisation
- 19 Information
- 20 Changing rooms
- 21 Massage room
- 22 Warm-up area
- 23 Work-out gymnasium
- 24 Competitors' clinic
- 25 Doping control
- 26 Lounge and restaurant area

OF stand

- 27 Seats with accreditation

IF services

- 28 FIPV president's office
- 29 FIPV secretary general's office
- 30 FIPV secretaries' office
- 31 FIPV Commission
- 32 Referees' and judges' changing rooms
- 33 Referees' work room

RTV

- 34 Mobile units park
- 35 RTV offices
- 36 Commentators' control
- 37 Entrance to the stand
- 38 Camera positions

Press

- 39 Mixed zone
- 40 Press centre
- 41 Interview room
- 42 Rest area
- 43 Toilets
- 44 Entrance to the stand

VIPs

- 45 Reception centre
- 46 Lounge and restaurant area
- 47 Toilets
- 48 Entrance to the stand
- 49 Access to the competition area

Spectators

- 50 Access
- 51 Disabled entrance to the stand
- 52 Stand
- 53 Information
- 54 Ticket sales
- 55 Meeting point
- 56 Souvenirs
- 57 Food and drinks
- 58 Film and video
- 59 Medical care
- 60 Toilets

Organisation

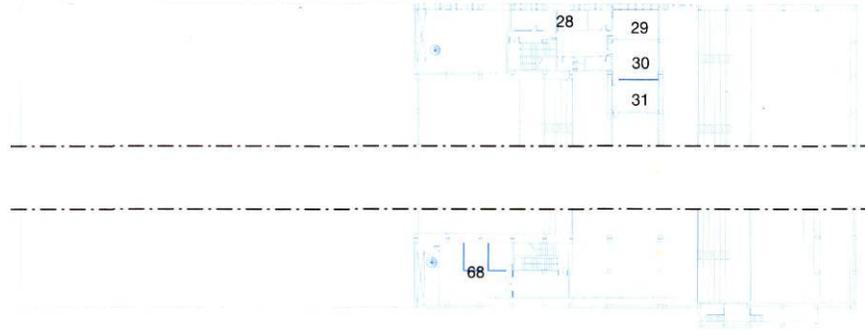
- 61 Organisation offices
- 62 Competition offices
- 63 Logistics store
- 64 Cleaning store and maintenance
- 65 Sports material store
- 66 Lounge and restaurant area
- 67 Toilets

Technology

- 68 Telecommunications room, CATV and telephone services
- 69 Radio room
- 70 Sound and PA room
- 71 Results management room
- 72 Results publishing room

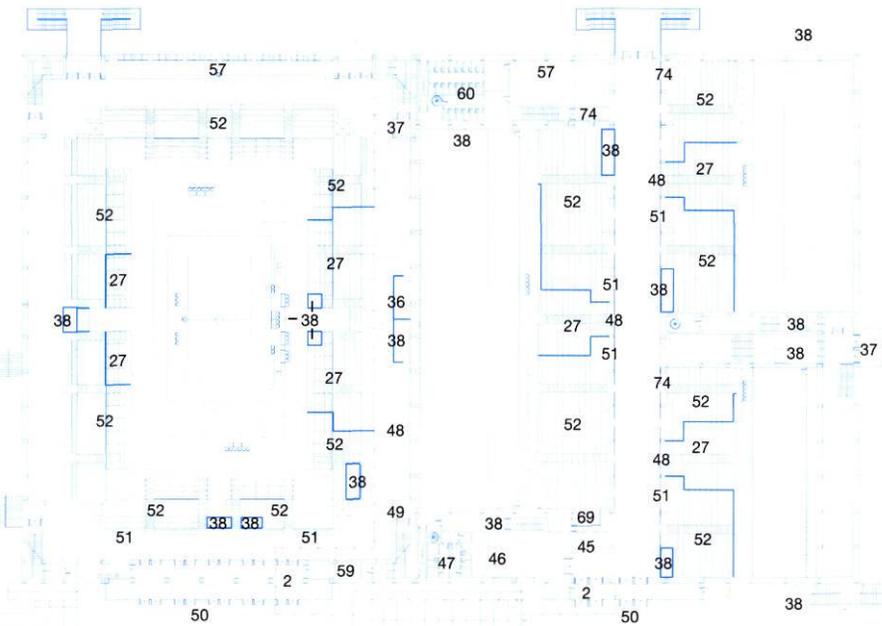
Security

- 73 Security control room
- 74 Surveillance point
- 75 Internal security room
- 76 Public security room



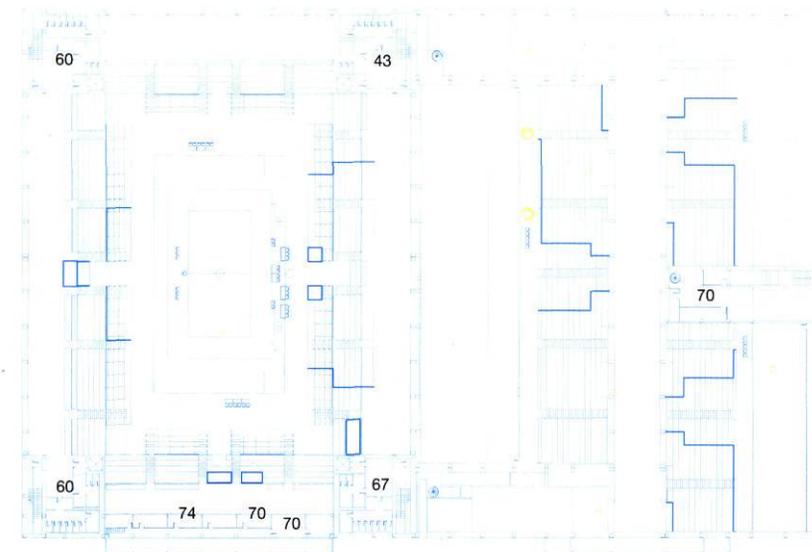
Semi-basement

0 10 20 m



Ground floor

0 10 20 m



First floor

0 10 20 m

The Tennis de la Vall d'Hebron

The Barcelona'92 Olympic tennis competition took place at the new Tennis de la Vall d'Hebron, a public facility built to accommodate amateur players and learners, as well as elite competition. The work was executed and financed entirely by COOB'92.

The long-term project

The tennis complex, designed by Tonet Sunyer, covers an area of 34,500 m² and contains seventeen tennis courts with stands, a fronton court, a gymnasium, a services and administration building, large landscaped areas and a 5,000 m² car park for the public. The stands of the central court have room for 3,430 spectators, and can be extended to accommodate 8,000. All the courts are of beaten earth and are equipped with artificial lighting.

The toilets form the public and the store rooms are in the space below the stands, at either end of the central court. The sixteen remaining courts and the fronton are at different levels, due to the terraced nature of the site.

The services building lies below street level, so that its roof forms a triangular terrace which is used as a car park. From this terrace, steps lead down to the stand of the central court. To the left and right of the space below the stands there is a two-storey building: the ground floor accommodates competition services (reception, changing-rooms, massage rooms, medical care and gymnasium), and the first floor contains a restaurant-bar and the administrative offices of the Spanish and Catalan tennis federations.

^{1 and 4}
The seating capacity for spectators was increased by means of temporary stands to 8,000 on the central court (4) and 3,500 on court number 1.

²
A spectacular lighting tower at the Vall d'Hebron tennis complex.

³
Accredited photographers could follow the matches from the edge of the court, hidden behind the canvas screens so as not to disturb the players.



5 and 6
The Vall d'Hebron tennis complex, designed by Tonet Sunyer, consists of seventeen tennis courts with stands, a fronton, a gymnasium and an administration and service building, as well as a large car park for the public.

7
Tennis courts which were not used for the competition were used as rest and service areas for the public.

The Olympic adaptation project

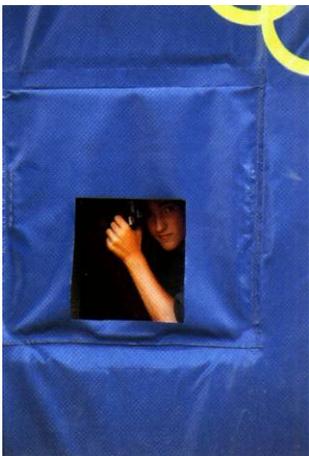
In general terms, the project consisted of placing the services for players on the lower floor of the building, and the organisation facilities and the VIPs' rest area on the upper floor.

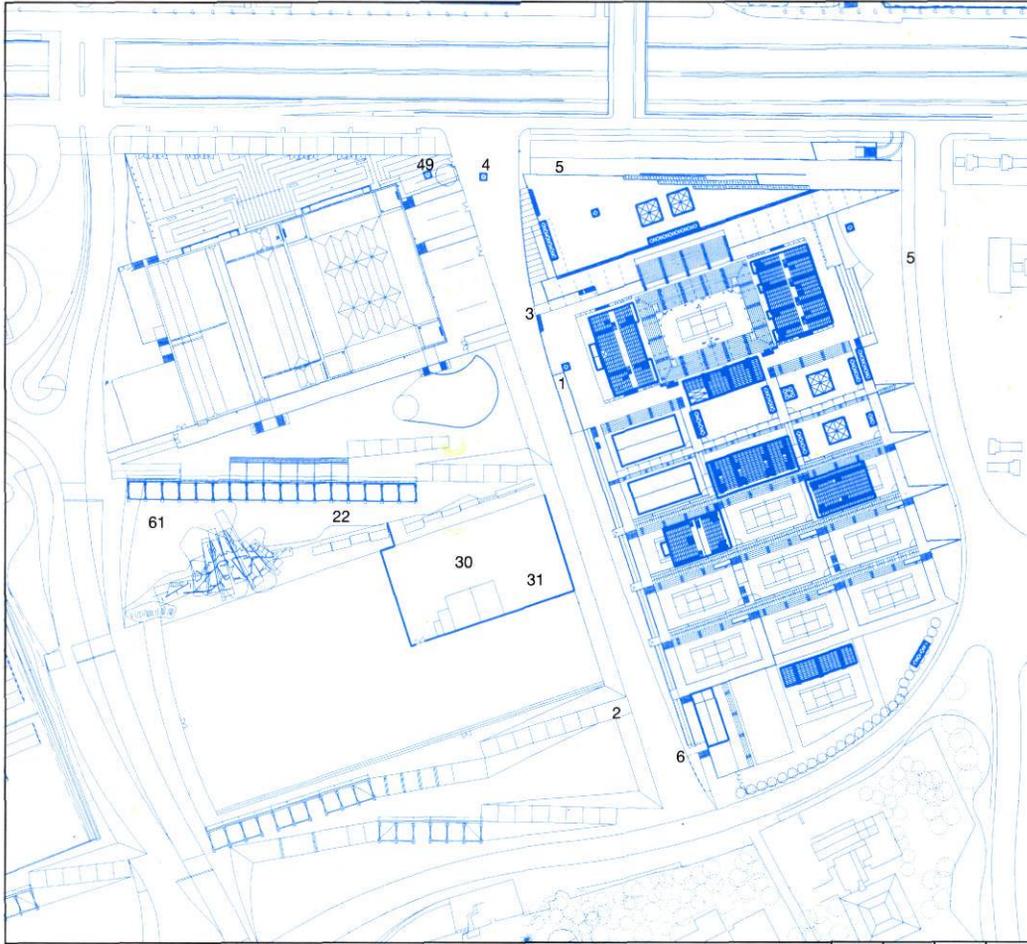
The Olympic adaptation project called for the use of only nine of the seventeen tennis courts were actually used for play. Of the remaining eight, two were used for the erection of 15 X 30 m marquees for the press centre and interview rooms, three were used for rest areas and public services, and the other three were used for the temporary extensions to the stands on court number 1.

The temporary stands increased the capacity at the central court to 8,000, that of court number 1 to 3,500 and that of court number 2 to 1,000.

The additional electrical equipment for computing services and the press necessitated the installation of a more powerful supply. An auxiliary electrical generator had to be used.

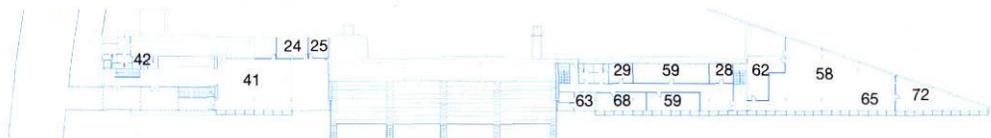
As far as the dimensioning of the spaces was concerned, the initial forecasts proved to be correct, except for the press centre, the commentary positions and press seating in the stands, and the stand at number 1 court, which was never more than half full, in spite of the fact that all the tickets were sold. The forecast electricity consumption also exceeded the real demand.





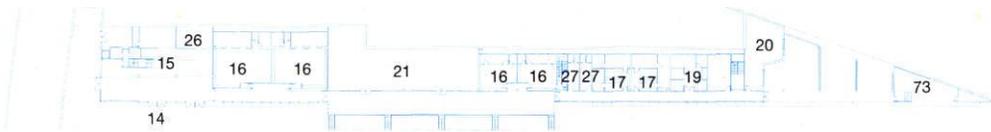
Location plan

0 50 100 m



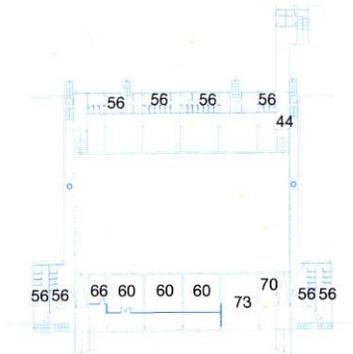
Service building. First floor

0 10 20 m



Service building. Ground floor

0 10 20 m



Centre court basement

0 10 20 m

Tennis de la Vall d'Hebron

Owner

Barcelona City Council

Manager

Barcelona City Council

Opened

December 1991

Distances

Olympic Village:	11.5 km
MPC and IBC:	8.5 km
IOC residence:	6 km

Entrances

- 1 Competitors, organisation, press and RTV
- 2 RTV technical vehicles
- 3 VIPs
- 4 Pass management
- 5 Spectators'
- 6 Maintenance vehicles

Competition area

- 7 Competition ground
- 8 Referee's chair
- 9 Net judge's chair
- 10 Line judges' chairs
- 11 Ballboys' position
- 12 Competitors' chairs
- 13 Line judges' position

Competitors' services

- 14 Competitors' entrance
- 15 Information
- 16 Changing rooms
- 17 Massage room
- 18 Warm-up area
- 19 Competitors' clinic
- 20 Doping control
- 21 Rest area
- 22 Restaurant area

OF stand

- 23 Seats with accreditation

IF services

- 24 ITTF president's office
- 25 ITTF secretary general's office
- 26 ITTF secretaries' office
- 27 Referees' and judges' changing room
- 28 Referees' and judges' work room
- 29 ITTF technical delegate's office

RTV

- 30 Mobile units park
- 31 NBC park
- 32 Commentators' control
- 33 Toilets
- 34 Entrance to the stand
- 35 Camera positions on the court
- 36 Special camera platforms

Press

- 37 Mixed zone
- 38 Press centre and interview room
- 39 Rest area
- 40 Toilets

VIPs

- 41 Lounge and restaurant area
- 42 Toilets
- 43 Entrance to the stand
- 44 Access to the competition area

Spectators

- 45 Entrance to the stand
- 46 Disabled entrance to the stand
- 47 Stand for courts 1 and 2
- 48 Information
- 49 Ticket sales
- 50 Meeting point
- 51 Souvenirs
- 52 Food and drinks
- 53 Film and video, and ice-creams
- 54 Book stall
- 55 Medical care
- 56 Toilets
- 57 Shade

Organisation

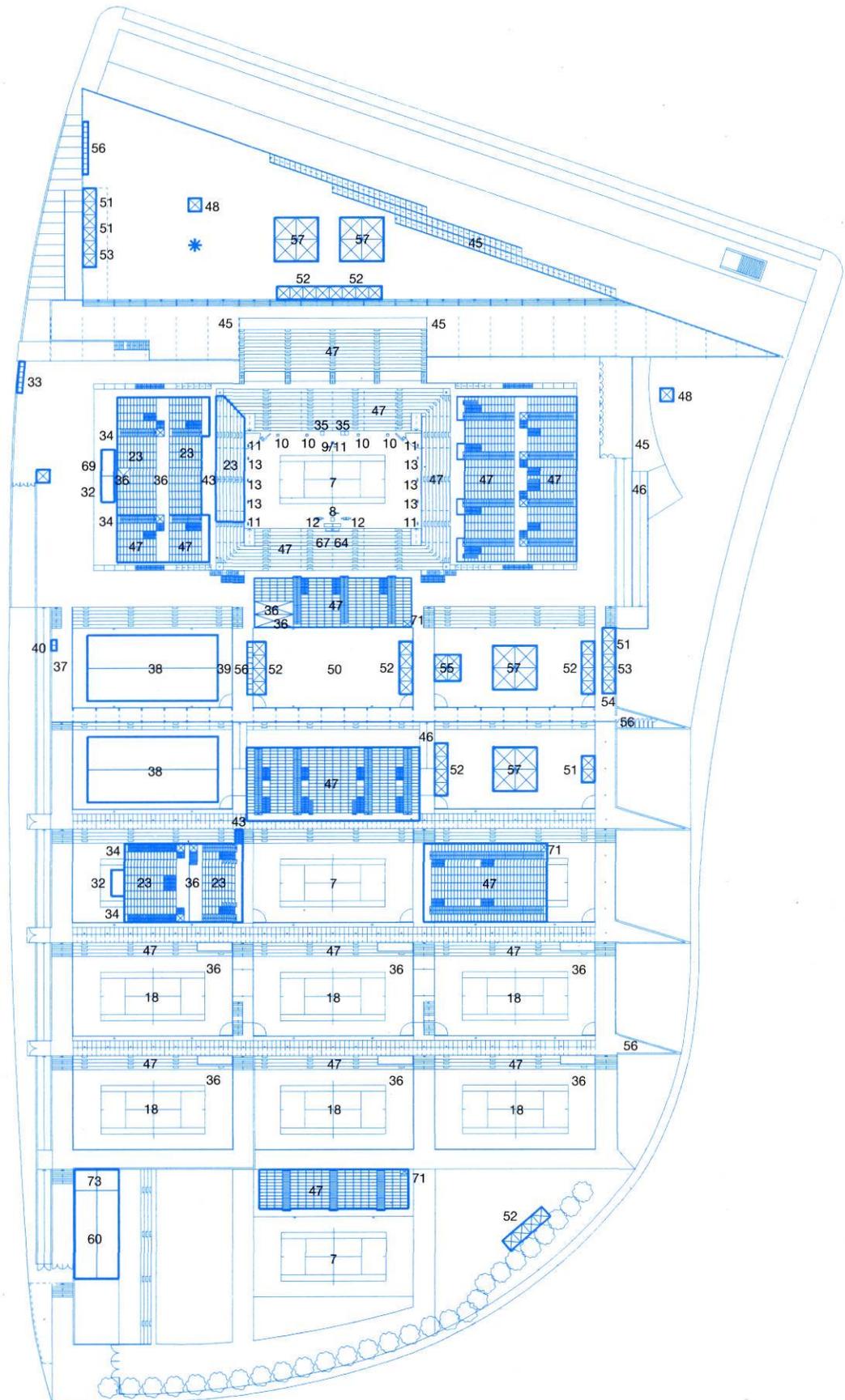
- 58 Organisation offices
- 59 Competition offices
- 60 Logistics store
- 61 Restaurant area

Technology

- 62 Telecommunications room, CATV and radio control
- 63 Sound room, PA, amplifiers control
- 64 Time-keeping room
- 65 Scoreboard control
- 66 Scoreboard stores
- 67 Data entry room
- 68 Results management room
- 69 Results publishing room

Security

- 70 Security control room
- 71 Surveillance point
- 72 Internal security room
- 73 Public security room



Third floor

0 25 50 m





1



2

Previous page:

The outer mole of the Olympic Harbour, from which the public could watch the yachting competition, was lined with flag-poles, flying the flags of all the Olympic Committees participating in the Games.

¹ and ²

Aerial views of the southern part of the city in 1987 (1) and 1992 (2), shortly before the Games. The transformation of the whole of the sea-front can easily be seen: the construction of the Olympic Harbour, the Olympic Village and the Ronda Litoral, in an area that was previously cut by the railway line and occupied by disused warehouses, old workshops and obsolete industrial buildings.

The Parc de Mar Area

The Parc de Mar Area was the part of Barcelona that underwent most changes for the holding of the Games of the XXV Olympiad. The Olympic nomination made it possible to recover for the whole of the city, through a large-scale redevelopment project, more than 100 ha of industrial land for residential areas and public facilities. The Parc de Mar Area contained the Olympic Village, for more than 15,000 people, both athletes and officials, and the Parc de Mar Village, for referees and judges. The competitions of four of the sports in the Barcelona'92 programme were held there: yachting (based in the Olympic harbour), badminton (in the Pavelló de la Mar Bella), table tennis (in the Polisportiu Estació del Nord, two kilometres from the Olympic Village, in the Eixample district) and some events of the Basque pelota competition (in the Frontó Colom, in the lower part of the Rambla).

The Olympic Village was built in an area which until shortly before had been occupied by declining industries, separated from the rest of the city and from the sea by two railway lines, which in its turn restricted access to beaches affected by pollution caused by an industrial sewer outflow as well as a less-polluted ground water drain. The Special Town Plan drawn up by the team of architects Josep Martorell, Oriol Bohigas, David Mackay and Albert Puigdomènech, approved in June 1986, was the instrument that made it possible to make the Olympic Village into a new district, integrated into an urban fabric graced with public spaces and endowed with sports facilities.

The long-term project

The complex operation of transforming the whole of this large area of the city and integrating it into the urban structure implied the carrying out of a large number of projects, which can be summarised as follows:

- a) The regeneration of the coast-line and the restructuring of the sewage network, making it possible to maintain or increase the area of beach between the three rainwater drain outlets.
- b) The restructuring of the railway network, with the elimination of the two

lines that crossed the Area: the line that ran parallel with the coast was taken up and the link between the nearby Estació de Franca and the Plaça de les Glòries was put underground.

- c) The construction of the semi-covered stretch of the Ronda del Litoral which passes through the Area, so that parks could be laid out over it and the streets of the Eixample district could be extended to reach the sea.

- d) The widening of the Passeig Marítim to 30 m and the construction of an extension of more than 1 km.

- e) The building of a new marina, the Olympic Harbour, which combines public spaces with various commercial uses.

- f) The construction of hotel, commercial and leisure facilities between the Ronda del Litoral and the Passeig Marítim.

- g) The continuation of the morphology of the Eixample district, with the creation of "super-blocks" which carry on the formal tradition of the street and chamfered corner, but with interiors that incorporate the new architectural typologies of modern town planning. These super-blocks include commercial spaces, a sports hall and cultural, religious and health care centres.

- h) The provision of a network of green spaces throughout the Area: the park at the end of the Carrer de Marina—which links with the Ciutadella park, the park in the Avinguda del Bogatell, the various parks and avenues beside the recovered beaches, and the large Poblenou park.

Altogether, the Parc de Mar Area covers 130 ha, of which 45 are occupied by the Olympic Village. The town planning operation has made it possible to recover 5.2 km of the coast-line for the use of the Barcelonese and of all the inhabitants of the metropolitan area.

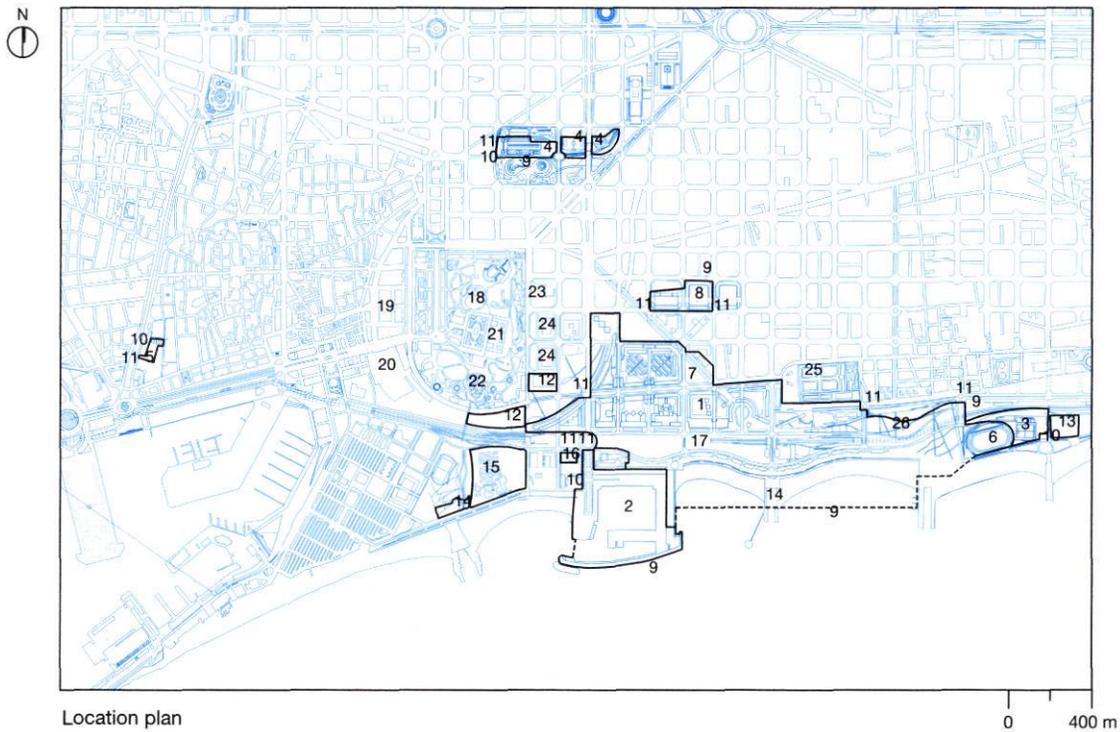
The Olympic adaptation project

The Olympic adaptation of the Parc de Mar Area centred on signposting and fencing. Security considerations made it advisable to seal off the whole of the Olympic Village with a double line of steel fencing, and to place very strict access controls at the entrances to the residential area and the international

zone. Furthermore, each of the various sports facilities in the Parc de Mar Area constituted a sealed area. The mouth of the Olympic Harbour and the beaches of the Olympic Village were protected by underwater fencing as well as by coastal patrols. Also, the Parc de Mar Village was a sealed area.

The main access to the Parc de Mar Area was via the Ronda del Litoral. Parking for the Olympic fleet was provided on land

owned by the city council, very close to the Area, specially adapted for the occasion, while the area intended for the construction of future public facilities between the Ronda del Litoral and the Passeig Marítim was also used for parking. The Hospital del Mar, enlarged and modernised, which was the Olympic hospital during the Games, and a temporary heliport in the future Parc de la Catalana, were the other services needed for the Area to run smoothly.



Parc de Mar Area

Olympic facilities

- 1 Olympic Village
- 2 Olympic Harbour
- 3 Pavelló de la Mar Bella
- 4 Estació del Nord
- 5 Fronto Colom
- 6 Mar Bella athletics track
- 7 Pavelló de la Nova Icaria
- 8 Parc de Mar Village

Access to the area

- 9 Area precincts
- 10 Spectators' access
- 11 Olympic Family access

Area Services

- 12 Olympic Village Olympic fleet and semi-fleet carpark
- 13 Pavelló de la Mar Bella spectators' carpark
- 14 Helicopter pad
- 15 Hospital del Mar
- 16 Hotel Arts
- 17 Weather centre

Other tourist or cultural amenities

- 18 Parc de la Ciutadella
- 19 Old Born market
- 20 Estació de Franca
- 21 Parliament of Catalonia
- 22 Zoo
- 23 Torre de les Aigües
- 24 Pompeu Fabra University
- 25 L'Est cemetery
- 26 Parc de les Dunes

Location plan

0 400 m

1

The entrance to the Olympic Harbour is guarded by two towers: the Hotel Arts (on the left), designed Bruce Graham, Frank O'Gehry and Josep Juanpere, and the Mapfre office building, by Iñigo Ortíz and Enrique León. The new harbour has 929 moorings (743 private and 186 public) and it is the home of the municipal sailing school. The Olympic Harbour won the Foment de les Arts Decoratives (FAD) prize for the best public space built in 1991.

The Olympic Harbour

The yachting competition of the Barcelona'92 Olympic Games was held in the waters off the Olympic Harbour. The new harbour was planned to be the base for the holding of the Olympic regattas and to be a determining factor in the opening up of the city to the sea. To achieve this, it was necessary to modify the Special Town Plan for the Parc de Mar Area and to design a harbour which, on the one hand, would satisfy the requirements of the International Yacht Racing Union (IYRU) and COOB'92, and on the other would be suitable for use as a marina after the Games. The new Olympic Harbour was first put to the test on 26 July to 9 August 1991, when the II Ciutat de Barcelona international yachting week was held as part of Competitions'91.

The long-term project

The Barcelona Olympic Harbour, designed by a team headed by the port engineer Joan Ramon de Clascà, on the basis of a project by Oriol Bohigas, Josep Martorell, David Mackay and Albert Puigdomènech, is a rectangular structure including three moles. One of these, 500 m long, is curved in such a way as to take advantage of wave energy. The eastern end of this mole meets the northern mole, which is in line with the Carrer Pamplona, just as the third mole forms a continuation of the Carrer de Marina. The moles rise up to 7.35 m above sea level, making it possible to build prefabricated concrete steps, conceived as areas for the public to stroll or for fishing. Seventy-five per cent of the Olympic Harbour is for commercial or civic use. The area of sheltered water is 8 ha.



The Olympic Harbour has an administrative building covering 489 m², used by the management, official bodies and customs. This building is a cuboid, and has a terrace with design elements befitting its nautical environment.

The Municipal Sailing Centre, which covers 3,775 m², was built to promote the practice of sailing and to provide elementary and advanced training. The design of the building harmonises perfectly with the Passeig Marítim. Notable architectural features are the roof of the boat-house with its mast and the sky-lights.

The Olympic adaptation project

During the Games, the public entered the Olympic Harbour from the Passeig Marítim; the public services area was at the end of the Carrer de Marina. Spectators could use the wharf only to reach the embarkation area, from where boats took them to the public stands.

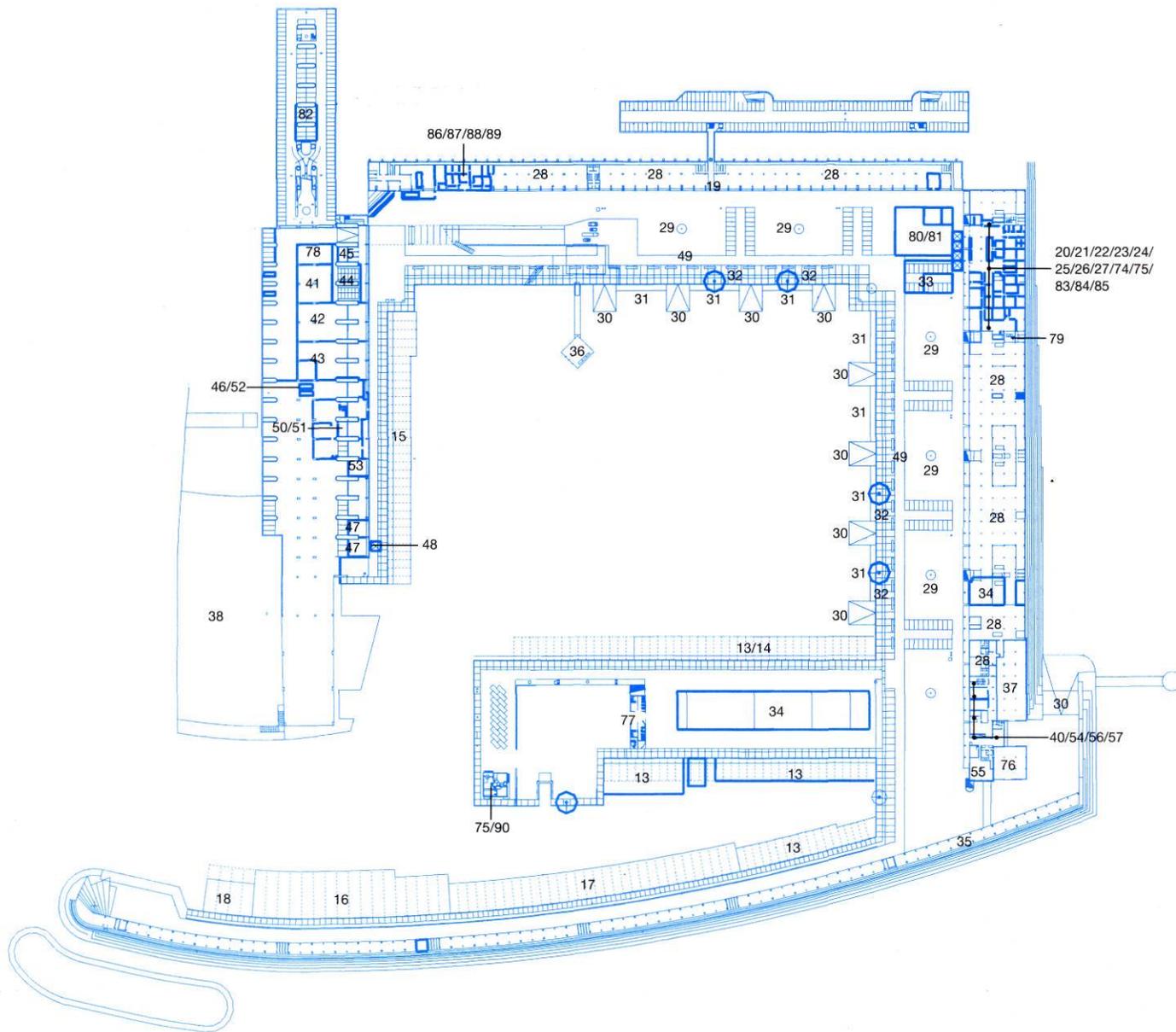
Members of the Olympic Family entered the harbour from the Carrer de Marina, and thence to the wharf and to their place of work. Only the yachtsmen had direct access to the wharf from the Olympic Village. The part of the wharf below the Carrer de Marina was devoted to storage, space for outside broadcast units, broadcasters' service areas and the press centre.

The esplanades on the landward side and the north mole were used for launching the competition vessels, and the buildings behind them for workshops and equipment rooms. The main organisation building was at the junction of these two areas, while the Municipal Sailing Centre building was adapted to house VIP facilities.

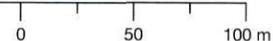
Notable features of the Olympic adaptation project were the floating ramps for launching the boats, the four cranes and the perimetral moles with pylons. The Lechner A-390 vessels used the ramp on the east for access to the sea.

¹ *The fact that the yachting competitions were held in the waters off the Olympic Harbour, a stone's throw from the Olympic Village, meant that the yachtsmen could stay with the rest of the athletes in the Olympic Village.*



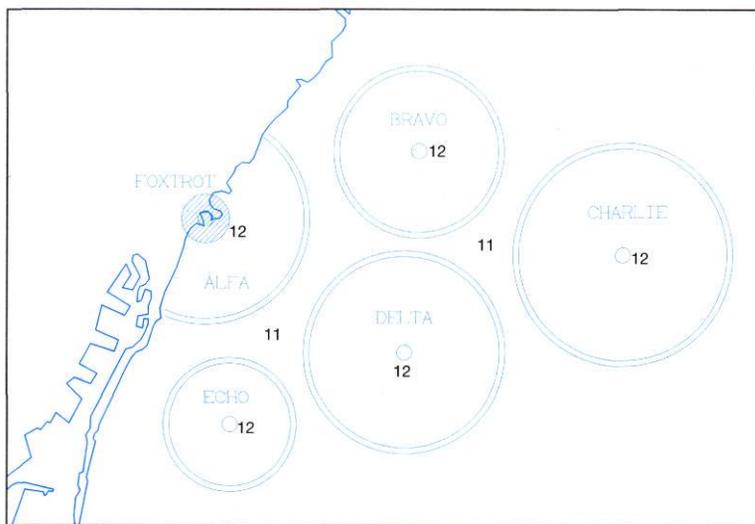


General plan



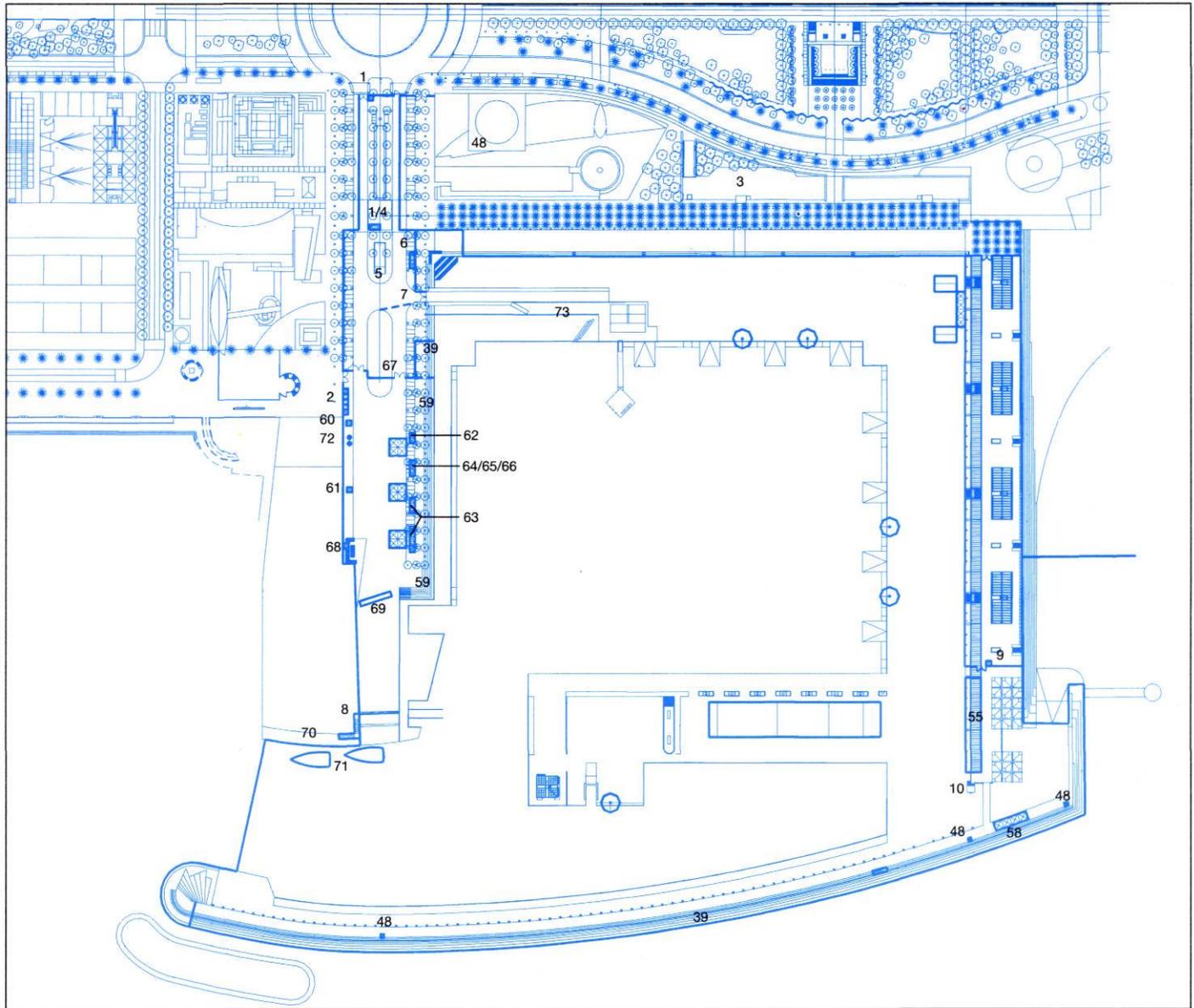
Olympic Harbour

Owner	Vila Olímpica SA
Manager	POBASA
Opened	26 July 1991
Distances	
Olympic Village:	0 km
MPC and IBC:	5.5 km
IOC residence:	8 km



Competition areas





Ground floor

0 50 100 m

Olympic Harbour

Entrances

- 1 Competitors, press, RTV, organisation and VIPs
- 2 Spectators
- 3 Competitors and officials from the Olympic Village to the quayside
- 4 Pass management
- 5 Car park for vehicles with pass
- 6 Competitors, press, RTV, organisation and VIPs to the quayside
- 7 Maintenance vehicles, RTV technicians, security and competitors' trailers
- 8 Spectators to the quayside for embarkation
- 9 Access from the Olympic Village to the breakwater terraces
- 10 Competitors, organisation, press, RTV and VIPs to the terraces on the north and south breakwaters

Competition area

- 11 Competition area
- 12 Regatta field
- 13 Competition control boats
- 14 Life boats
- 15 Press and RTV boats
- 16 VIP boats

- 17 Security boats
- 18 Red Cross boats

Competitors' services

- 19 Access
- 20 Main hall
- 21 Information and reception desk
- 22 Changing rooms
- 23 Competition offices
- 24 Appeals waiting room
- 25 Competitors' clinic
- 26 Doping control
- 27 Toilets
- 28 Equipment room and workshop. Changing rooms
- 29 Boat launching area
- 30 Floating ramps for launching boats
- 31 Mooring pontoon
- 32 Boat cranes
- 33 Lounge and restaurant area
- 34 Sail measurements
- 35 Repair and spare parts workshop
- 36 Floating ceremonies platform
- 37 Lechner class store
- 38 Vehicle and boat trailer parking area

OF stand and IF services

- 39 Seats with accreditation
- 40 IYRU and CTE offices

RTV and Press

- 41 Mobile units park
- 42 ZDF mobile units park
- 43 TVE and DR mobile units park
- 44 Commentators' positions
- 45 RTO'92 offices
- 46 Toilets
- 47 TVE and DR interview room
- 48 Camera platforms
- 49 Mixed zone
- 50 Press centre
- 51 Interview room
- 52 Toilets
- 53 Rest area

VIPs

- 54 Reception centre
- 55 Lounge and restaurant area
- 56 Protocol manager's office
- 57 Royal household rooms
- 58 Breakwater terrace

Spectators

- 59 Stand
- 60 Information
- 61 Meeting point
- 62 Souvenirs
- 63 Food and drinks
- 64 Ice-creams

Film and video

- 66 Special concessions
- 67 Medical care
- 68 Toilets
- 69 Giant video screen
- 70 Access to boats
- 71 Boats
- 72 Ticket sales
- 73 Scoreboard

Organisation

- 74 Organisation offices
- 75 Competition offices
- 76 Sports material store
- 77 Maintenance stores
- 78 Logistics store
- 79 Toilets and changing rooms
- 80 Rest area
- 81 Restaurant area
- 82 Drivers' reception centre

Technology and security

- 83 Telecommunications room
- 84 Sound and PA room
- 85 Results management room
- 86 Security control room
- 87 Security area
- 88 Internal security room
- 89 Toilets
- 90 Guardia Civil de Mar offices

1 and 2

The Pavelló de la Mar Bella, near the beach of the same name, is a rectangular building, roofed in a single broad span, and suitable for the holding of many sorts of public events.

The Pavelló de la Mar Bella

The Olympic badminton competition was held at the new Pavelló de la Mar Bella in Poblenu, in the Parc de Mar Area. This is a multi-purpose hall, suitable for all manner of public events; in addition to the multi-purpose sports areas and the services for the adjacent athletics track, the building is in the future to house the Poblenu library and historical archive.

The Pavelló de la Mar Bella was opened in May 1992 for the Ciutat de Barcelona badminton trophy, held to test the facility before the Games and to provide the organisation with experience.

The long-term project

The building, designed by Manuel Ruisánchez and Xavier Vendrell, consists of a central nucleus, containing the sports hall, and a semi-underground perimetral structure containing the sports services and, at a future date, the library.

The span of the roof is 48.75 m and the playing area measures 69 X 34 m. The playing area is occupied by a multi-purpose court measuring 44 X 22 m, with seating for 1,000 spectators, and another court measuring 30 X 18 m.

The Poblenu library and historical archive are to be installed in the north-eastern side of the perimetral block and will give onto a large courtyard, in which there will be the entrance to the exhibition centre.

The project is characterised by the attempt to minimise its visual impact, and by the dominant role played by the structure, in view of the huge span of the roof of the hall.

The Olympic adaptation project

The general allocation of space was made in accordance with the planned circulation of the various groups: the public entered the venue from the seaward side, at the



level of the upper stand; the Olympic Family entered from the side away from the sea, at court level; while the players used a special entrance, at court level, directly from the Olympic Village, via the adjacent athletics track.

The capacity of the Pavelló was increased to 4,000 by means of temporary stands that reached the edge of the courts. The remaining space, measuring 44 X 22 m, contained three courts. The space which in the future is to become an exhibition hall was used for warm-up, with two courts, and the space destined for the

future library and historical archive accommodated the organisation offices and the rooms for VIPs, press and broadcasters.

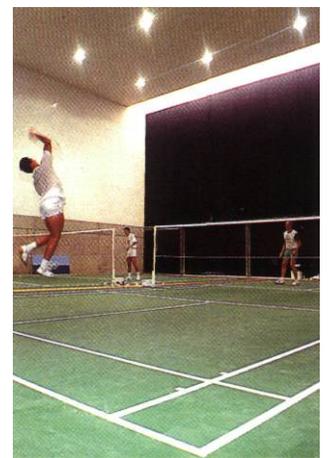
The most complex aspects of the Olympic adaptation project were: making the glass facades opaque, strengthening the lighting between courts, and the installation of 14 air conditioners so as to maintain a comfortable temperature without causing draughts. Experience showed the dimensioning of spaces to have been correct.

¹ *Built for the Games, the Pavelló de la Mar Bella was the venue for the badminton competition. Three courts were laid out on the competition area, and the glass facade had to be covered so as not to distract the players.*

² *An adjacent area, intended as an exhibition hall, was adapted as the warm-up area.*



1



2

Pavelló de la Mar Bella

Owner

Barcelona City Council

Manager

Sports Department, Barcelona City Council

Opened

31 April 1992

Distances

Olympic Village: 0 km
 MPC and IBC: 7.5 km
 IOC residence: 10 km

Entrances

- 1 Competitors
- 2 VIPs, organisation, press and RTV
- 3 Pass management
- 4 Spectators
- 5 Emergency exit
- 6 VIPs and maintenance vehicles
- 7 Press and RTV
- 8 Organisation
- 9 Olympic fleet car park

Competition area

- 10 Playing area
- 11 Competition courts
- 12 Judges' positions
- 13 Photographers' positions
- 14 Camera positions

OF stand

- 15 Seats with accreditation

Competitors' services

- 16 Access
- 17 Information
- 18 Changing rooms
- 19 Warm-up area
- 20 Call room
- 21 Competitors' clinic
- 22 Doping control
- 23 Lounge and restaurant area
- 24 Stringing workshop

IF services

- 25 Offices IBF
- 26 Judges' changing rooms
- 27 Judges' work room

RTV

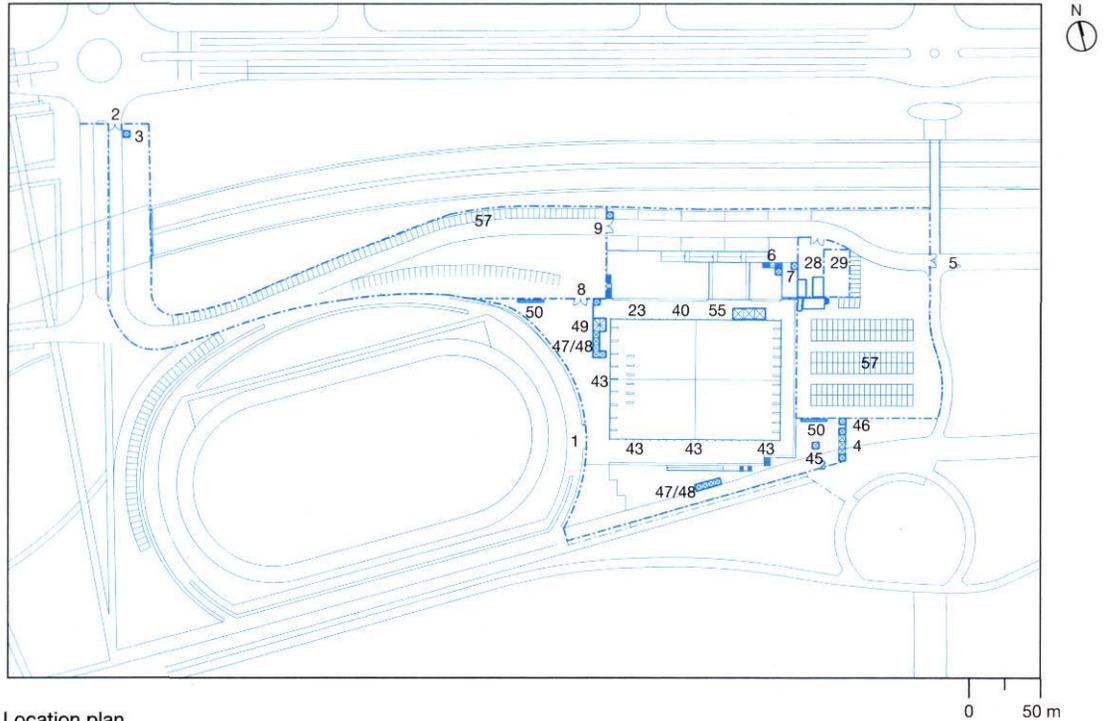
- 28 Mobile units park
- 29 NBC park
- 30 Commentators' control
- 31 RTO'92 manager's office
- 32 Camera platforms on the stand
- 33 Special platforms

Press

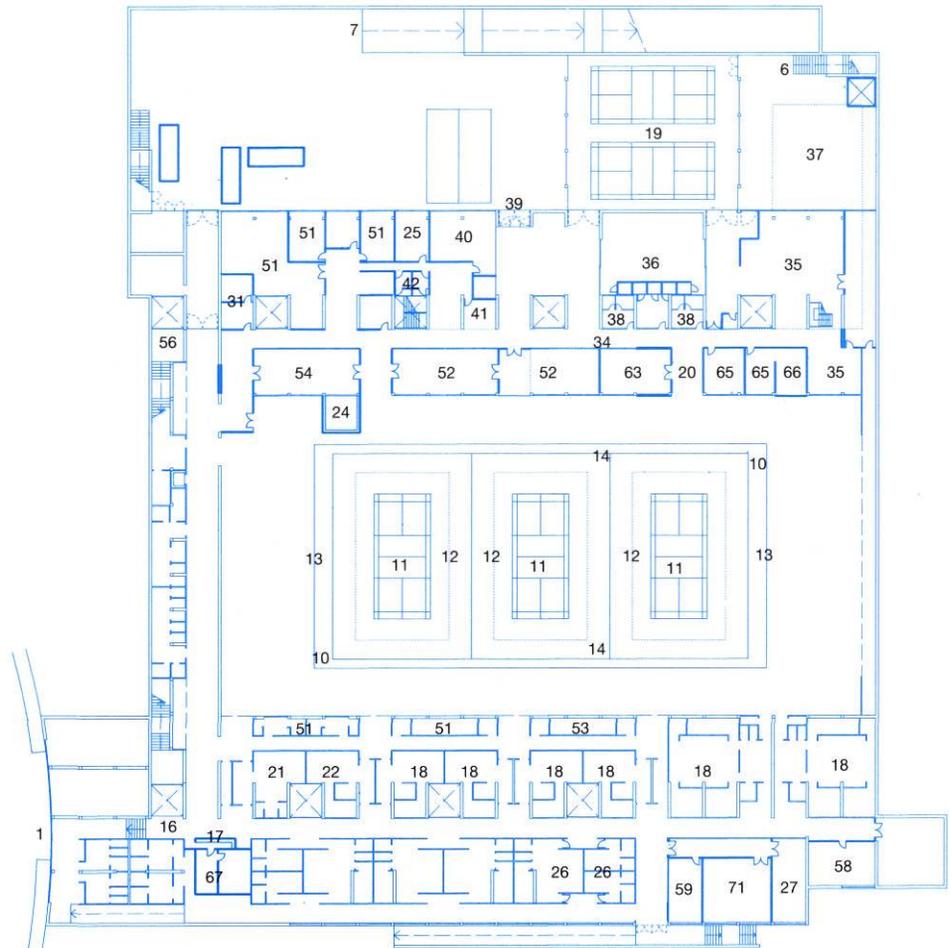
- 34 Mixed zone
- 35 Press centre
- 36 Interview room
- 37 Rest area
- 38 Toilets

VIPs

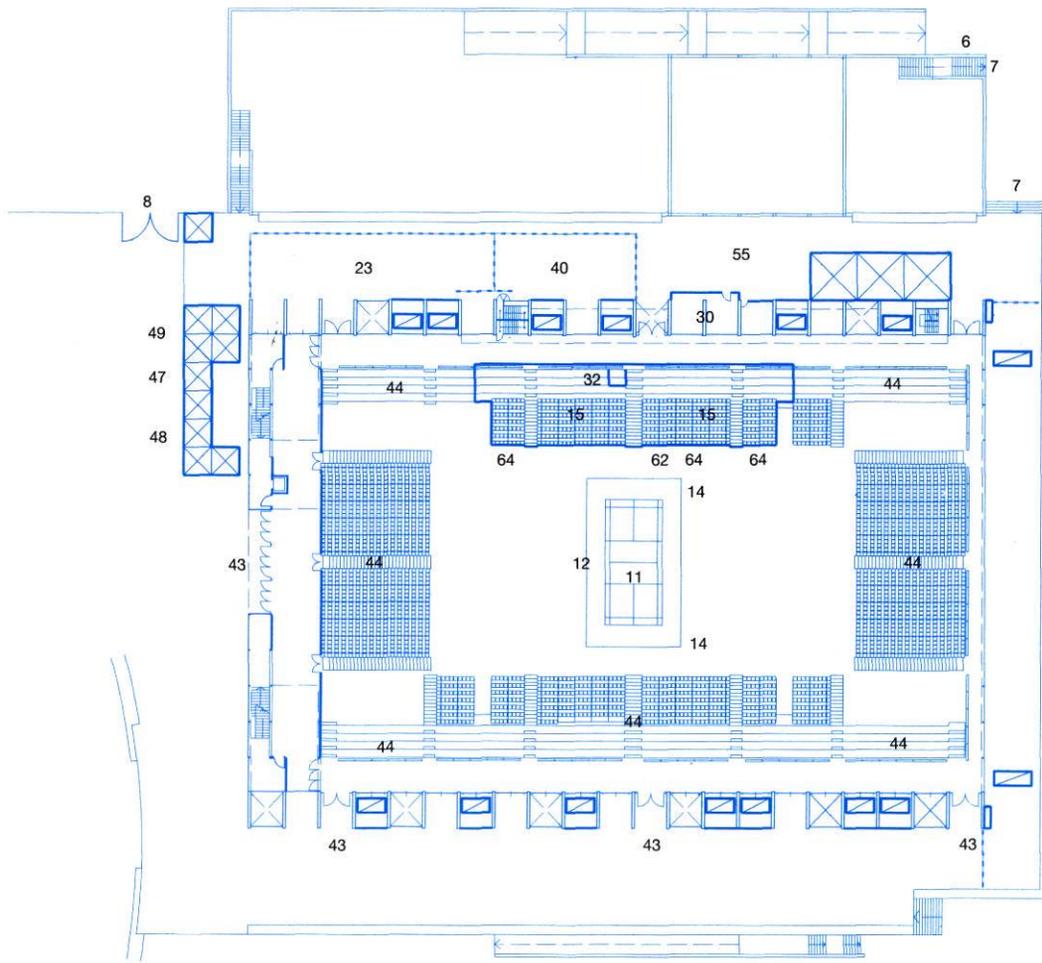
- 39 Access and reception
- 40 Lounge and restaurant area
- 41 Protocol manager's office
- 42 Toilets



Location plan



Basement



- Spectators**
- 43 Entrance to the stand
 - 44 Stand
 - 45 Information
 - 46 Ticket sales
 - 47 Souvenirs
 - 48 Food and drinks
 - 49 Medical care
 - 50 Toilets

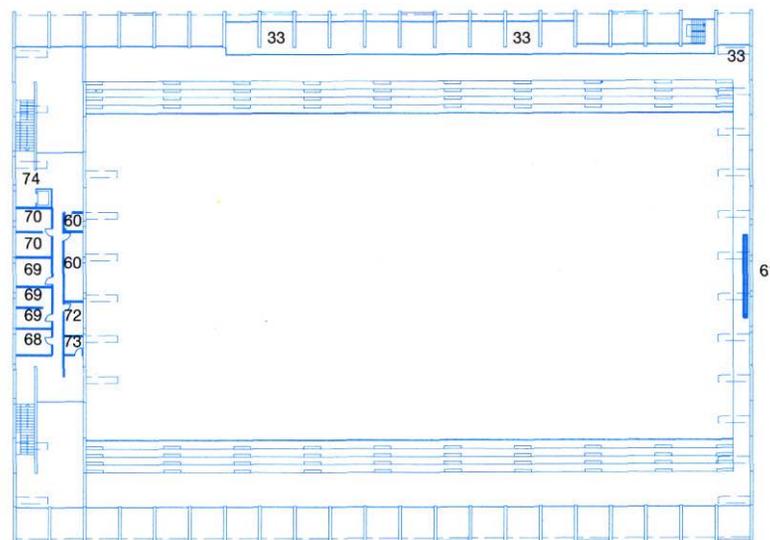
- Organisation**
- 51 Organisation offices
 - 52 Sports material store
 - 53 Maintenance store
 - 54 Logistics store
 - 55 Lounge and restaurant area
 - 56 Entrance to the stand
 - 57 Car park for the fleet and vehicles with pass

- Technology**
- 58 Telecommunications room
 - 59 Radio control room
 - 60 Sound and PA room. Telephones
 - 61 Scoreboard
 - 62 Scoreboard control
 - 63 Scoreboard stores
 - 64 Data entry room
 - 65 Results management room
 - 66 Results publishing room

- Security**
- 67 Security control room
 - 68 Internal security room
 - 69 Internal security office
 - 70 Public security office
 - 71 Public security room
 - 72 Surveillance point
 - 73 Toilets
 - 74 Access

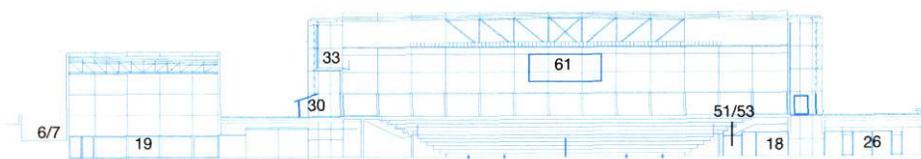
Ground floor

0 10 20 m



Attic

0 10 20 m



Cross section

0 10 20 m

1, 2, 3 and 4

The old Estació del Nord, completely refurbished, was the scene of the table tennis competition during the Barcelona'92 Olympic Games. The refurbishment project retained the characteristic Art Nouveau iron and glass facade.

The Estació del Nord Sports Hall

Table tennis once again formed part of the official programme at Barcelona'92, after having been an Olympic sport for the first time at Seoul'88. The competition was held in the old Estació del Nord, completely refurbished for the holding of this event.

Today, the Estació del Nord is a public facility for the district of Fort Pius, and it consists of a large multi-purpose sports hall, which occupies the former platform area, the vestibule and part of the east wing; a bus station, which occupies the whole of the west wing, and other services for the district, which occupy the remainder of the east wing.

The refurbishment of the competition area and the auxiliary sections of the venue was entirely financed by COOB'92.

From 19 to 24 November 1991, the Estació del Nord sports hall was the venue for the world team table tennis championships, as part of Competitions'91.

The long-term project

The refurbishment project, by Enric Tous, consisted of the renovation and consolidation of the old structure, improving the insulation of the main roof, while preserving the original structure, and the renewal of the glass and iron curtain walls of the vestibule, an example of the Art Nouveau style.

The sports hall, designed by Taber Enginyers S.A., is a new building within the former platform area, consisting basically of an intermediate floor at the north-eastern end. At platform level are the services for the sports hall (changing rooms, store-rooms and technical facilities) above these are a room for individual sports, with two side wings used for storage.

The long-term project for the building took account of the Olympic adaptation project insofar as it would not affect the subsequent use of the sports hall. The preliminary project for Olympic adaptation was available at the design



stage; thus, the circulation of the various groups of Olympic users could be resolved without having to modify the permanent distribution of the building.

The Olympic adaptation project

The competition area and temporary seating occupied the central space. Since the number of tables was variable (eight, four, two or one, according to the stage of the competition) and the reduction was not progressive, retractable seating was needed. The solution consisted of the positioning of large blocks of fixed seating on either side of the competition area, and two smaller blocks in another part of the competition area, which could be used when only one or two tables were in use. Also, for the final, chairs were placed on the court, to achieve a capacity of 5,500.

Services for players and organisers were located in the service areas constructed at the level of the competition area. The

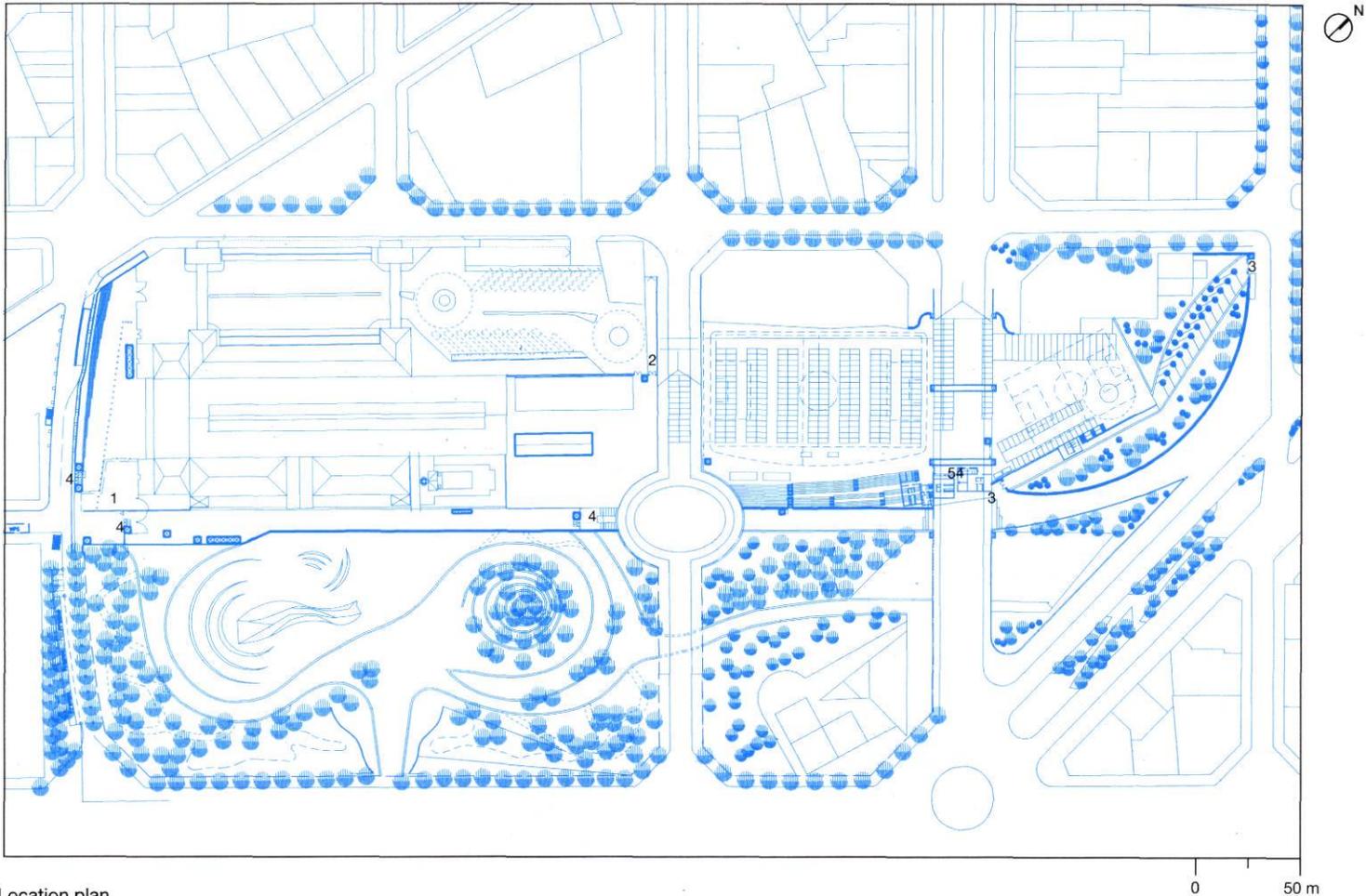
warm-up room, with twelve tables, was on the upper level. Outside, several marquees were erected; these accommodated the volunteers' rest area, the logistics stores and the organisation offices. The press services, the control rooms and the VIPs' services were on two floors in the east wing.

For the competition, the overhead glazing had to be covered to prevent the entry of daylight, extra lighting was installed and temporary air conditioning was installed in the competition area which would not cause air currents that might disturb the play.

Overall, the venue worked very well, the rearrangement of the seating and the competition area were well synchronised, and the dimensioning of service areas proved to be correct, except perhaps in the case of the parking area for the Olympic fleet, which was too large.

¹
A moment from the men's doubles competition on table 1. The competition area contained eight, four, two or a single table, according to the stage of the competition





Location plan

Estació del Nord

Owner	Barcelona City Council
Manager	Barcelona City Council
Opened	November 1991
Distances	
Olympic Village:	1 km
MPC and IBC:	4 km
IOC residence:	6.5 km

Entrances

- 1 VIPs and Press
- 2 Organisation, competitors, RTV and maintenance
- 3 Car park for the Olympic fleet and semi-fleet
- 4 Spectators

Competition area

- 5 Competition tables
- 6 Data entry
- 7 Referees' positions
- 8 Mobile TV cameras
- 9 Scoreboards

OF stand

- 10 Seats with accreditation

Competitors' services

- 11 Access
- 12 Information
- 13 Changing rooms
- 14 Massage room
- 15 Access to the warm-up area
- 16 Warm-up area
- 17 Team leaders meeting room
- 18 Competitors' clinic
- 19 Doping control
- 20 Lounge and restaurant area

IF services

- 21 ITTF offices
- 22 Judges' changing rooms
- 23 Judges' work room

RTV

- 24 Access for RTV vehicles
- 25 Mobile units park
- 26 NBC park
- 27 Commentators' control
- 28 Special camera platforms

Press

- 29 Access
- 30 Mixed zone
- 31 Press centre
- 32 Interview room
- 33 Rest area
- 34 Toilets
- 35 Entrance to the stand

VIPs

- 36 Reception centre
- 37 Lounge and restaurant area
- 38 Protocol manager's office
- 39 Toilets

Spectators

- 40 Access
- 41 Entrance to the stand
- 42 Stand
- 43 Information
- 44 Souvenirs
- 45 Food and drinks
- 46 Medical care
- 47 Toilets

Organisation

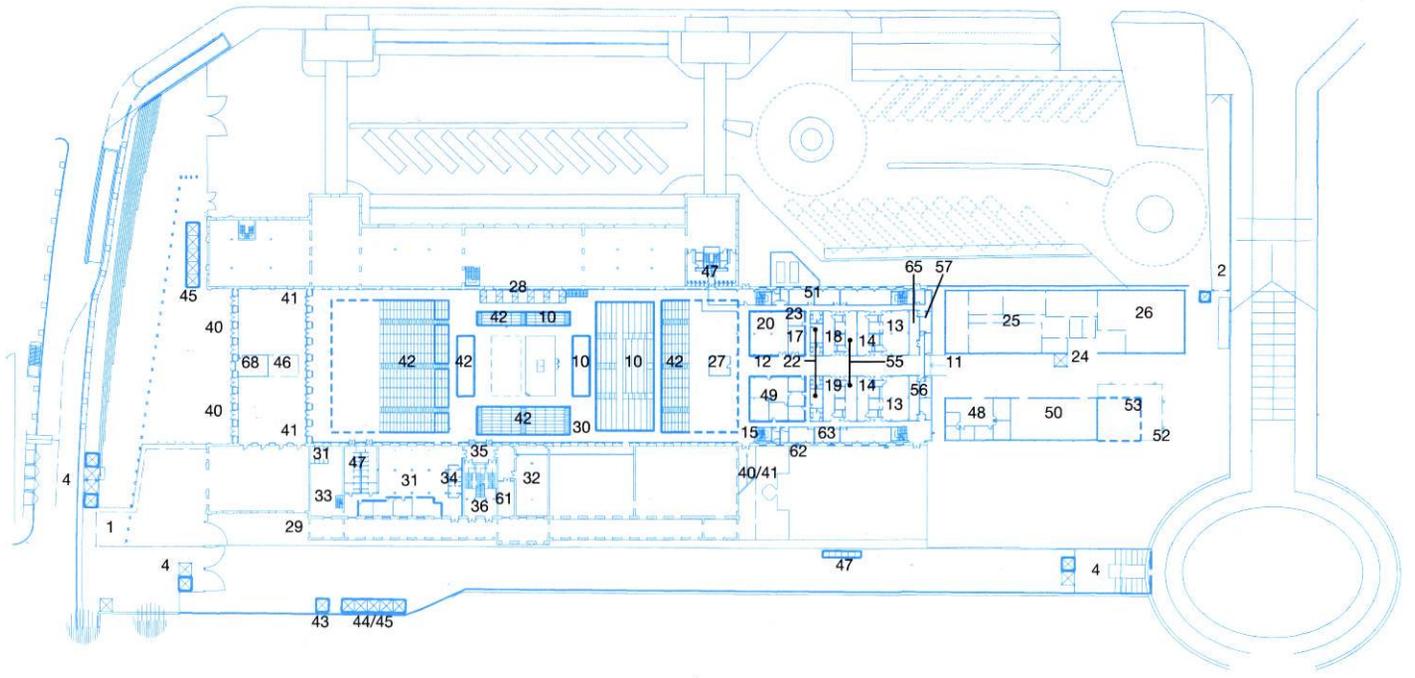
- 48 Organisation offices
- 49 Competition offices
- 50 Logistics and sports material store
- 51 Maintenance store
- 52 Toilets
- 53 Rest area
- 54 Drivers' reception centre
- 55 Changing rooms

Technology

- 56 Telecommunications room
- 57 Radio control room
- 58 Sound and PA control room
- 59 Telephones
- 60 Scoreboard control
- 61 Scoreboard stores
- 62 Results management room
- 63 Results publishing room
- 64 Scoreboards

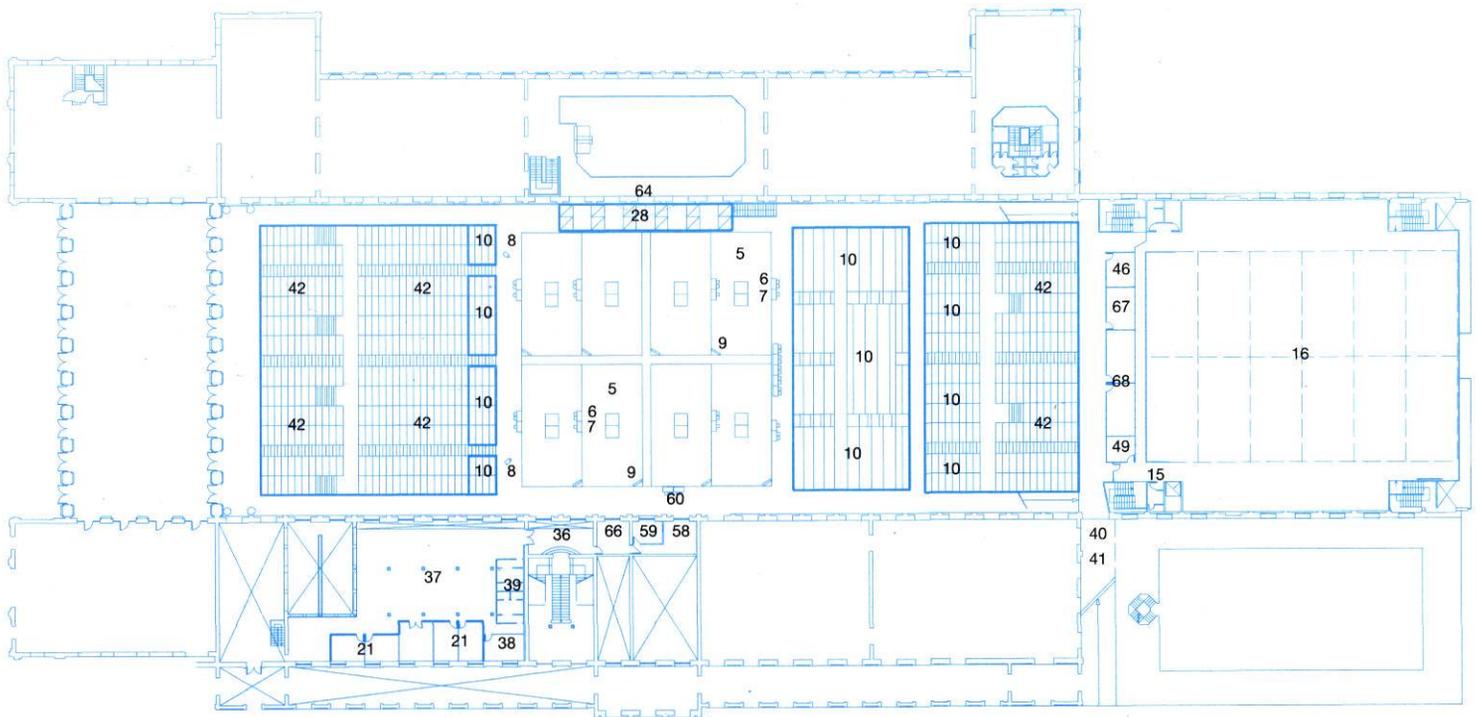
Security

- 65 Security control room
- 66 Surveillance point
- 67 Internal security room
- 68 Public security room



Ground floor

0 10 20 30 m



First floor

0 10 20 30 m

1 and 2

The refurbishment of the Frontó Colom, where the women's frontennis was held, retained the facade giving onto the Ramblas because of its historical associations.

3

Two of the old wall of the shortfronton were retained. The hall has a headroom of 13 m and the temporary seating had room for 1,000 spectators.

The Frontó Colom

The Frontó Colom, in the lower part of the Rambla, was the venue for the men's and women's frontennis events of the Basque pelota competition. This was a demonstration sport at Barcelona'92. The building, erected in 1882, had been well used until 1975, when it was closed. The refurbishment of this building, carried out for the Games, was one of a series of operations aimed at the rejuvenation of the Ciutat Vella area. It was financed by COOB'92 and the municipal company Promoció de Ciutat Vella S.A.

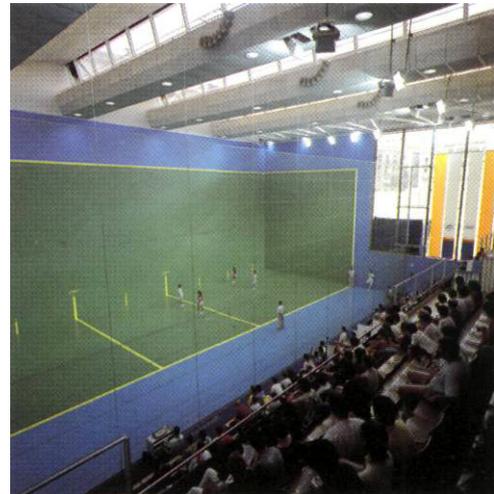
The long-term project and the Olympic adaptation

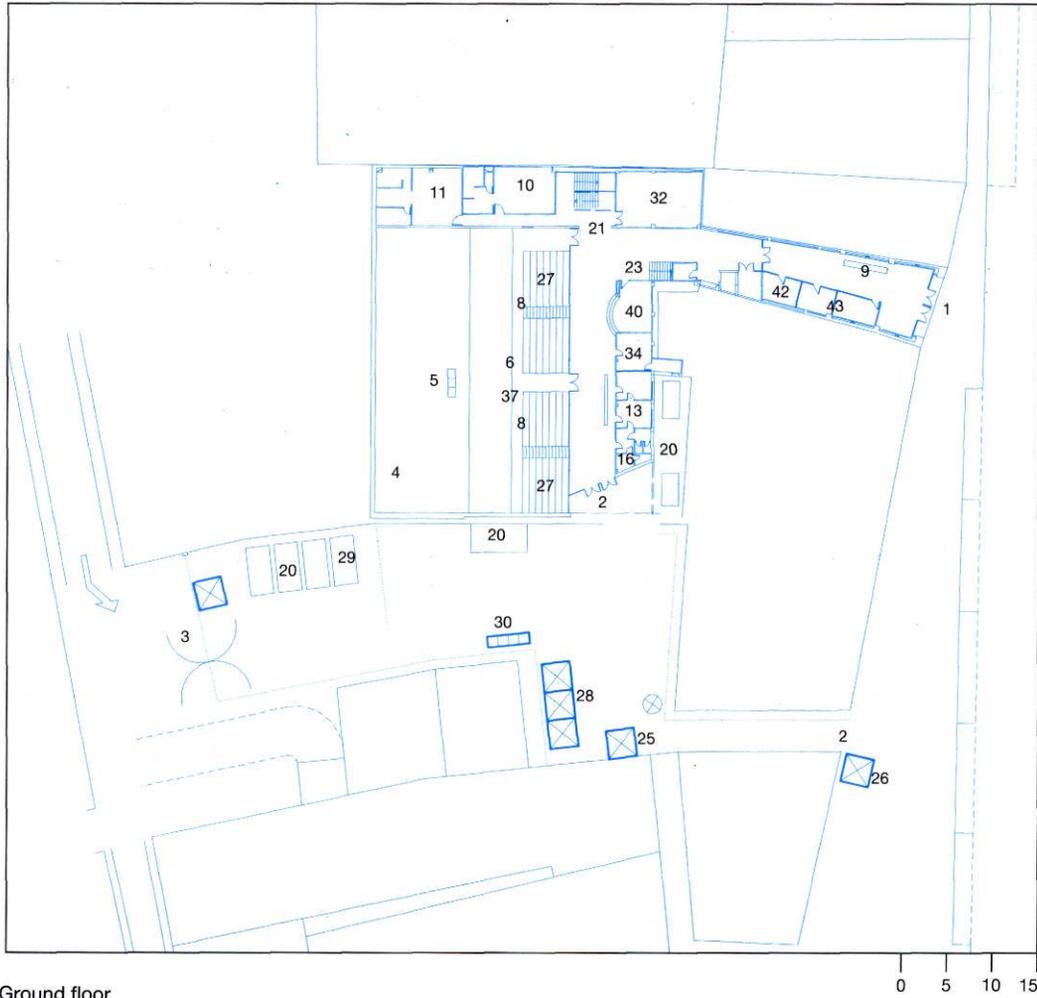
The Frontó Colom, with 2,789 m² of floor space, was completely refurbished to a design by Anna Soler and Silvia Farriol. Only two of the walls of the old playing area were retained, the end and the side.

The resulting competition area is 30 X 20 m and 13 m high, and is conceived as a multi-purpose facility that can be transformed for basketball, volleyball or other team sports. The shortening of the old fronton from 36 m to 30 m made space for the athletes' services in the remaining 6 m, where three service floors were constructed.

The public entered the venue from a new square behind the building, covering 1,600 m², where the service area was installed. Access control for the Olympic Family was in the main facade, on the Rambla. The temporary seating had room for 1,000 spectators and was distributed on three levels, the first two for the public and the third for the Olympic Family.

All the services for the players, the organisation, the VIPs, the press and broadcasters were placed inside the building and generously proportioned, thanks to the modest requirements compared with the size of the building.





Ground floor

0 5 10 15 m

Frontó Colom

Owner

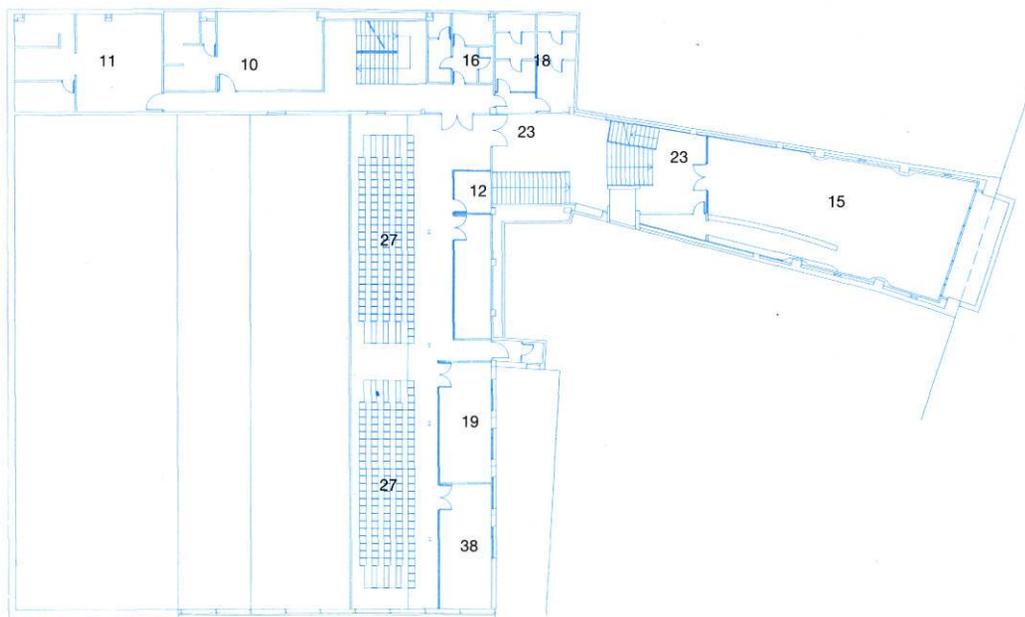
Barcelona City Council

Manager

Sports Department, Barcelona City Council

Distances

Olympic Village:	3 km
MPC and IBC:	1.5 km
IOC residence:	6 km



First floor

0 5 10 m

Frontó Colom

Entrances

- 1 Competitors, officials, organisation, press, VIPs and RTV
- 2 Spectators
- 3 RTV technical vehicles and maintenance

Competition area

- 4 Competition ground
- 5 Podium
- 6 Referee's position

OF stand

- 7 Seats with accreditation
- 8 Photographers' seats

Competitors' services

- 9 Information and reception centre
- 10 Changing rooms
- 11 Massage room
- 12 Scoreboard control room
- 13 Competitors' clinic
- 14 Doping control
- 15 Lounge and restaurant area
- 16 Toilets

IF services

- 17 Technical sports committee offices
- 18 Referees' and judges' changing room
- 19 Referees' and judges' work room

RTV

- 20 Mobile units park and camera platforms

Press

- 21 Mixed zone
- 22 Press centre
- 23 Entrance to the stand

VIPs

- 24 Lounge and restaurant area

Spectators

- 25 Information
- 26 Ticket sales
- 27 Stand
- 28 Food and drinks
- 29 Medical care
- 30 Toilets

Organisation

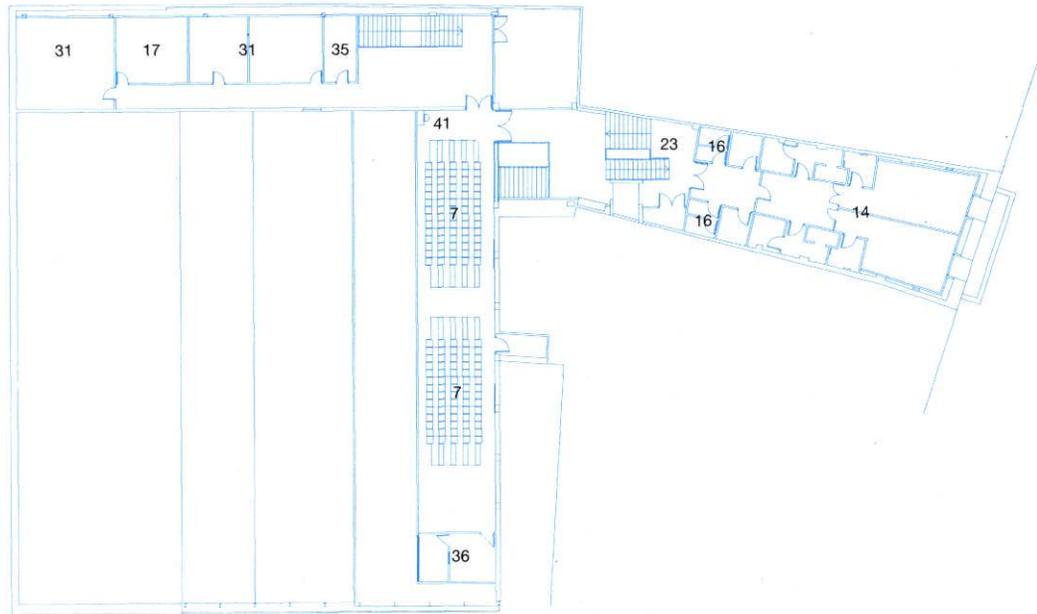
- 31 Organisation offices
- 32 Logistics, maintenance and sports store
- 33 Volunteers' rest area

Technology

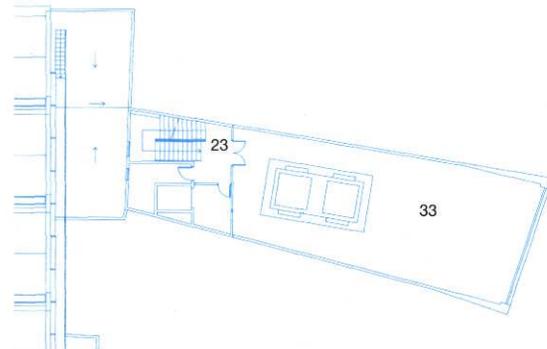
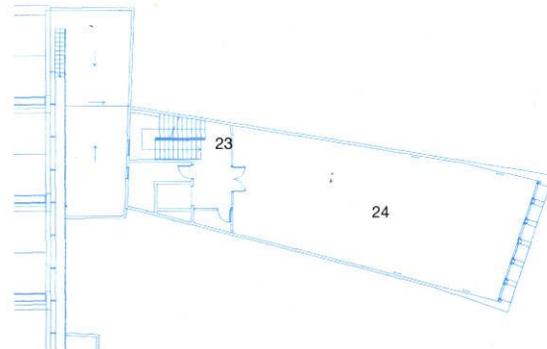
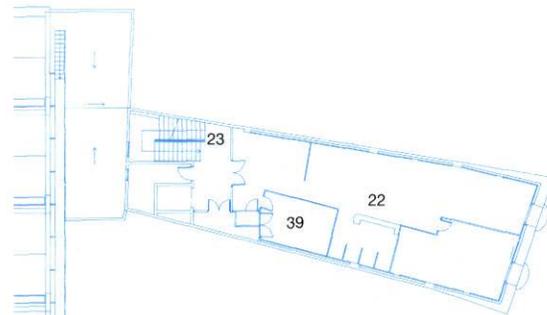
- 34 Telecommunications room
- 35 Radio room
- 36 Sound and PA room
- 37 Scoreboard control and data entry
- 38 Results management room
- 39 Photocopy centre

Security

- 40 Security control room
- 41 Surveillance point
- 42 Internal security room
- 43 Public security room

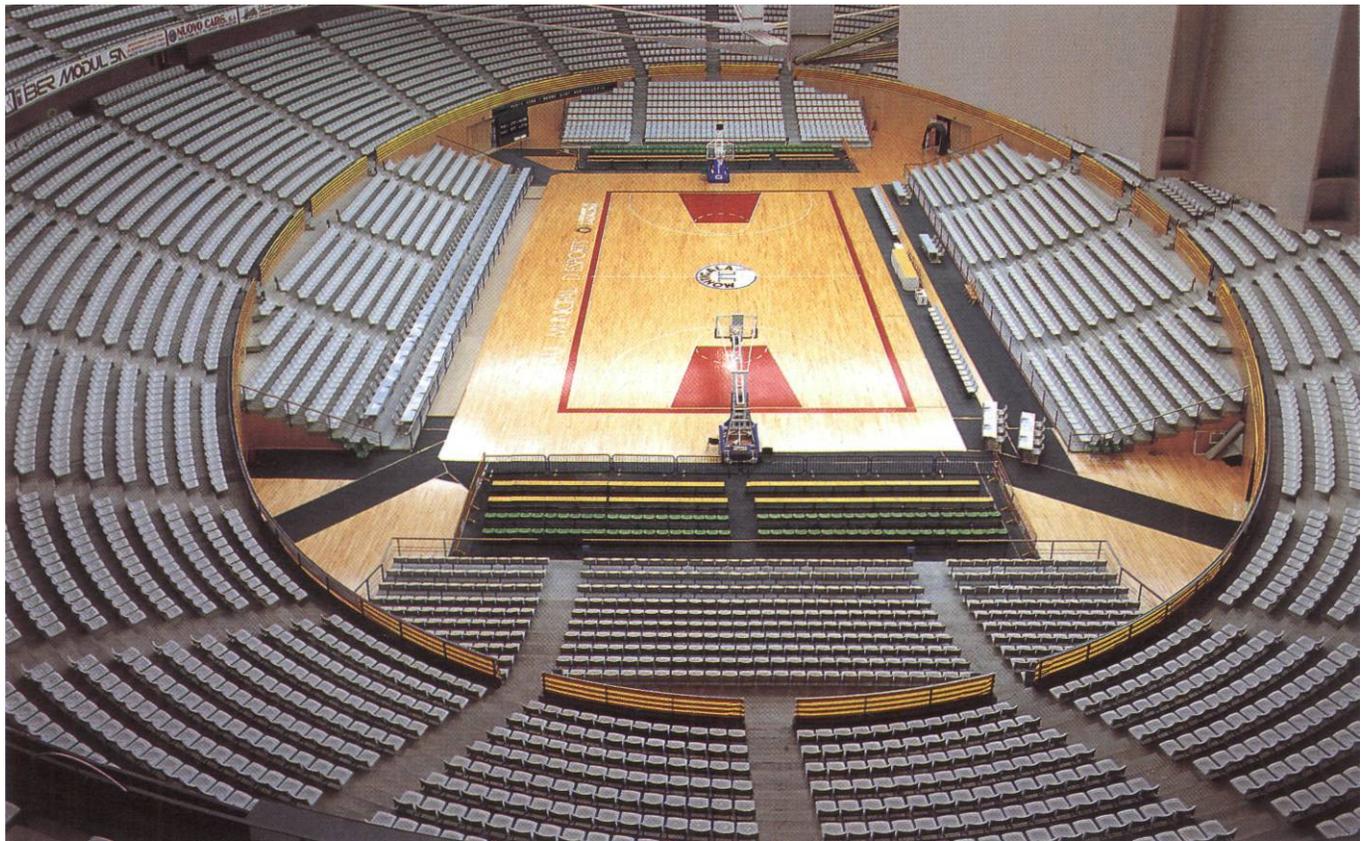


Second floor



Third and fourth floors and roof





1



2

Previous page:

One of the spectacular leaning floodlight towers at Terrassa Hockey Stadium which was refurbished before the Games. This city in the Vallès Occidental district was one of the fifteen Barcelona'92 subsites.

^{1 and 2}
The Palau d'Esports, Badalona (1) and l'Hospitalet Baseball Stadium (2) were two of the new sports facilities constructed at the subsites as a result of the Olympic project.

The subsites

The Games of the XXV Olympiad were held in 15 subsite towns and cities as well as in Barcelona. These 15 subsites provided 19 competition units, 2 of which, Zaragoza and Valencia, were outside Catalonia.

The competitions for nine sports on the official programme were held at the subsites: basketball (Badalona), baseball (L'Hospitalet de Llobregat and Viladecans), boxing (Badalona), football (Sabadell, Zaragoza and Valencia), handball (Granollers), hockey (Terrassa), canoeing (Castelldefels and La Seu d'Urgell), rowing (Banyoles) and shooting (Mollet del Vallès); as well as those for one of the demonstration sports: roller hockey (Sant Sadurn d'Anoia, Reus and Vic).

The subsites plan

The plan for sports units at the Olympic subsites involved the construction of seven new sports facilities (the Palau d'Esports in Badalona, the Palau d'Esports in Granollers, Mollet Shooting Range, L'Hospitalet Baseball Stadium, Castelldefels Olympic Canal, the Parc del Segre in La Seu d'Urgell and the Pavelló d'Esports in Reus) and also meant carrying out three modernisation programmes at the Terrassa Hockey Stadium, the Nova Creu Alta Stadium in Sabadell and the Viladecans Baseball Stadium. Temporary modifications were made to the remaining facilities, with permanent elements in some cases.

Badalona

The Palau d'Esports in Badalona is a sports hall with a capacity for 12,500 spectators. The Olympic basketball competition was held there in recognition of the deep roots this sport has in Badalona. At the Pavelló Club Joventut in Badalona where the boxing competition was held, only temporary modifications were needed. The changes made in Badalona for the Olympic Games form part of a wide ranging plan for the restructuring of a sector of the city.

Banyoles

The Olympic adaptation of Banyoles Lake where the rowing competition was held included a wide ranging plan for the

expansion of the town which involved the restructuring of the road system, the redesign of the shores of the lake, and the construction of a new district within the town where the buildings which formed the Banyoles Olympic Village were built.

Castelldefels

The Castelldefels Olympic Canal was one of the sports facilities which, because of the scale of the task, had a supramunicipal character. Because of its location, the project was directly related to the wide ranging restructuring of the Barcelona Metropolitan road system, of which it is now a landmark.

Granollers

The new Pavelló d'Esports in Granollers, constructed in a new development area, was, except for the final, home to the Olympic handball competition. Granollers is a pioneer of this sport in Spain

L'Hospitalet de Llobregat

L'Hospitalet Baseball Stadium is a new construction and reflects the city's association with this sport. The Stadium forms part of a wide-ranging plan for the provision of sports facilities and it is hoped that its construction will give both a boost and continuity to the municipality's town plans.

Mollet del Vallès

The choice of Mollet del Vallès as Olympic subsite was determined by technical requirements and safety measures which must be borne in mind for the shooting competition. The decision to build a facility which, as well as having a strictly sporting function, could also be used to support the facilities used by the Catalonia Police Academy, meant that it was possible to go ahead with a project which was ideal both from the technological and functional points of view.

Reus

The nomination of Reus as Olympic subsite gave recognition to this city's leading role in the practice of roller hockey. It was this nomination which convinced the city authorities to construct a new covered sports hall and develop the surrounding area as part of the city's process of urban expansion.

Sabadell

The Nova Creu Alta Stadium, located in this dynamic city in the industrial region of Barcelona was the subsite venue where part of the Olympic football competition was held. This sports facility was refurbished and its immediate urban surroundings were modernised.

Sant Sadurní d'Anoia

The town of Sant Sadurní, capital of the Anoia region, was a subsite with two competition units: the Sant Sadurní cycling circuit, used for the individual cycling events, and the Pavelló de l'Ateneu de Sant Sadurní, where part of the roller hockey competition was held. Both adaptations were of a temporary nature but complemented the urban restructuring under way.

La Seu d'Urgell

This subsite was home to the white water canoeing competition. A completely new

slalom canal was constructed in which the latest technological advances and a spectacular course were combined. The work carried out formed part of the general framework of plans for the improvement of the town's facilities and infrastructures.

Terrassa

The hockey competition was held in Terrassa, a pioneering city in the practice and popularisation of this sport in Spain. A large scale project was carried out to modernise the main facilities forming part of a municipal sports complex. The project also included the restructuring of the area around the facilities including the provision of facilities for both sport and leisure.

Vic

In Vic, the capital of the Osona region, there were two competition units: the Pavelló del Club Patí Vic and the Montanyà Equestrian Centre located near

1,2 and 3
Some of the Barcelona'92 subsites were chosen because of the tradition they had of the sport they would be staging during the Games. This was the case with handball in Granollers (1), baseball in Viladecans (2) and roller hockey in Reus (3).



⁴
Of the fifteen subsites, two were outside Catalonia: Zaragoza (4) and Valencia. The preliminary phase and the quarter finals of the Olympic football competition were held at both of them.

⁵
Some subsites were chosen because they were ideal for the sport in question as was the case with Banyoles Lake, a natural setting of great beauty and frequently used for rowing competitions.

⁶
The Mollet Shooting Range, a new construction, was built beside the Catalonia Police Academy which would use the facilities after the Olympic Games.

the city between the municipalities of Seva and El Brull. The Olympic adaptation was of a temporary nature in both cases.

Viladecans

Like L'Hospitalet de Llobregat, Viladecans was home to the baseball competition, reflecting the popularity of this sport in this city of the Baix Llobregat. The modernisation of the Viladecans Baseball Stadium included, above all, an improvement to the pitch and to the support facilities.

Zaragoza

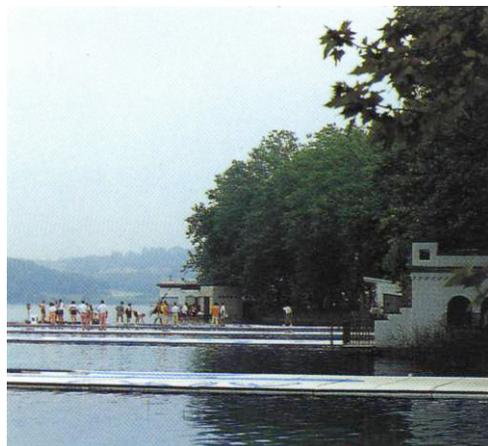
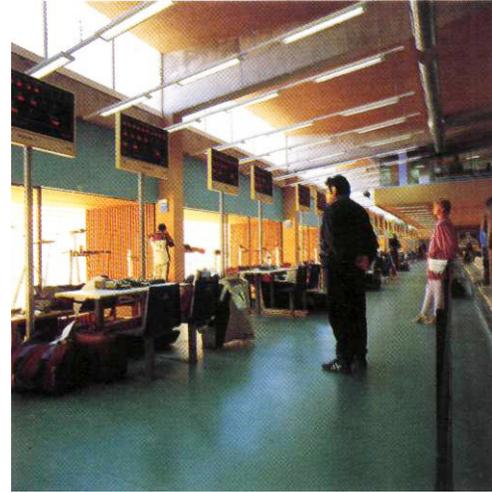
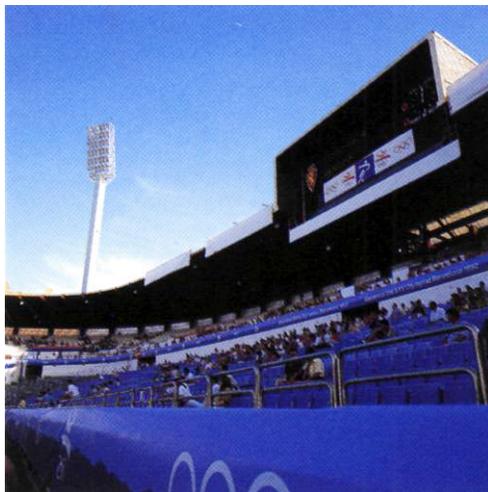
Part of the Olympic football competition was held in Zaragoza, the capital of Aragon. The Romareda Stadium in Zaragoza was refurbished for the Games and the City Council undertook to construct an annex building, intended for municipal services, but used for support facilities during the Games.

Valencia

Part of the Olympic football competition was also held at the Luis Casanova Stadium in the capital of the Valencian Autonomous Community. The characteristics of the facility were such that the Olympic adaptation plan did not have to be implemented in full.

Summary

In general the adaptation of the sports facilities at the different subsites was carried out in a completely satisfactory manner and the response of the respective towns and cities was very positive. When accepting the challenge posed by a project of this kind, continuous cooperation between the Olympic organisation and the respective town councils is an essential factor in guaranteeing the viability of the projects. In every case, the number of local people who followed the sport being held at the subsites made the reception given to the competitors so much warmer.



The Palau d'Esports, Badalona

The basketball competition of the Games of the XXV Olympiad was held in the Palau d'Esports in Badalona, one of the 15 subsites of the Barcelona'92 Olympic Games.

This permanent facility has a capacity for 12,500 spectators and is usually used for basketball competitions and training.

The administration of the construction was the responsibility of COOB'92, and the financing was shared by Badalona Town Council, Barcelona Provincial Council, the Generalitat of Catalonia and COOB'92.

The long term project

The Palau d'Esports in Badalona, the work of the architects Esteve Bonell and Francesc Rius, is constructed in a densely populated area of Badalona, at the side of the A-19 motorway. The building, 150 m long and 100 m wide, has a tight and compact shape. Despite the fact that it is

somewhat away from the centre of Badalona, it does occupy a central part of the district it belongs to and is a local landmark.

The structure of the Palau d'Esports is reminiscent of a ship anchored in the middle of the square which surrounds it. In spite of its closed form, the building is designed for quick evacuation. The saw tooth profile of the roof, the elliptical form of the competition area and the large entrance hall at one end all help to give the building a vigorous appearance.

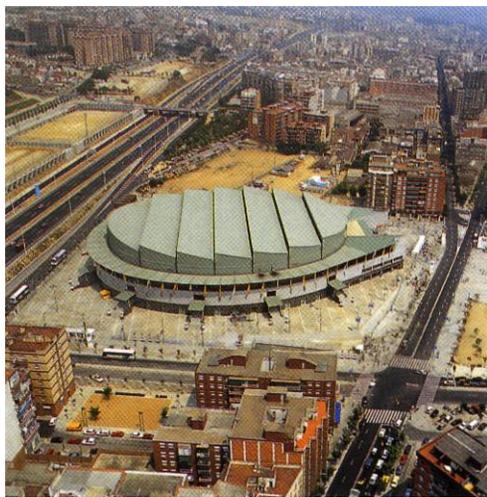
The building is inspired by one of the oldest urban typologies, the Roman amphitheatre, and it combines geometrical purity with a delicate sobriety. This lends the building a noble and grandiose air but one which is not overpowering. Although adapted to modern times and functions, the echoes of the Roman amphitheatre hark back to Mediterranean ancestry and the Palau d'Esports, elegantly trimmed of all superfluous elements, consequently has an appearance which is both contemporary and traditional.

1, 2 and 4

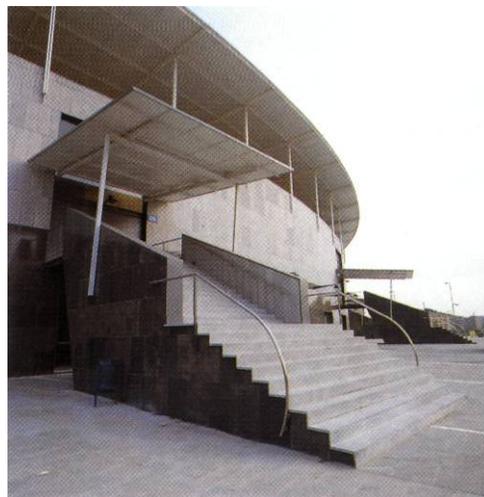
The Palau d'Esports in Badalona, a city with a pioneering tradition in the practice of basketball in Spain, is elliptical in shape and has a saw tooth roof. The interior evokes the classical architectural layout of the Roman amphitheatre.

3

The main entrance of the Palau d'Esports. The building is located in a new square which forms the heart of an ambitious town planning reform project.



1



2



4



3

5
One of the warm-up courts in the basement of the building.

6
A very large number of people attended the matches on Olympic competition days.

7
Because of its architectural value and the sobriety of its design, the Palau d'Esports in Badalona was awarded the 1992 Mies Van der Rohe Prize for the best work of architecture.

8
The seating at court level can be removed for non-sporting events.

Because of its architectural value and the sobriety of its design, the Palau d'Esports in Badalona was awarded the 1992 Mies Van der Rohe Prize for the best work of architecture.

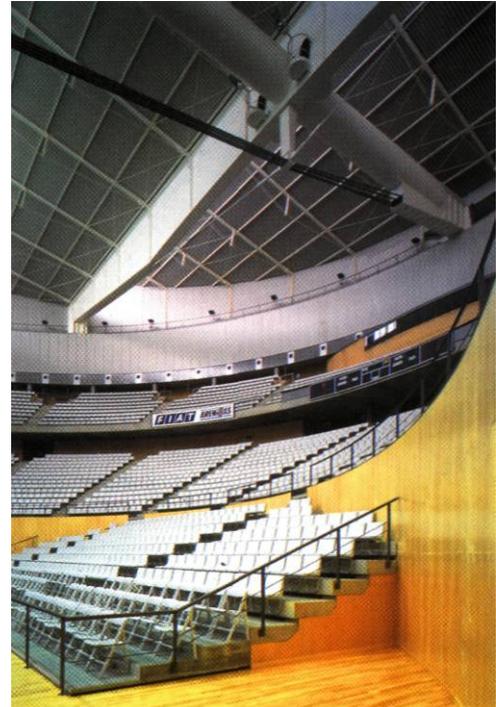
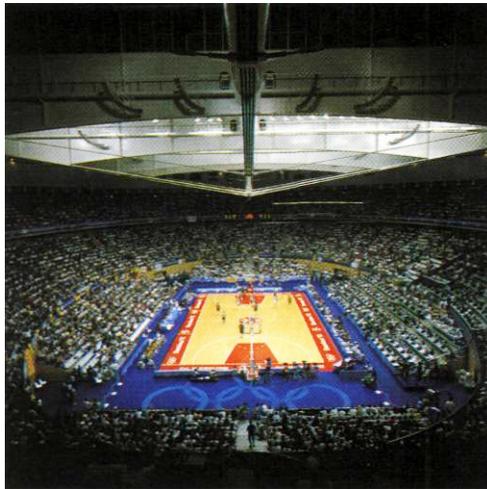
The Olympic adaptation project

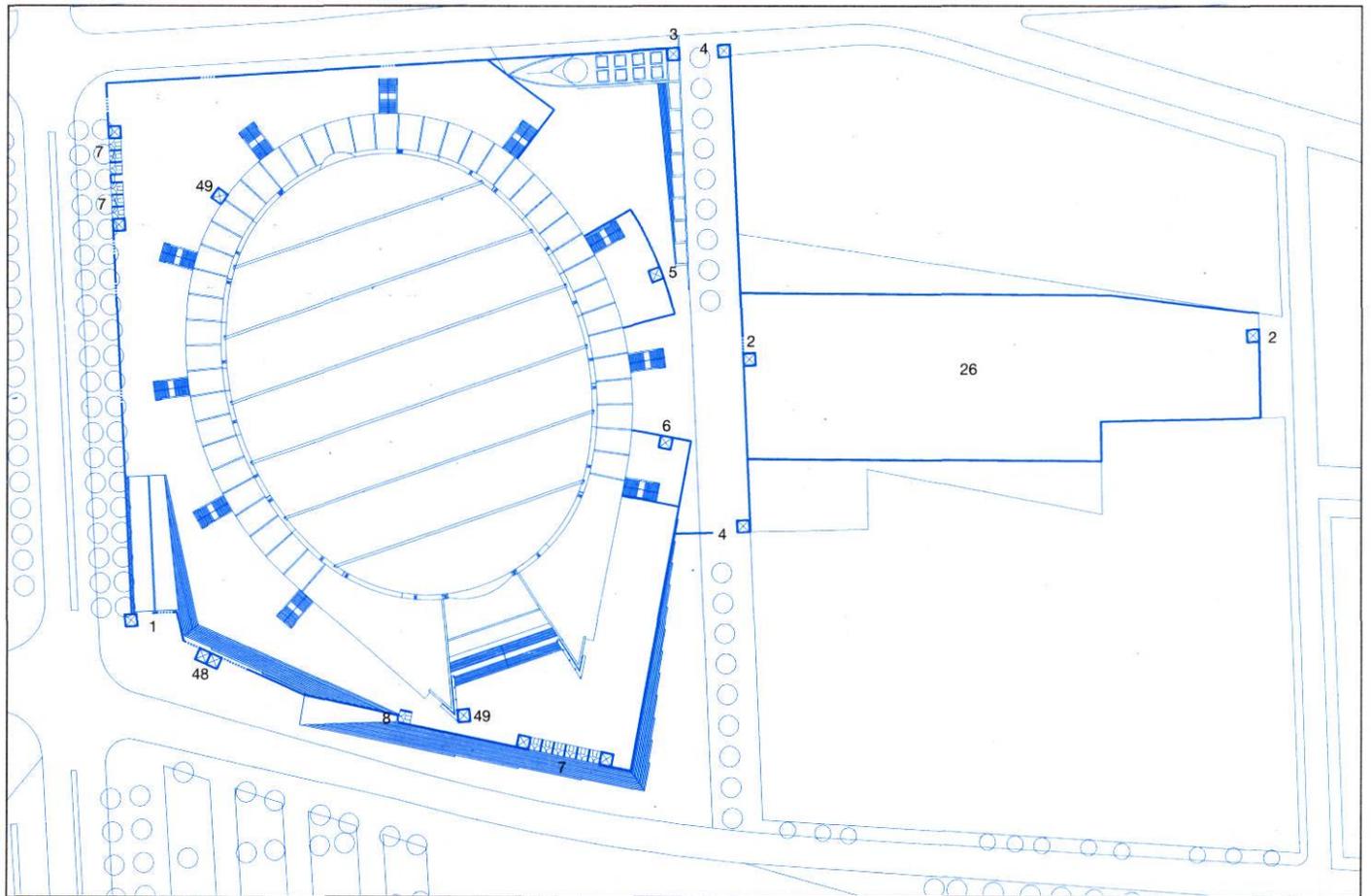
Since it was a new building specifically designed for basketball competitions and training, most of the requirements for Olympic competition were built into the design of the project before it was executed. Nevertheless, this functional specificity is not in conflict with the multi-purpose nature of the building which lends itself to many other uses.

The base project for Olympic adaptation therefore consisted in adapting the permanent spaces for temporary use during the Olympic Games, the modification of the entrances and exits to conform with the temporary separation between the sectors for the different groups of users and the provision of new computing and telecommunications networks.

When considering the adaptation of the permanent spaces for temporary use, it is necessary to distinguish the basement from the ground floor. In the basement, some of the store-rooms were adapted for use as rest rooms for the athletes and referees and the space which will eventually house commercial premises was equipped as a press room. On the ground floor, the spaces reserved for future commercial premises giving onto the square were equipped as offices for agencies, darkrooms and offices for security officials. Finally, the outside broadcast unit was located nearby on a 4,680 m² site due for development.

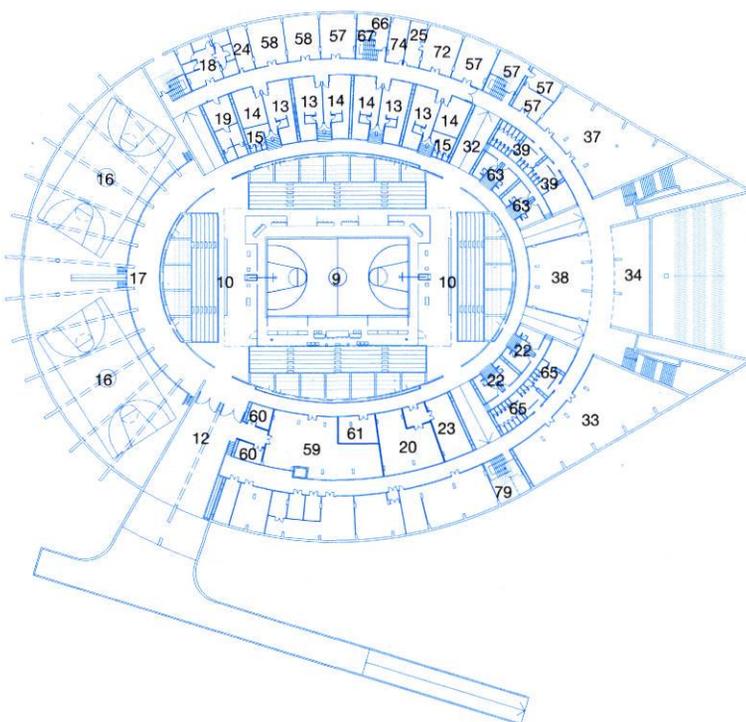
The square was temporarily closed in order to separate the entrances and exits of the different groups and to put the respective access controls in place. This modification was necessary due to the tight schedule for the competitions, which required the modification of the permanent public access and evacuation system





General plan

0 25 50 m



Ground floor

0 15 30 m

Palau d'Esports, Badalona

Owner

Badalona City Council

Manager

Club Joventut de Badalona

Opened

May 1992

Distances

Olympic Village:	7.5 km
MPC and IBC:	10.5 km
IOC residence:	11.5 km

Entrances

- 1 Competitors
- 2 RTV and technical vehicles
- 3 Pass management
- 4 Olympic Family and maintenance vehicles
- 5 Competitor spectators
- 6 Press
- 7 Spectators
- 8 Spectators from vehicle park

Competition area

- 9 Competition ground
- 10 Photographers' positions

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Access
- 13 Changing rooms
- 14 Equipment room
- 15 Toilets
- 16 Warm-up area
- 17 Call room
- 18 Competitors' clinic
- 19 Doping control
- 20 Rest area

IF services

- 21 FIB A offices
- 22 Referees' changing rooms
- 23 Referees' rest area
- 24 Appeals Jury room
- 25 Technical sports committee room

RTV

- 26 Mobile units park
- 27 Commentators' control
- 28 RTO'92 offices
- 29 Camera platforms on the stand
- 30 Special camera platforms

Press

- 31 Access
- 32 Mixed zone
- 33 Work room
- 34 Telecommunications room
- 35 Reception and information
- 36 Agency offices and laboratories
- 37 Interview room
- 38 Rest area
- 39 Toilets

VIPs

- 40 Access
- 41 Reception centre
- 42 Lounge and restaurant area
- 43 Protocol manager's office
- 44 Toilets

Spectators

- 45 Entrance
- 46 Entrance to vehicle park
- 47 Stand
- 48 Ticket sales
- 49 Information
- 50 Souvenirs
- 51 Food and drinks
- 52 Ice-creams
- 53 Film and video
- 54 Medical care
- 55 Book stall
- 56 Toilets

Organisation

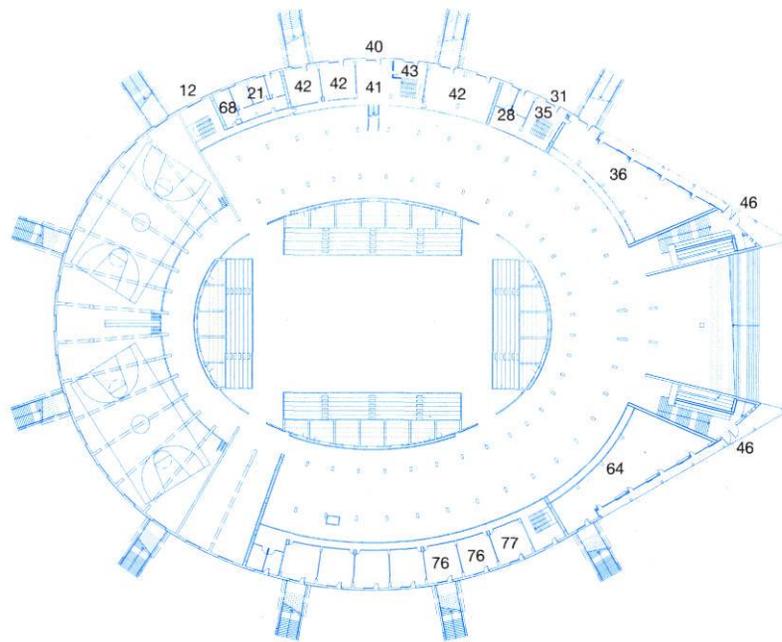
- 57 Organisation offices
- 58 Competition offices
- 59 Logistics store
- 60 Sports material store
- 61 Track instruments store
- 62 Maintenance stores
- 63 Changing rooms
- 64 Lounge and restaurant area
- 65 Toilets

Technology

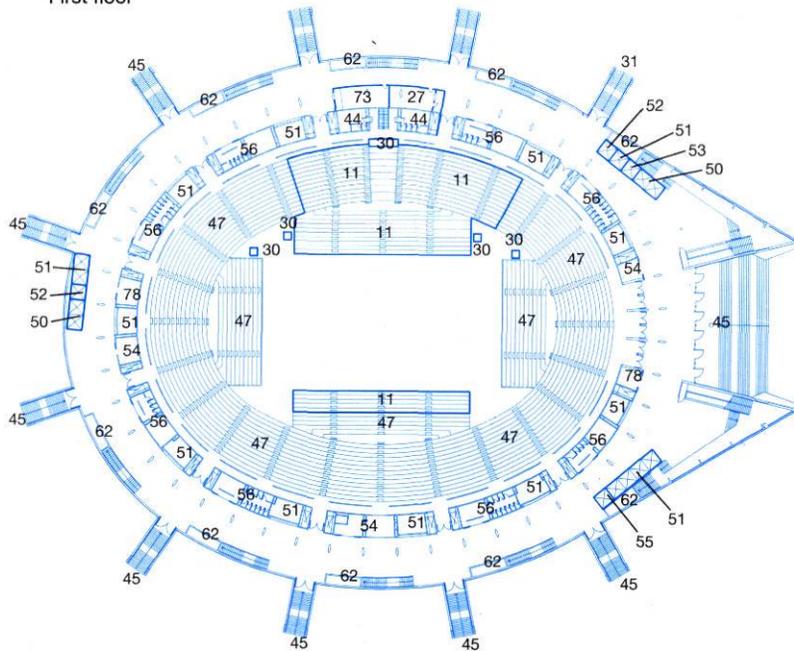
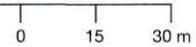
- 66 Telecommunications room
- 67 CATV room
- 68 Radio control room
- 69 Radio room
- 70 Scoreboard control room
- 71 Sound control room, telephones and amplifiers
- 72 Results management room
- 73 Results publishing room

Security

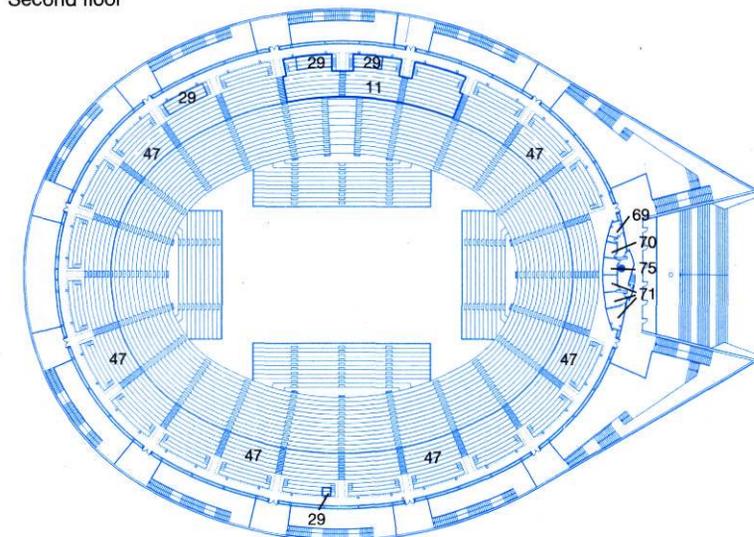
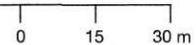
- 74 Security control room
- 75 Surveillance point
- 76 Security manager's office
- 77 Administration office
- 78 Public security room
- 79 Internal security offices



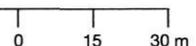
First floor



Second floor



Stands



The Pavelló Club Joventut Badalona

The boxing competition of the Games of the XXV Olympiad was also held at the Badalona subsite, this time at the Pavelló Club Joventut Badalona.

This sports facility is situated in a busy area connected to Barcelona city centre by underground railway.

The facilities underwent temporary adaptation for use during the Games since the sports hall is usually used for basketball competitions.

COOB'92 was responsible for financing the costs of adapting the building for its new use and also for the modification of a school next to the building for use as offices and as a press subcentre.

The long term project

The sports hall which was designed by the architect Alberto Barbosa and built in 1972 is squeezed in amongst residential buildings and consequently does not have much free space either inside or outside the building. It has a main chamber and three auxiliary chambers. The former, oval in shape, contains the sports arena and the stands. The three auxiliary chambers, in the shape of an irregular polygon, contain the entrances, exits and services and help the building blend into its surroundings since they are aligned with the surrounding roads.

The sports hall is constructed in concrete and is structured around three vertical communication nuclei joined by circulation rings which lead the public to and from the stands. The arena is below ground level and so are the services for the athletes. Public access is at street level corresponding to the middle stands.

¹
The boxing competition of the Games of the XXV Olympiad was held in the Pavelló Club Joventut Badalona, a sports facility usually used for basketball.

²
A media information table for those following the boxing competition.



³
A jolly Cobi boxer encouraging people to follow the competition.

⁴
The competition area contained one ring and four temporary stands at court level which overlapped with the permanent seating.

The hall is especially welcoming due to the concentric distribution of the stands and the diffused natural overhead light.

The Olympic adaptation project

The adaptation was complicated since the building was to be used for something very different from its usual purpose.

The fact that there was very little free space meant that the school next to the building had to be used for offices, the press centre and the Olympic Family rest area.

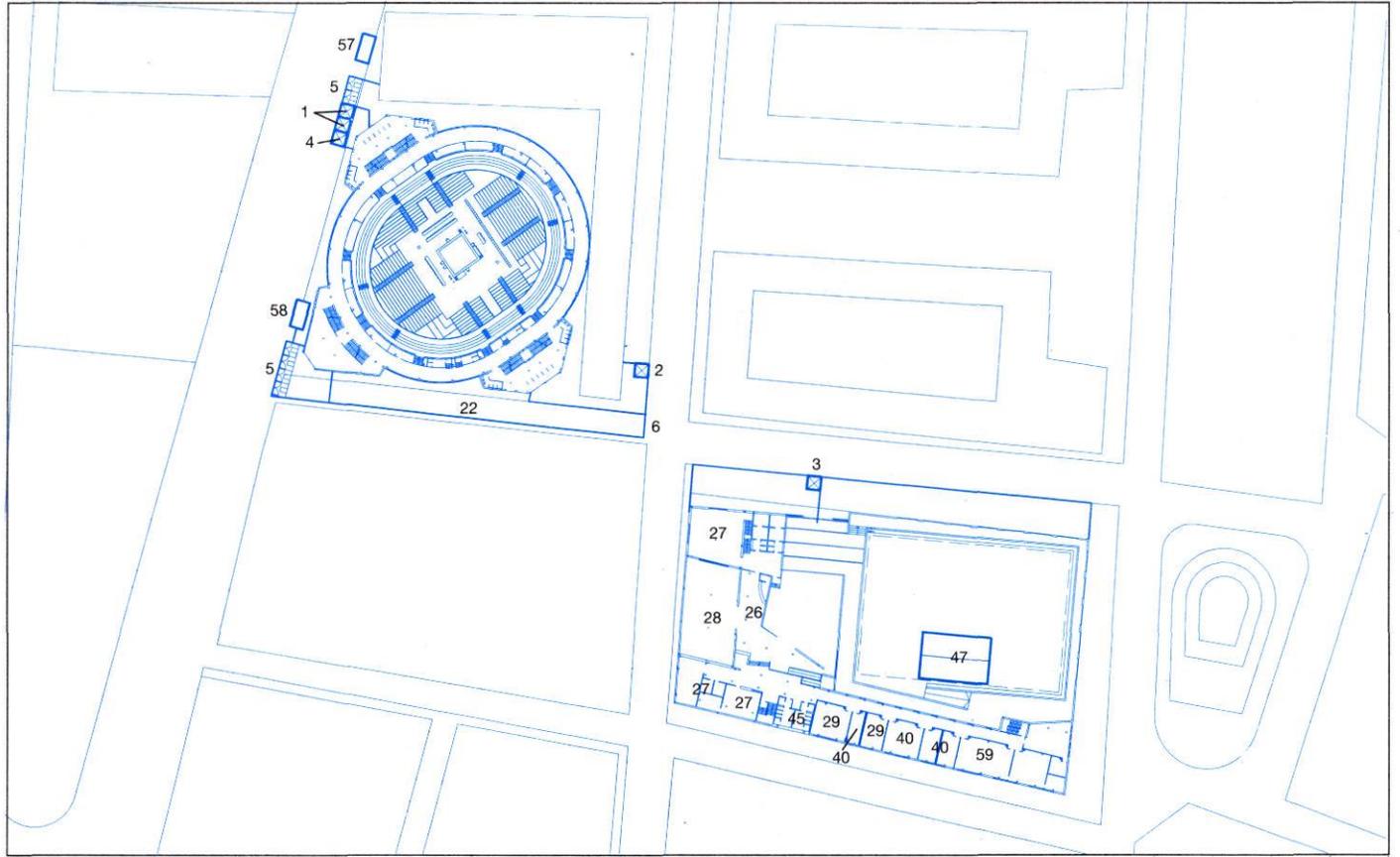
The most complicated aspect of the adaptation was that of the competition area and the stands to be used during the Olympic Games. The competition area for boxing, 20 X 20 m, includes a ring of 7.1 X 7.1 m at a height of 1.1 m, areas for the referees, the jury and the medical services. This area was demarcated by four sets of temporary stands at ring level.

The service area situated underneath the stands was adapted for Olympic use. Since the permanent facilities did not include air conditioning, this was temporarily installed for the Olympic Games.

One of the roads outside the building was temporarily closed to make space for the outside broadcast units.

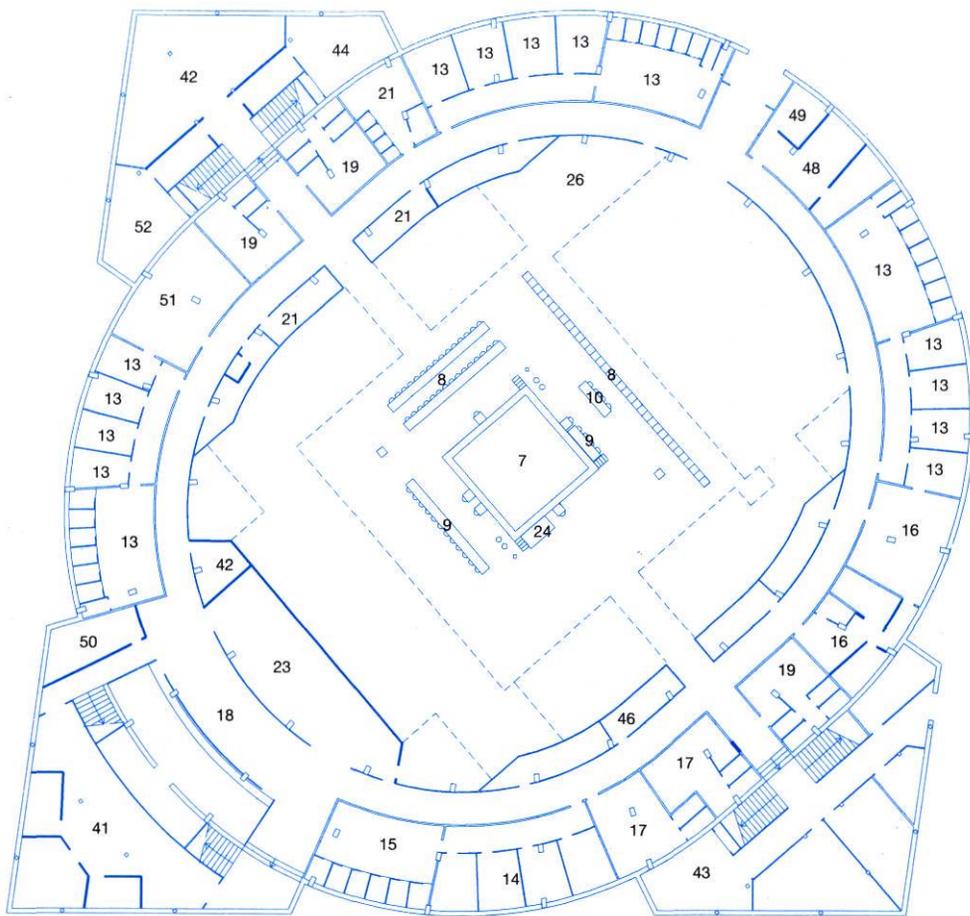
Considering the restrictions on space, the final results were very good. The competition area was the scene of some splendid boxing and the work of the different groups involved went ahead without problems despite the inconvenience of having the services in an adjacent building.





Location plan

0 25 50 m



Basement

0 5 10 15 m

Pavelló Club Joventut de Badalona

Owner

Club Joventut de Badalona

Manager

Club Joventut de Badalona

Opened

September 1972

Distances

Olympic Village: 8 km

MPC and IBC: 11 km

IOC residence: 12 km

Pavelló Club Joventut de Badalona

Entrances

- 1 Competitors, officials and VIPs
- 2 Press
- 3 Organisation and press
- 4 Pass management
- 5 Spectators
- 6 RTV technical vehicles

Competition area

- 7 Competition rings
- 8 Judges' and referees' position
- 9 Jury tables and medical services
- 10 Draw table

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Information
- 13 Changing rooms
- 14 Warm-up area
- 15 Gloves room
- 16 Competitors' clinic
- 17 Doping control
- 18 Rest area
- 19 Toilets

IF services

- 20 AIBA offices
- 21 Judges' changing rooms

RTV

- 22 Mobile units park
- 23 Commentators' control
- 24 Camera positions at the ring
- 25 Camera platforms

Press

- 26 Mixed zone
- 27 Press centre
- 28 Interview room
- 29 Telephones and telex

VIPs

- 30 Lounge and restaurant area
- 31 Protocol manager's office
- 32 Toilets

Spectators

- 33 Stand
- 34 Information
- 35 Souvenirs
- 36 Food and drinks
- 37 Film and video
- 38 Medical care
- 39 Toilets

Organisation

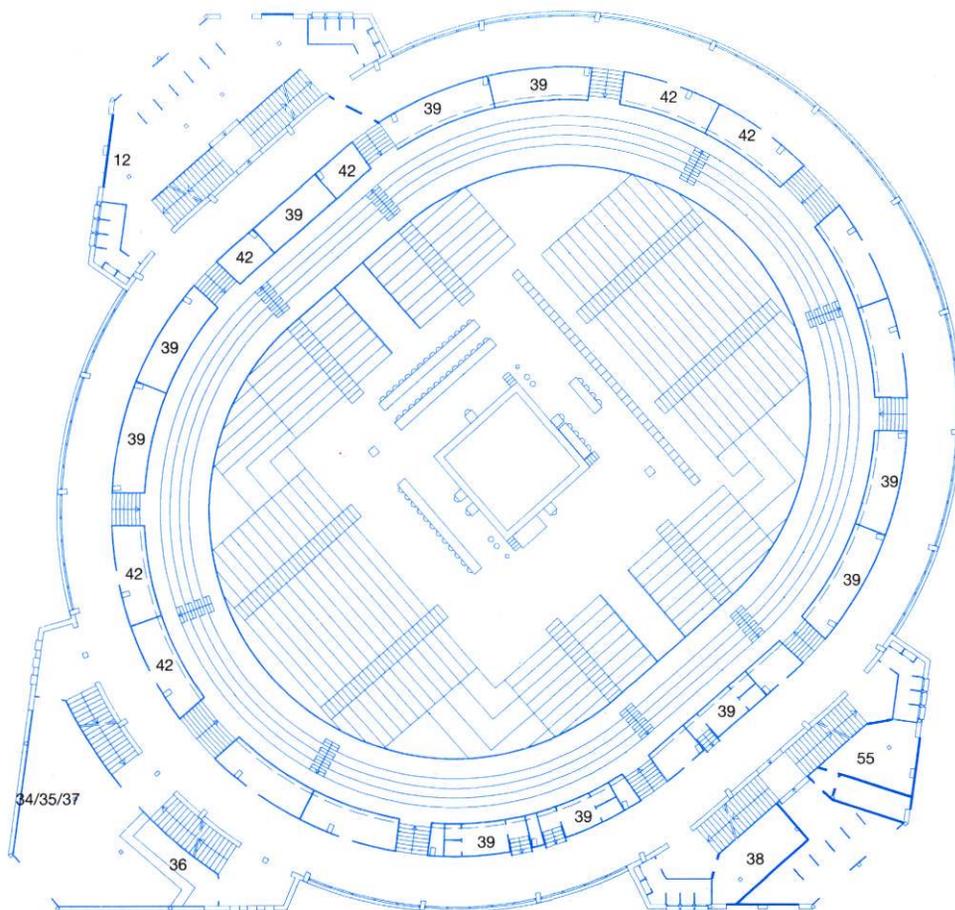
- 40 Organisation offices
- 41 Competition offices
- 42 Logistics store
- 43 Sports material store
- 44 Track instruments store
- 45 Toilets
- 46 Changing rooms
- 47 Lounge and restaurant area

Technology

- 48 Telecommunications room
- 49 CATV room
- 50 Radio control room
- 51 Results management room
- 52 Results publishing room
- 53 Sound control room
- 54 Scoreboards

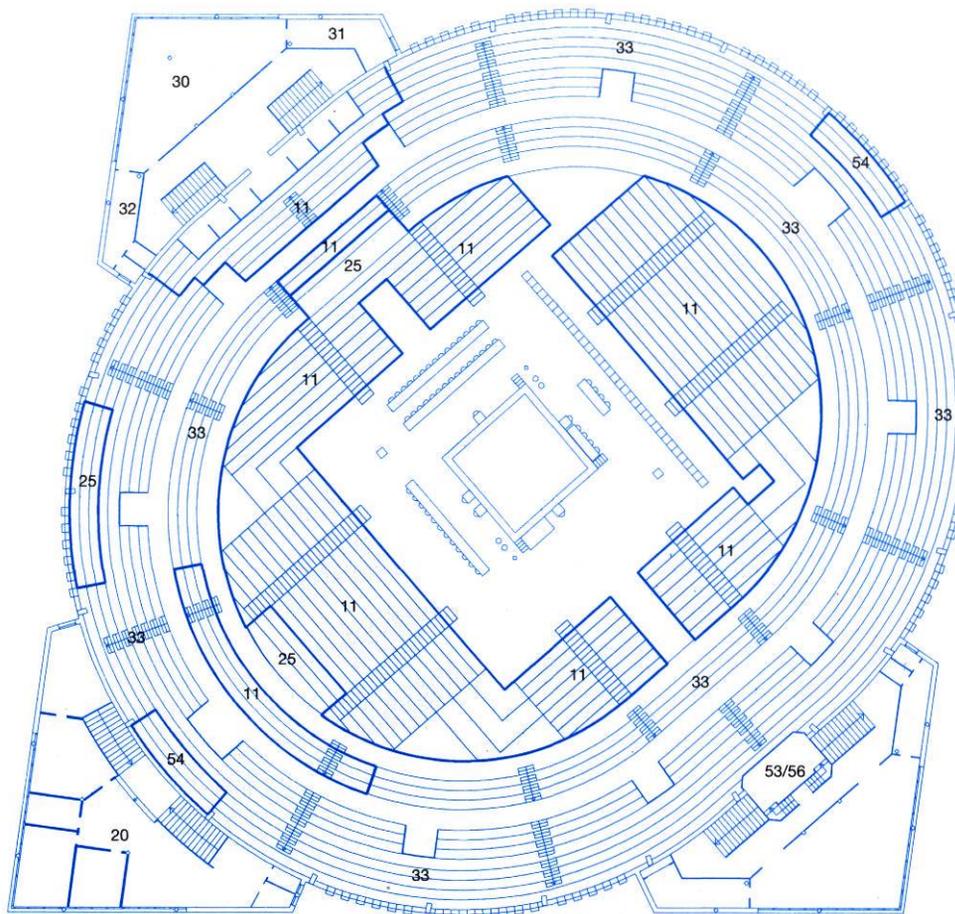
Security

- 55 Security control room
- 56 Surveillance point
- 57 Internal security room
- 58 Public security room
- 59 Internal security offices



Ground floor

0 5 10 15 m



Stands

0 5 10 15 m

The Palau d'Esports, Granollers

The handball competition was held at the new Palau d'Esports in Granollers, except for the finals which were held in the Palau Sant Jordi. The Palau d'Esports in Granollers has a capacity for 5,500 spectators and was conceived as a multi-purpose hall for social, sporting and cultural events. It has good communications to the A-17 motorway.

The building was financed by Granollers Town Council, Barcelona Provincial Government, the Generalitat of Catalonia and COOB'92.

The long term project

The building is the work of the architect Pep Bonet and is conceived in the shape of a hall in contrast to the circus shaped facilities which require a large amount of surrounding space. This helps the building to blend in with the residential scale of the buildings in the surrounding urban area.

Characteristic elements of the Palau d'Esports in Granollers are its simple structural concept and the simplicity of the design of its lines. It is the result of having considered its impact on the surrounding area, the requirements made by sporting activities, its spatial setting and the radical symmetry of its main volume. This latter aspect is made most evident in the two main opposite facades each of which contains three large entrances.

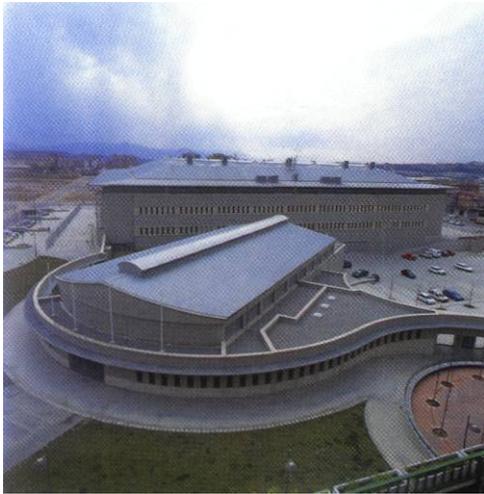
The horizontal ceiling, 18 m above the court, is coffered and has three main functions: to create a thermal and acoustic cushion; to house all the air-conditioning, lighting and sound equipment and to act as a veritable piece of stage equipment since all parts of it are accessible and can be used by all kinds of scenic elements.

The permanent stands located along the longitudinal sides of the court are supported by the reinforced concrete portal screens which form the two large entrance halls. The removable seating which can be extended is located around the entire court.

1, 2, 3 and 4

The Olympic handball competition was held at the new Palau d'Esports in Granollers. The multi-purpose hall is suitable for a wide variety of sporting and cultural events and has a capacity for 5,500 spectators. The most striking architectural features are the three large semi-circular entrances on each side of the building.

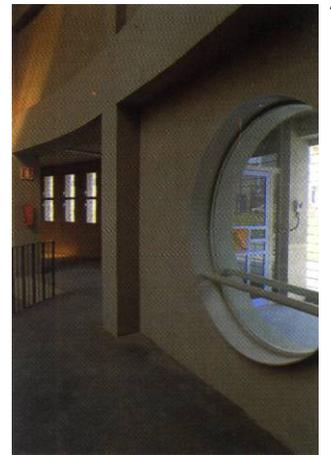
284



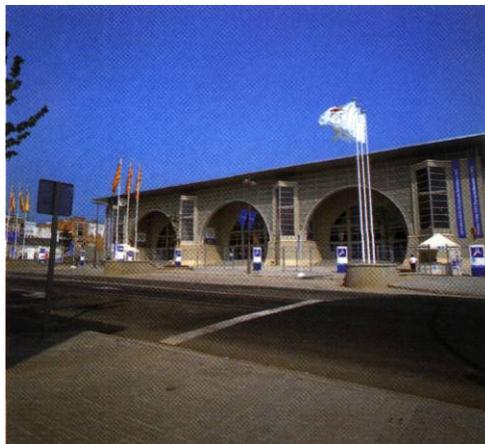
1



2



4



3

5
One of the RTO'92 cameras placed under the main score board to follow the progress of the matches.

6
As at all the competition units, the Palau d'Esports in Granollers also had different space distributions for the public and according to the various functions of the Olympic Family.

The location of the bars, the services and the access routes in both lateral wings avoids excessive compartmentalisation and allows for two large, generously proportioned entrance halls with sloping ceilings. This distribution demonstrates the suitability of the architectural typology chosen since the floor space, being without superfluous elements, can be used for a wide range of purposes.

members of the organisation. The east wing at this level was reserved for the press, the technical equipment required for telecommunications and the rooms for attending to dignitaries. The south wing contained the security control rooms and the changing rooms for the officials.

The multi-sports arena and the external pelota court were temporarily adapted for use as the press centre and for the outside broadcast units. The external courtyards were prepared as rest areas.

The Olympic adaptation project

The two entrance halls were used by different groups due to the need to separate the access and circulation routes of the different groups by sector. The various entrances for the members of the Olympic Family were therefore through the east wing while the public entrance was on the west.

Services for the public and other areas for organisation services such as security and computing were located in the large entrance to the main hall. The other services at the sports hall were used for their original purpose and in each case it was demonstrated that the correct dimensioning had been applied, all the services performing excellently.

The general distribution consisted of reserving the west and north wings at arena level and the annex building which houses the warm-up facilities for the exclusive use of the athletes and the

The car park for the Olympic Family, the vehicles with passes and the drivers' reception centre were located on a site near the building.



5



6

Press

- 33 Mixed zone
- 34 Press centre and interview room
- 35 Rest area
- 36 Toilets

VIPs

- 37 Information
- 38 Reception centre
- 39 Lounge and restaurant area
- 40 Protocol manager's office
- 41 Toilets

Spectators

- 42 Stand
- 43 Information
- 44 Souvenirs
- 45 Food and drinks
- 46 Film and video
- 47 Medical care
- 48 Toilets
- 49 Ticket sales

Organisation

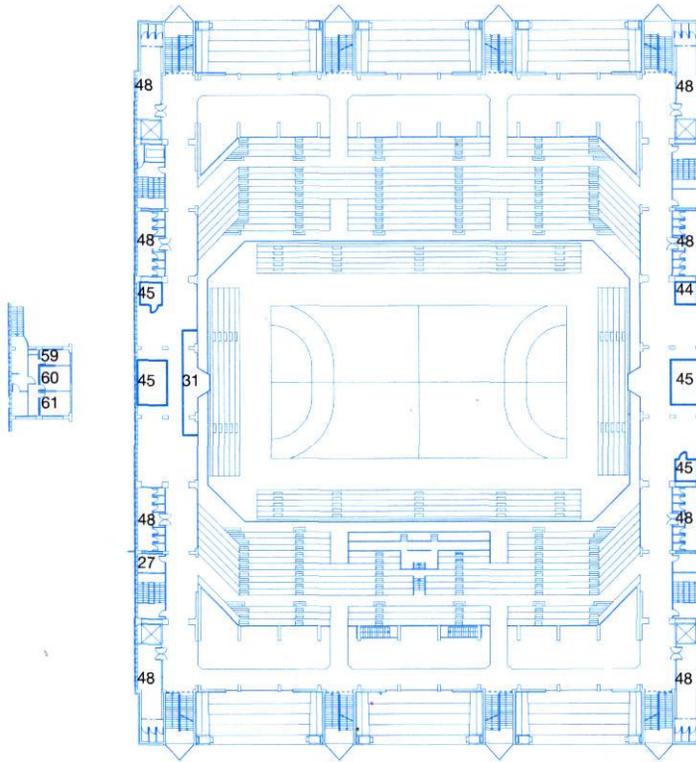
- 50 Offices
- 51 Meeting room
- 52 Maintenance changing rooms
- 53 Logistics store
- 54 Toilets
- 55 Rest area

Technology

- 56 Telecommunications room, CATV and radio control
- 57 Results management room
- 58 Results publishing room
- 59 Scoreboard control rooms
- 60 Telephones
- 61 Sound and PA control room
- 62 Telephone store

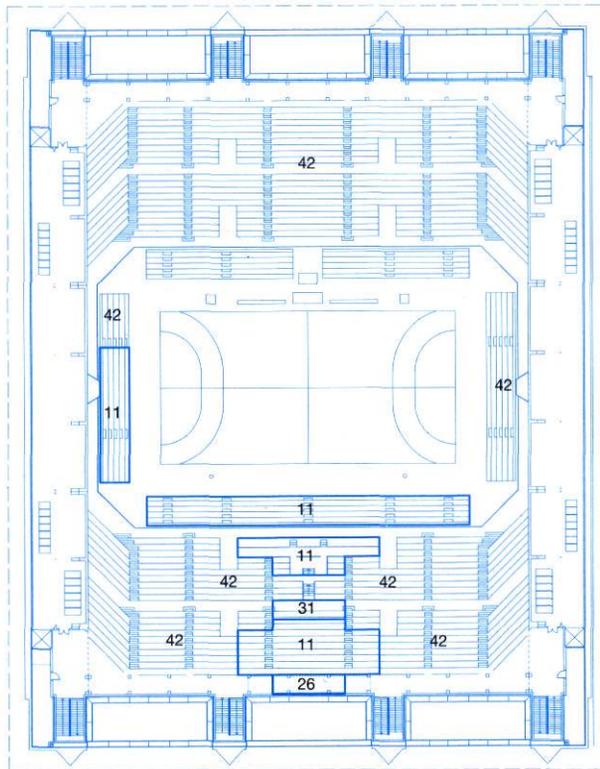
Security

- 63 Security control room
- 64 Internal security offices
- 65 Internal security room
- 66 Public security room



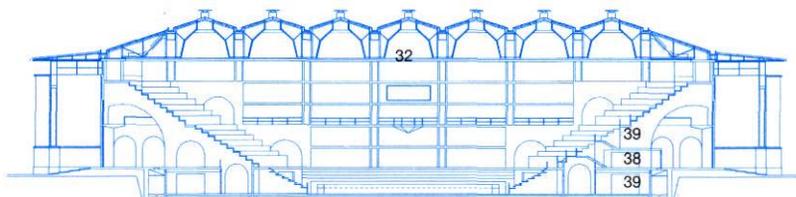
First floor and attic

0 10 20 m



Second floor

0 10 20 m



Cross section

0 10 20 m

Banyoles Lake

The rowing competition of the Games of the XXV Olympiad was on Banyoles Lake. The rowers' Olympic Village was also located in the town of Banyoles, some 118 km from Barcelona. The rowing lanes, competition area and most of the services were of a temporary nature. PROSOLBA S.A. and COOB'92 financed the constructions around the lake, the refurbishment of the competition support facilities at the Club Natació Banyoles and the temporary adaptations necessary for the Olympic Games.

The sports facilities were put to the test the year prior to the Olympic Games with the Junior World Championship which was held from July 31 to August as part of the Competitions'91 programme.

The long term project

Several projects were drawn up for the rowing competition in Banyoles, of which three are particularly noteworthy.

The first concerned the modernisation of the area immediately surrounding Banyoles Lake including the modification of its perimeter in line with competition needs. The project, the work of the architects Jeroni Munner, Joaquim Figa and Josep Rier and the engineer Josep Masó, consisted of the adaptation of the whole lake's surroundings but concentrated mainly on the eastern side which, being more developed, provided more useful space for Olympic purposes.

The banks of the lake were redeveloped and a cycling lane, circling the lake, was added as a unifying element. Advantage was taken of the work on this cycling lane to bury many of the technical installations. The most important aspects were at the starting and finishing areas. Tunnels were constructed in the starting area in which the starting equipment could be assembled and removed. The lake was drained at the finishing area in order to extend the boats' stopping area. This operation involved re-routing the C-150 trunk road.

¹
Banyoles Lake was the beautiful setting for the rowing events of the 1992 Olympic Games.

²
Detail of one of the boats used in the men's eight oars with coxswain events.



1

2

3 and 6
The 14 m high photo finish tower at one end of the lake (6) was also used for TV coverage and as an observation point for the judges (3).

4
The public was seated on a temporary stand with a capacity for 4,500 people. It was supported by a stabilising concrete slab.

5
The Olympic adaptation project provided Banyoles Lake with all the necessary services to stage the rowing competition. The photograph shows the control tower at the starting area. In front of it a stretch of the cycling lane circling the lake can be seen.

The second project involved the modernisation of the facilities at the Club Natació Banyoles, and was designed by the architects Josep Portella and Miquel Duran. The old Club Natació Banyoles building was completely refurbished in order to rationalise its internal functioning, extend and improve its facilities, formally unify the building and adapt it to its surroundings.

The third project concerned the Draga Park area where the development and landscaping programme, the work of the architect Ramon Forcada, resolved town planning aspects towards the north of the town.

The Olympic adaptation programme

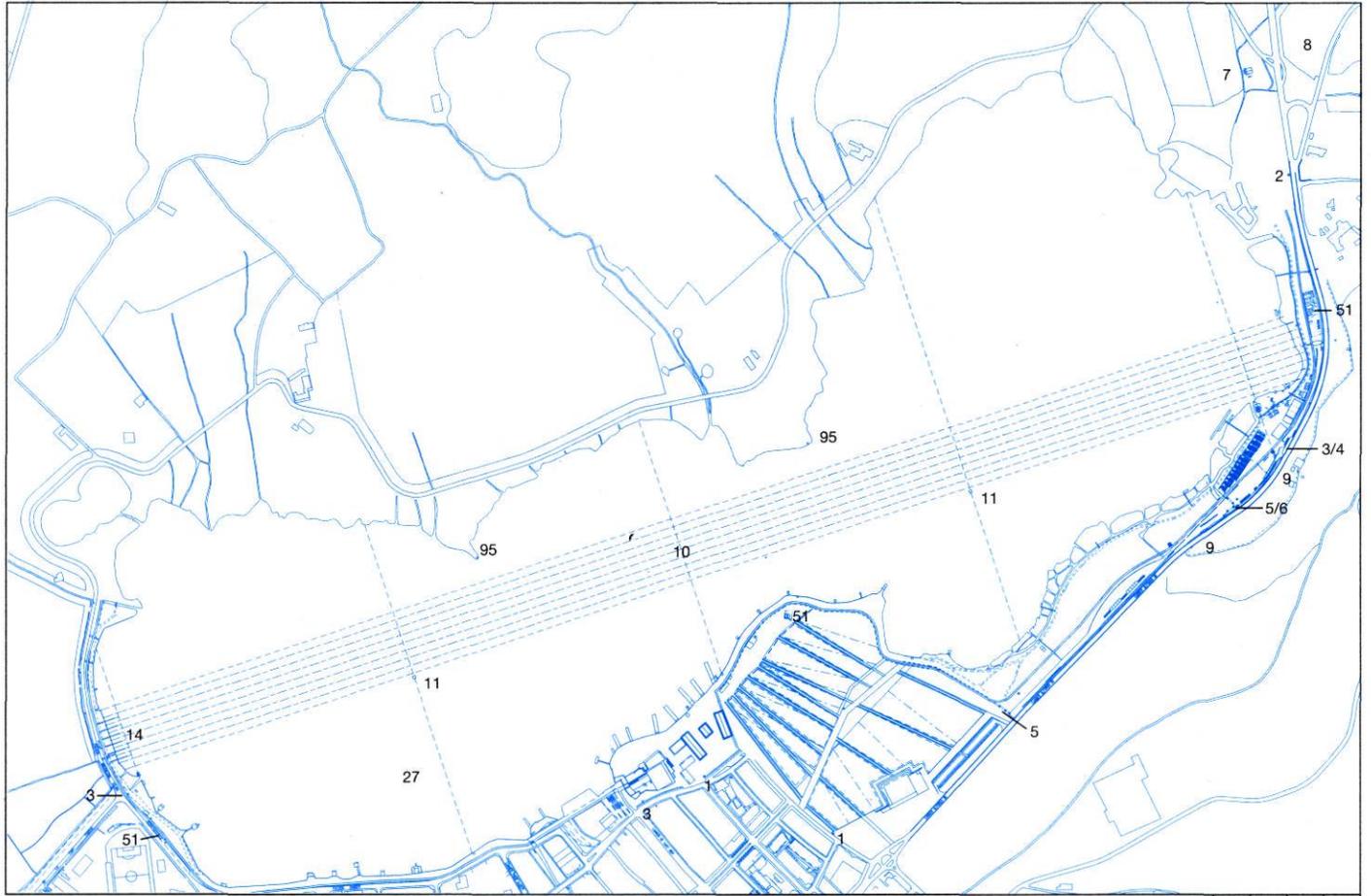
Three different sectors were defined within three large areas around the lake: the starting area; the central area and the finishing area. The Club Natació Banyoles was used as the organisational centre and as the rowers' service centre. The other necessary spaces were of a temporary nature.

The 14 m high photo finish tower was built of standard steel sections bolted together. It was foreseen that the temporary seating, for 4,500 people, might have stability problems due to its emplacement and this was resolved by supporting it on a concrete slab which acted as an ideal base for the type of terrain in question.

The competition area consisted of 6 lanes 13.5 m wide and 2,000 m long to which must be added 25 m before the starting line and almost 100 m for stopping. The Albano signposting system was adopted and all the additional elements such as the starting equipment, footbridges and pontoons were adapted to the characteristics of the lake and its surroundings.

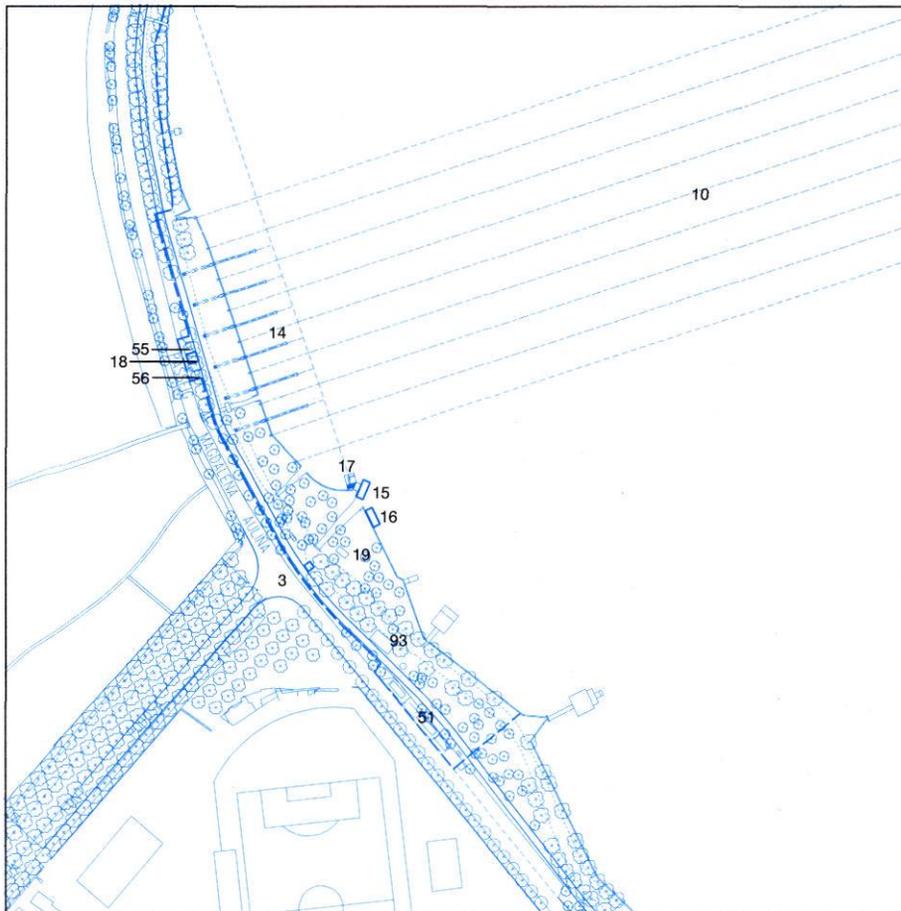
All the spaces performed as planned except for the car parks for the Olympic Family and vehicles with passes, the stands for athletes and the press rest area, all of which were underused.





Location plan

0 150 300 m



Start area

0 50 100m

Banyoles Lake

Owner

Banyoles City Council

Manager

Banyoles City Council

Opened

June 1992

Distances

Olympic Village:	130 km
Banyoles Olympic Village:	0.1 km
MPC and IBC:	136 km
IOC residence:	134 km

Banyoles Lake

Entrances

- 1. Competitors' and officials
- 2. Maintenance vehicles and Olympic fleet car park
- 3. Press, RTV, organisation and VIPs
- 4. Pass management
- 5. Spectators
- 6. Spectators
- 7. Olympic fleet car park
- 8. Spectators' car park
- 9. Bus bays

Competition area

- 10. Regatta field
- 11. Time-keeping pontoons
- 12. Ceremonies pontoon
- 13. Photographers' pontoon
- 14. Exit gangways
- 15. Catamarans pontoon
- 16. Repairs pontoon
- 17. Line-up official's booth
- 18. Start tower
- 19. Repair services
- 20. Competitors' embarkation jetties
- 21. Embarkation jetties for the organisation in the CN Banyoles area
- 22. Competition control
- 23. Finish tower
- 24. Embarkation jetties for the organisation in the finish area
- 25. Embarkation jetties for the Red Cross

OF stand

- 26. Seats with accreditation

Competitors' services

- 27. Warm-up area
- 28. Boat area
- 29. Cleaning area
- 30. Boat check
- 31. Rest area
- 32. Boat workshops
- 33. Red Cross
- 34. Individual boat-house
- 35. Repairs workshop
- 36. Information
- 37. Changing rooms
- 38. Sauna
- 39. Toilets
- 40. Gymnasium
- 41. Massage room
- 42. Competitors' clinic
- 43. Doping control
- 44. Bar
- 45. Toilets

IF services

- 46. FISA offices
- 47. FISA president's office
- 48. Technical sports committee offices
- 49. Delegates' meeting room
- 50. Toilets

RTV

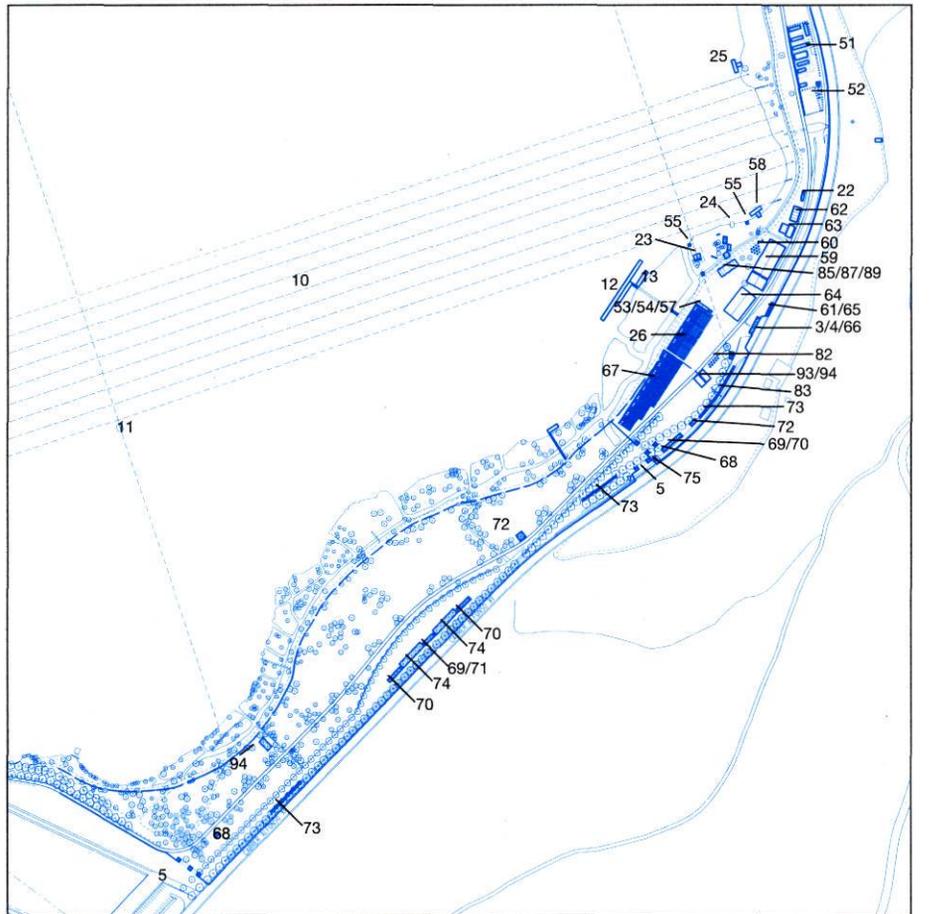
- 51. Mobile units park
- 52. NBC park
- 53. Commentators' control
- 54. RTV offices
- 55. Camera platforms
- 56. Special camera platforms
- 57. RTO'92 manager's office

Press

- 58. Mixed zone
- 59. Press centre and interview room
- 60. Rest area
- 61. Toilets
- 62. Photographic laboratories
- 63. Official laboratory

VIPs

- 64. Rest area and services
- 65. Toilets
- 66. Vehicle and accreditation applications



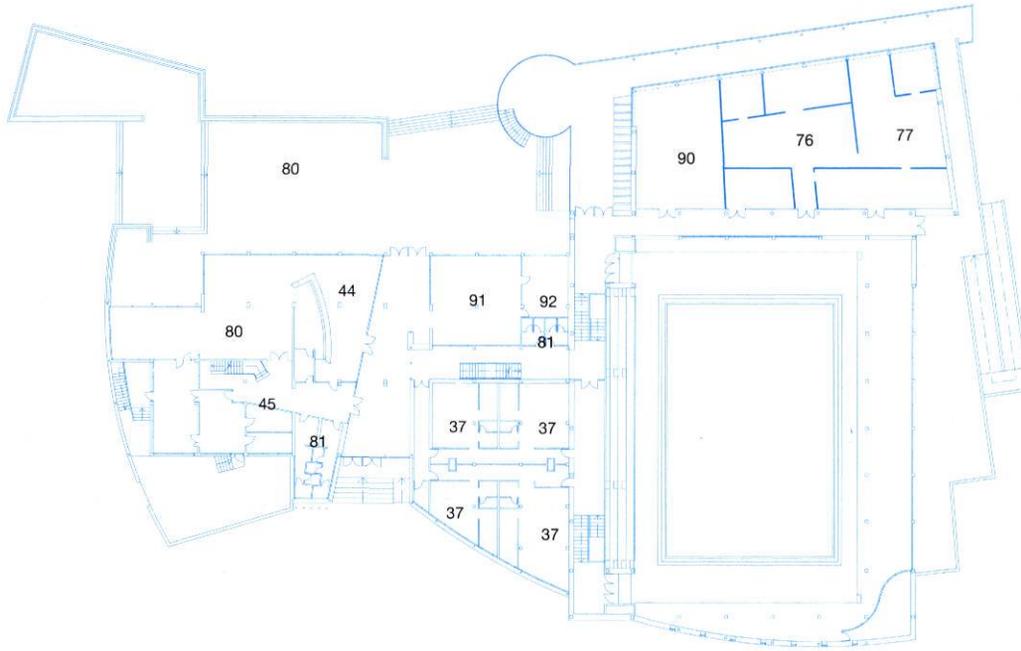
Finish area

0 75 150 m



Competitors' area and CN Banyoles

0 40 80 m



Club Natació Banyoles. Ground floor

0 5 10 15 m

Spectators

- 67 Stand
- 68 Information
- 69 Souvenirs
- 70 Food and drinks
- 71 Film and video
- 72 Medical care
- 73 Toilets
- 74 Shade
- 75 Ticket sales

Organisation

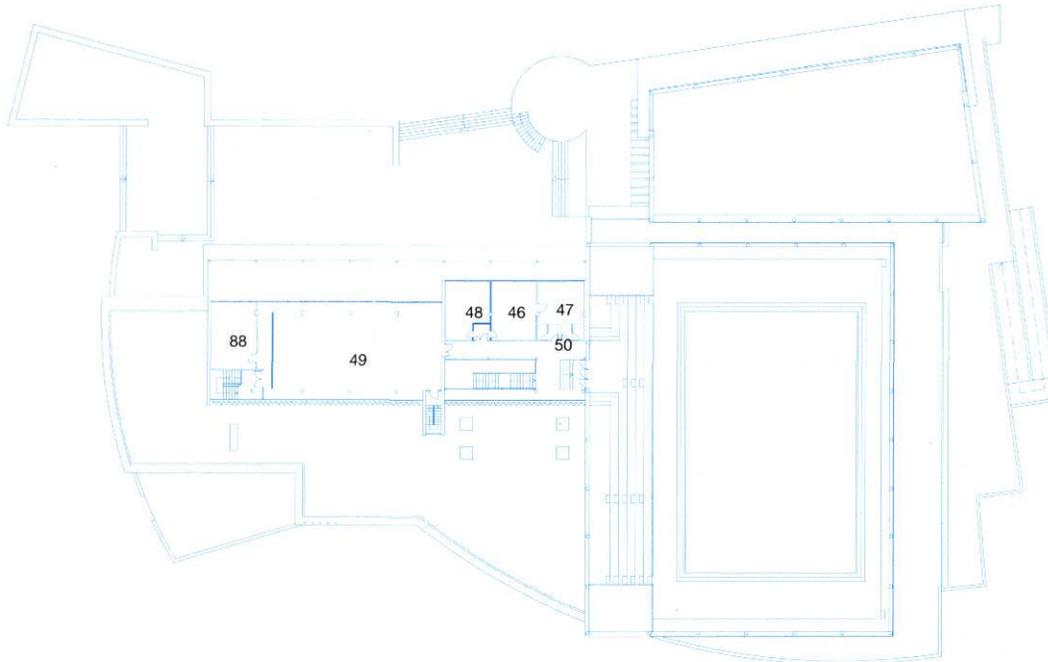
- 76 Organisation offices
- 77 Competition offices
- 78 Store
- 79 Changing rooms
- 80 CN Banyoles rest area
- 81 Toilets
- 82 Outside rest area
- 83 Toilets

Technology

- 84 Telecommunications room
- 85 Telephone room
- 86 Computer terminals control room
- 87 Results management room
- 88 Radio room and control de radio
- 89 Scoreboard stores

Security

- 90 Level 2 security room
- 91 Internal security offices
- 92 Security control room
- 93 Internal security room
- 94 Public security room
- 95 Surveillance point



Club Natació Banyoles. First floor

0 5 10 15 m

1
General view of the precision shooting facilities at the Mollet Shooting Range. In the foreground, the 50 m gallery and the finals room can be seen. The esplanade surrounding the facility was used for the public and Olympic Family carparks.

2
Ceremony square and the entrances to the 50 m gallery.

The Mollet Shooting Range

The Olympic shooting competition and the shooting component of the pentathlon competition were held at the Mollet Shooting Range. This is a new, permanent structure consisting of three large adjacent areas covering an area of more than 40 hectares containing the areas for use in the skeet and trap events, the precision shooting events and the facilities used by the Catalonia Police Academy. The facilities are usually used both for sport and as a training area for the Police Academy.

The shooting facilities were ready before the Games commenced for the Spanish Trap and Skeet Championships, the Catalan Precision Shooting Championships and the International Shooting Championships which were held between April and May 1992. Work commenced in June 1990 and was jointly financed by the Generalitat of Catalonia, Barcelona Provincial Council and COOB'92.

The long term project

The Olympic shooting ranges, the work of the architects Esteve Terradas and Robert Terradas, are located on a site bordered by the N-152 trunk road and the B-30 motorway, to the north-east of the urban nucleus of Mollet del Vallès.

The site, part of which runs parallel to the main road, contains a competition area of 342,000 m², shared by the facilities for the trap and skeet events and those for the precision shooting events.

The trap and skeet area is situated on the westernmost side of the site and is separated from the precision shooting facilities by a railway. A tunnel connects the two. It contains a service building and three Olympic traps distributed in such a way as to preserve the natural lie of the land as far as possible. Acoustic barriers were constructed as well as protective slopes situated at the far end of the site which were necessary due to the



proximity of the A-7 motorway and the urban centre of Mollet.

There are several galleries at the facilities for precision shooting defined by the distance between shooters and target. The 50 m and 25 m galleries are open and oriented north as the regulations require while the 10 m gallery is indoor and consequently does not conform to any pre-established orientation. The facilities also include, for the first time in the Olympic Games, a finals room for the various precision shooting events (10 m, 25 m and 50 m).

The precision shooting facility is a single structure in which the shooting galleries are arranged in parallel with each other in order to improve the spectators' view of the competition. The facility is in harmony with its surroundings and has made a positive contribution to the amount of green space. There are several areas of lawn with automatic watering devices and the area around the trap and skeet ranges were newly planted with trees.

The Olympic adaptation project

The Olympic adaptation consisted of supplying the specific services which would be required by the various groups within the Olympic Family and the general public.

The building belonging to the Police Academy, ceded temporarily on the occasion of the Games, was devoted to providing part of the services required by the Olympic Family. It was provided with a dining room and rest area and it also housed the press offices and those of the organisation. The services for the public were extended by means of kiosks placed outside the building. The fixed seating in the finals room was extended from 250 to 1,400. The sports facilities themselves, since they fulfilled all the requirements and employed all the most modern technical advances, needed only the addition of 40 television monitors so that scores on the target could be immediately seen.

1 *General view of the precision shooting facility from the terrace situated above the 10 m gallery. In the background, the bridge which joins the precision shooting galleries to the Catalonia Police Academy facilities can be seen.*

2 *The trap and skeet area was deemed to be one of the best in the world by the technicians. The photograph shows one of the participants in the trap events.*

3 *The 10 m and the 50 m galleries were equipped with electronic targets which allowed shooters to monitor the impacts on nearby screens.*

4 *There were large scoreboards in the avenue which connected the precision shooting area with the trap and skeet area which displayed the day's shooting lists and the results obtained by the competitors.*



1



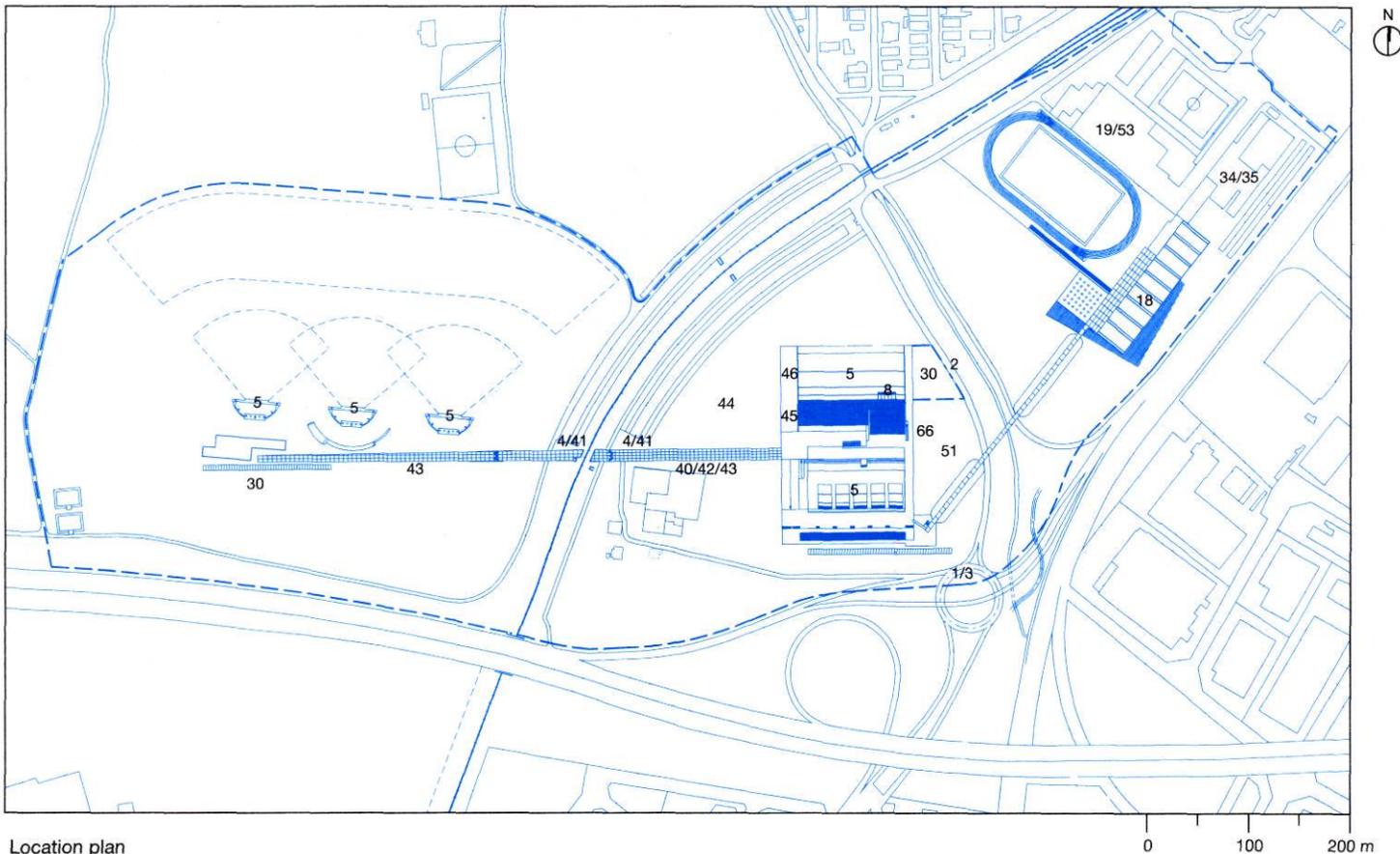
4



2



3



Location plan

Mollet del Vallès Shooting Range

Owner

Precision shooting range:
 Department of the Interior,
 Generalitat of Catalonia
 Trap and skeet range:
 INCASOL, Generalitat of Catalonia

Manager

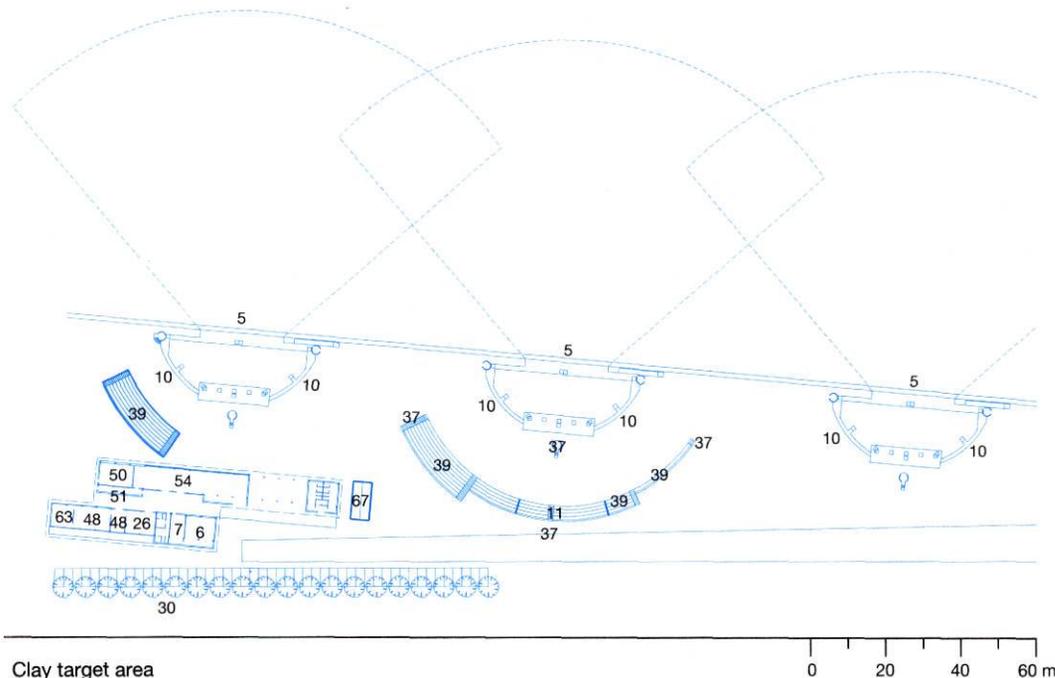
Precision shooting: Police School
 Trap and skeet: Catalan Shooting
 Federation

Opened

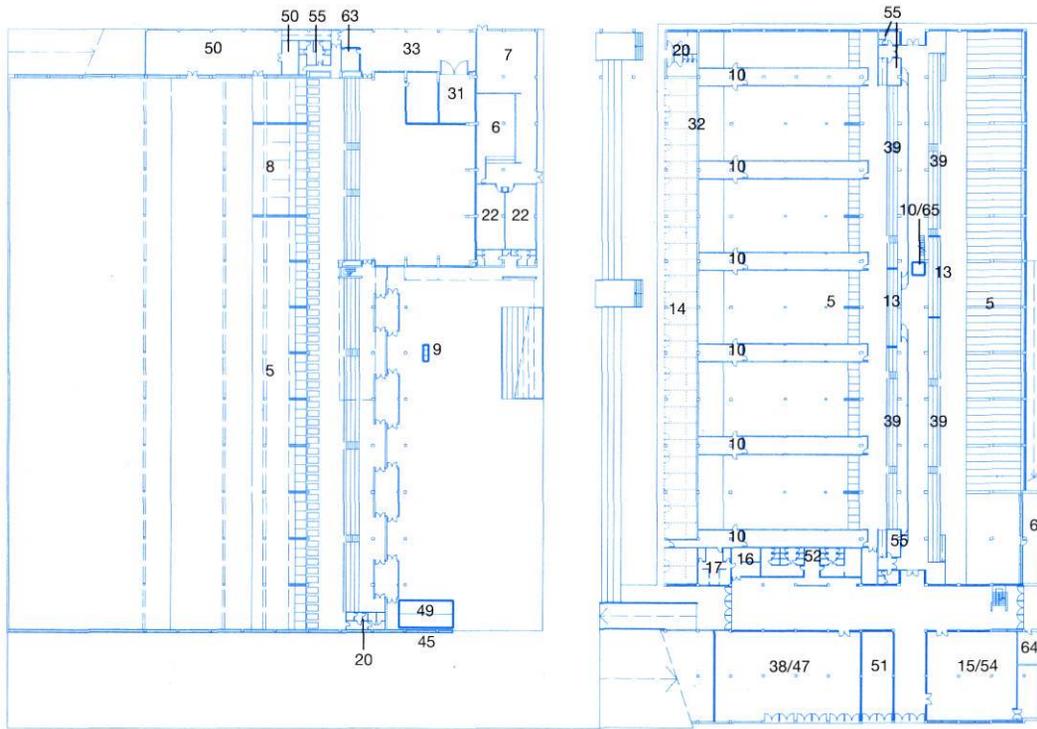
April 1992

Distances

Olympic Village:	35 km
MPC and IBC:	38 km
IOC residence:	29 km



Clay target area



Mollet del Vallès Shooting Range

Entrances

- 1 Olympic Family and maintenance vehicles
- 2 RTV technical vehicles
- 3 Pass management
- 4 Spectators

Competition area

- 5 Competition range
- 6 Armoury
- 7 Arms control
- 8 Finals gallery
- 9 Podium
- 10 Judges' position

OF stand

- 11 Seats with accreditation for trap and sheet
- 12 Seats with accreditation for finals gallery
- 13 Seats with accreditation for 10 m and 25 m gallery

Competitors' services

- 14 Equipment rooms
- 15 Rest area
- 16 Competitors' clinic
- 17 Doping control
- 18 Sports centre
- 19 Restaurant area
- 20 Toilets
- 21 Competition services
- 22 Changing rooms

IF services

- 23 UIT president's office
- 24 UIT secretaries office
- 25 UIT offices
- 26 Judges' room
- 27 Appeals committee
- 28 Competition control
- 29 Toilets

RTV

- 30 Mobile units park
- 31 Commentators' control
- 32 Camera platforms

Press

- 33 Mixed zone
- 34 Press centre
- 35 Interview room

VIPs

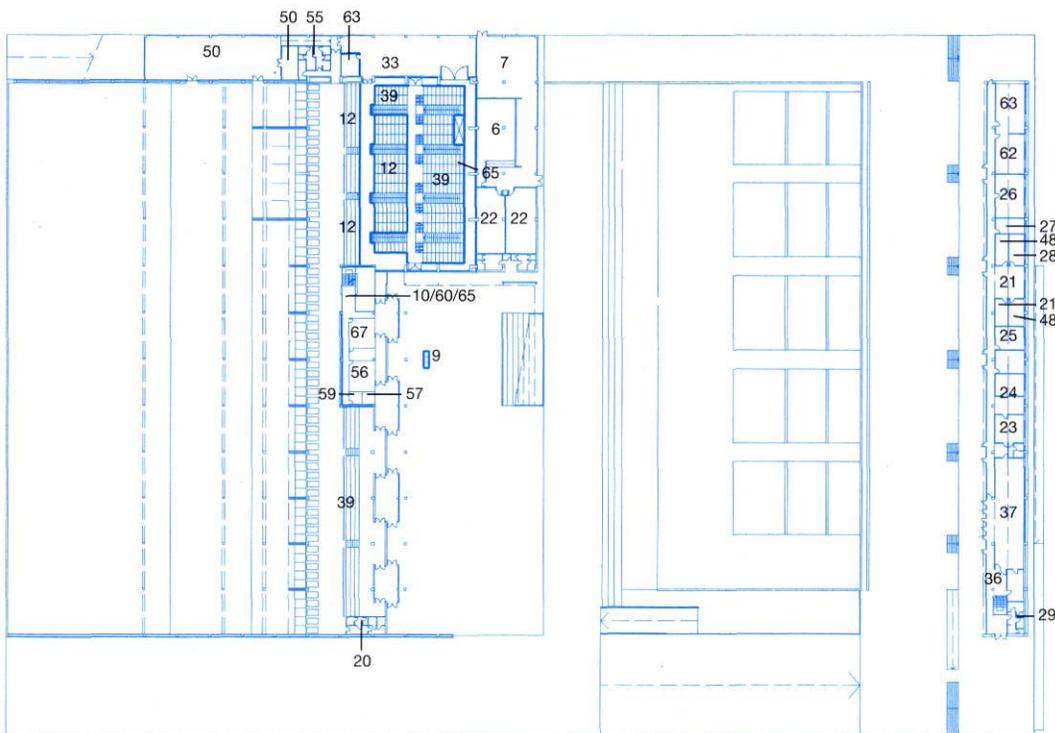
- 36 Reception centre
- 37 Lounge and restaurant area
- 38 Protocol manager's office

Spectators

- 39 Stand
- 40 Information
- 41 Ticket sales
- 42 Souvenirs
- 43 Food and drinks
- 44 Shade
- 45 Medical care
- 46 Commercial arms kiosks

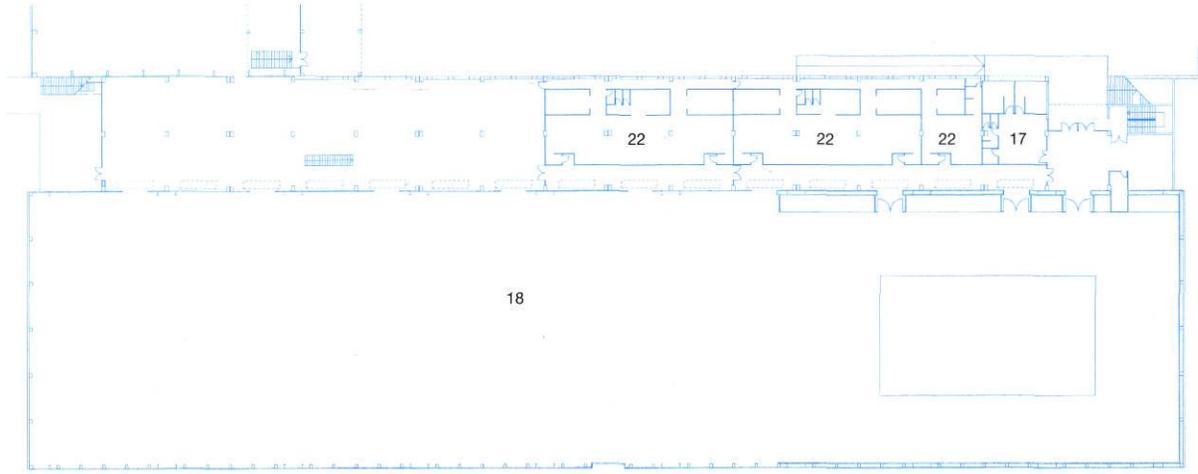
Precision shooting. Ground floor

0 20 40 m



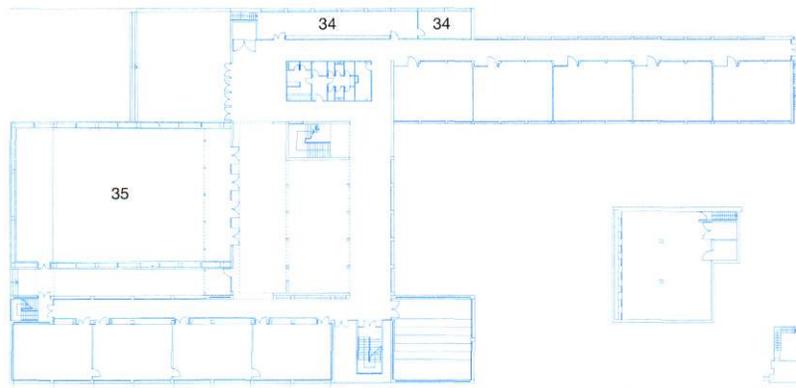
Precision shooting. First floor

0 20 40 m



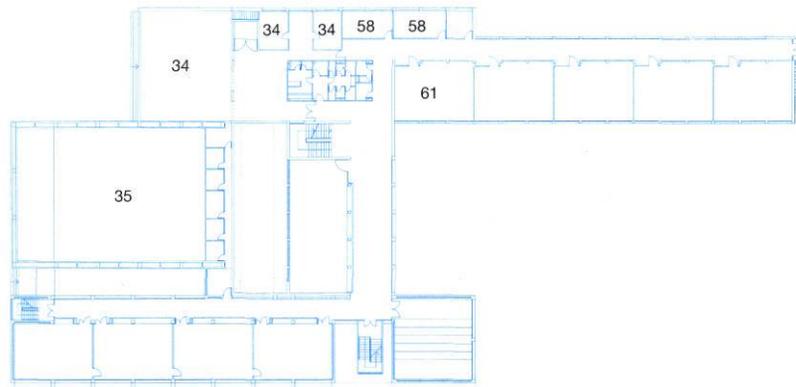
Sports centre and pool. Ground floor

0 10 20 m



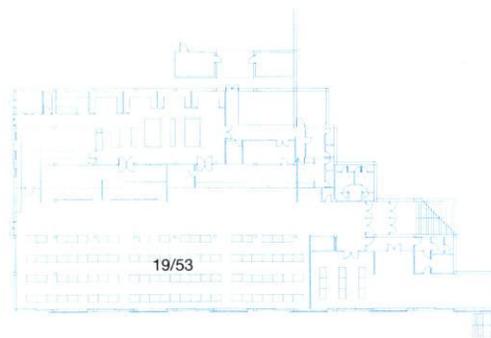
Classrooms. Ground floor

0 10 20 m



Classrooms. First floor

0 10 20 m



Canteens. Ground floor

0 10 20 m

Organisation

- 47 Organisation offices
- 48 Competition offices
- 49 Ceremonies preparation
- 50 Sports material store
- 51 Logistics store
- 52 Maintenance stores
- 53 Restaurant area
- 54 Rest area
- 55 Toilets

Technology

- 56 Telecommunications room
- 57 CATV room
- 58 Telephone services
- 59 Radio control room
- 60 Sound and PA room
- 61 Telephones
- 62 Results management room
- 63 Results publishing room

Security

- 64 Security control room
- 65 Surveillance point
- 66 Internal security room
- 67 Public security room

Terrassa Hockey Stadium

The Barcelona'92 hockey competition was held in Terrassa, the pioneer city for this sport in Spain. The facilities included two stadiums and a warm-up pitch. The municipal sports facilities in the Avinguda de l'Abat Marcet, was completely refurbished for the Olympic competition. The work was made possible by the concerted effort of Terrassa City Council, Barcelona Provincial Council, the Generalitat of Catalonia and COOB'92.

The long term project

The sports area occupies 14 hectares divided into two large sections, one of which contains a football stadium and the other the municipal hockey facilities and Terrassa Swimming Club.

The refurbishment project, the work of the architects Jaume Bach, Gabriel Mora, Carles Escudé and Josep Zazurca and of the engineer Josep M. Domènech, was a

1992 FAD prize finalist. The project was centred on ordering a space for the practice of sport which had, over the years, been the object of various partial reforms and which was, in terms of design and lay out, quite chaotic.

One of the most important aspects of the project was the transformation of the road which separated the two areas into a pedestrianised avenue which gives unity to the whole. The main entrance to the complex, respecting the integration of this element, was located in a position perpendicular to the avenue in such a way as to preserve the generic distribution of the two areas.

The football stadium is another important element of the complex. Part of this construction was originally lower than ground level but after the excavation work carried out to make it possible to sink the second level of seating, the stadium forms a large hollow above which rises the main stand which is separated from the rest of the building by two

1, 3 and 5
Terrassa Hockey Stadium is a refurbished sports facility based on an old football stadium with a lower than ground level pitch. The modernisation consisted of re-designing the whole area and the roads which separate the main stadium from the other auxiliary facilities used for matches during the Olympic Games (3) and for participating teams' training sessions. All three pitches had high quality artificial turf. The most remarkable aspect is that formed by the four large leaning floodlight towers located at each corner of the main stadium (1).

2 and 4
Entrances to Terrassa Hockey Stadium. Hockey has a long tradition in Terrassa. It was the first Catalan city to have hockey competitions and in 1909, the first hockey club was founded here.



Next page:

1,2 and 3

Three views of the modernisation of Terrassa Hockey Stadium: the main stand (1), the entrance to the main stadium (2) and the avenue which connects the two areas (3).

sunken roads which give vehicular access to the pitch. The stand was totally redesigned making it the most noticeable element and it rises above the base which resulted from the extension of the services located on the floor below.

The rest of the sports area is ordered around two axes. The point at which they cross is the site for a new half-sunken service building—the so-called *Saló* building—which is connected to the main stadium by means of a tunnel which cuts under the pedestrianised avenue.

The Olympic adaptation project

The project consisted of using the football stadium, with a capacity for 10,200 spectators as the main stadium for the Olympic hockey competition. It was consequently only necessary to modify the sports area.

The seated capacity of the hockey field was raised by 1,450 to 4,200 and it was

used as an auxiliary stadium for Olympic competitions. The third hockey pitch within the complex was adapted for use as a warm up area. All three pitches used the same artificial turf.

The project also made provisions to install the various Olympic Family services in the two buildings which the complex contains. The press centre and the general offices of the organisation were installed in the building where the Sports Department of the Town Council has its offices and where the swimming club has its social centre. The interview rooms and the rooms of the sports organisation were located in the *Saló* building which formed an access route.

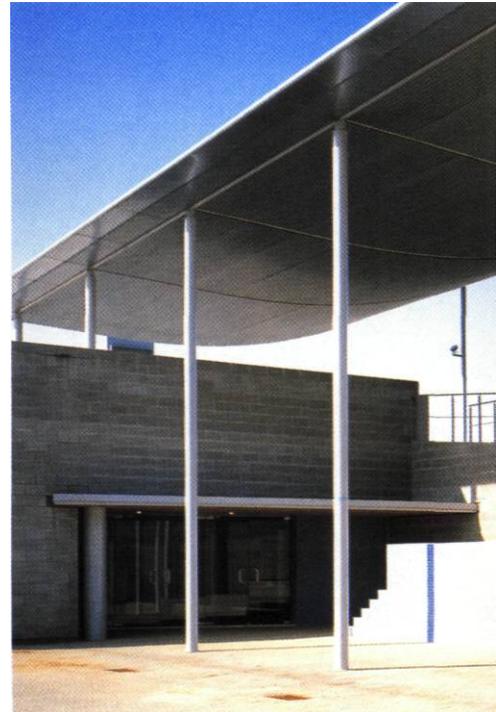
It was necessary to increment both the electrical and water supply installations for the main stadium. When the watering system was used at the same time as the public services, there was a large pressure drop. Some areas such as the interview rooms and the rest areas were over-dimensioned.



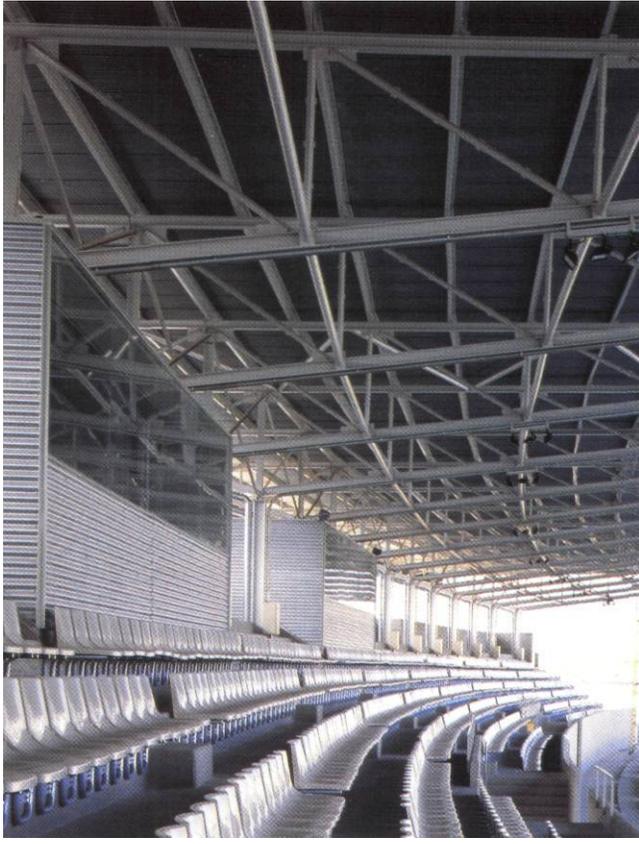
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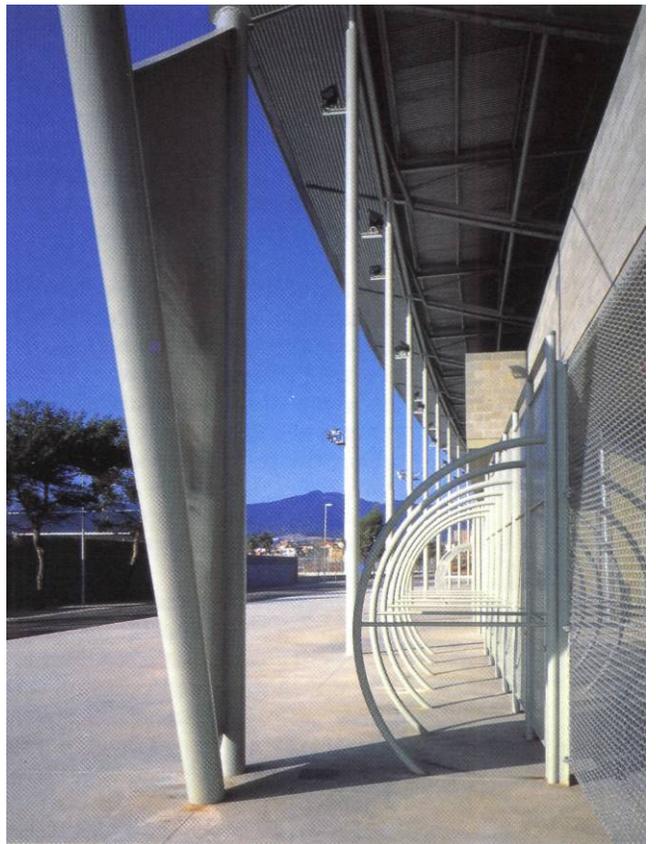
4



5



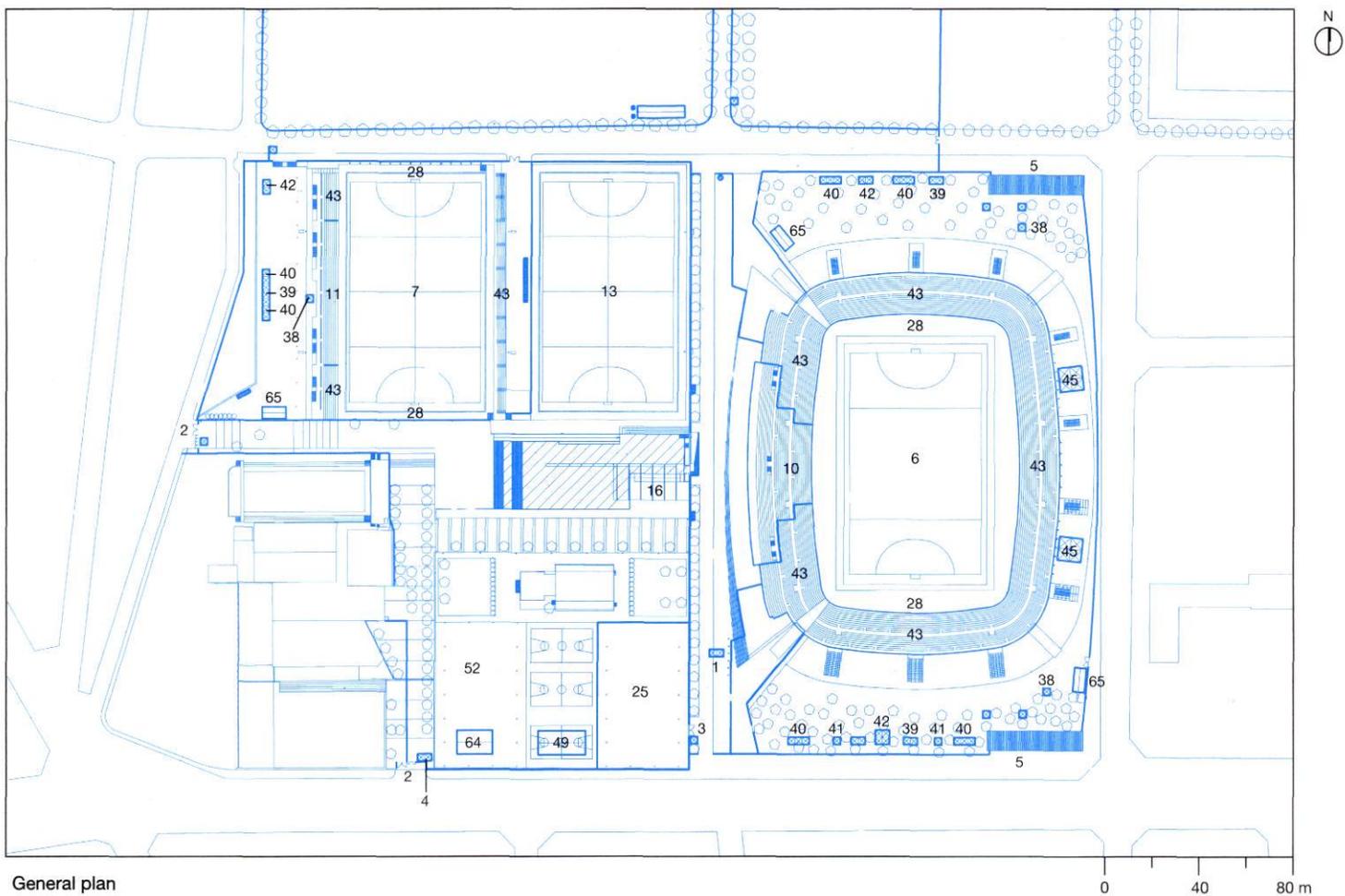
1



2



3



Terrassa Hockey Stadium

Owner

Terrassa City Council

Venue managers

Main Stadium: Terrassa Football Club. Second Stadium: Royal Spanish Hockey Federation. Warm-up pitch and sports centre: Terrassa Swimming Club

Opened

December 1991

Distances

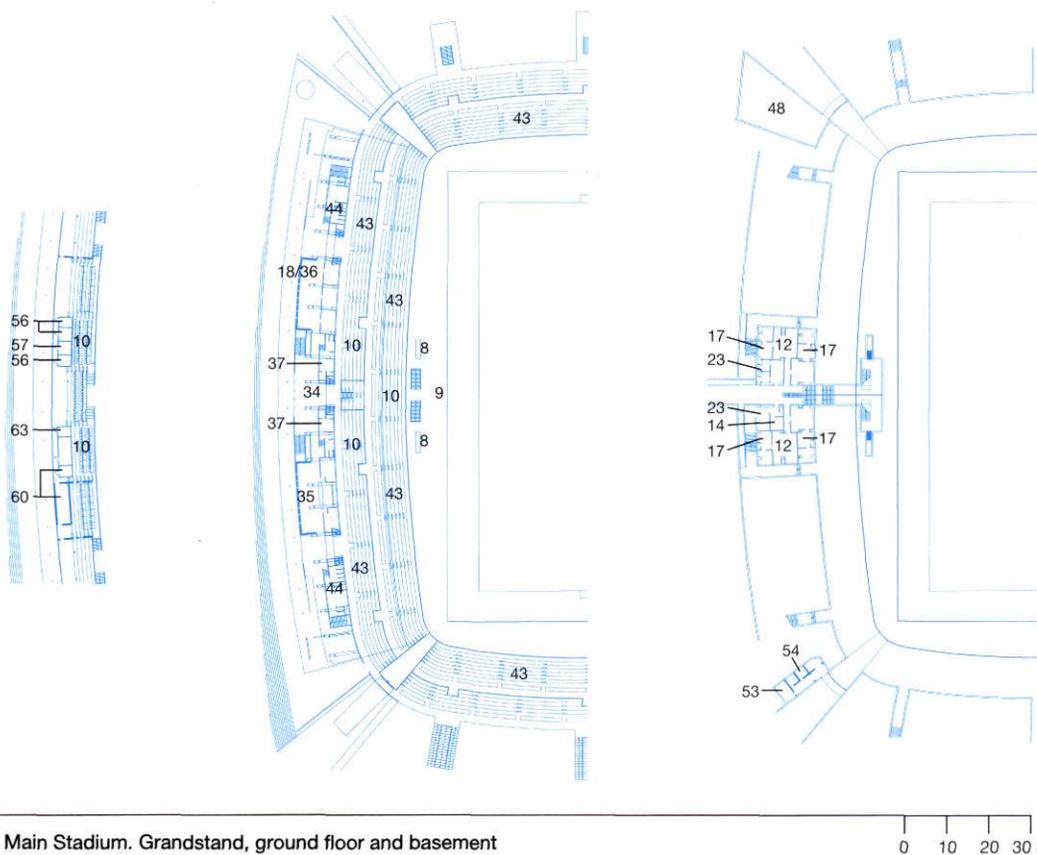
Olympic Village:	34 km
MPC and IBC:	28 km
IOC residence:	27 km

Entrances

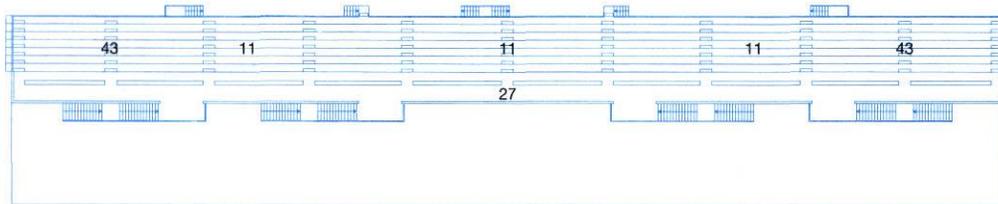
- 1 Competitors, officials, VIPs and organisation
- 2 Press and organisation
- 3 RTV vehicles
- 4 Pass management
- 5 Spectators

Competition area

- 6 Main Stadium
- 7 Second Stadium
- 8 Competitors' seats
- 9 Judges' position

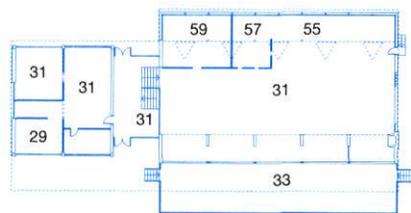


Main Stadium. Grandstand, ground floor and basement



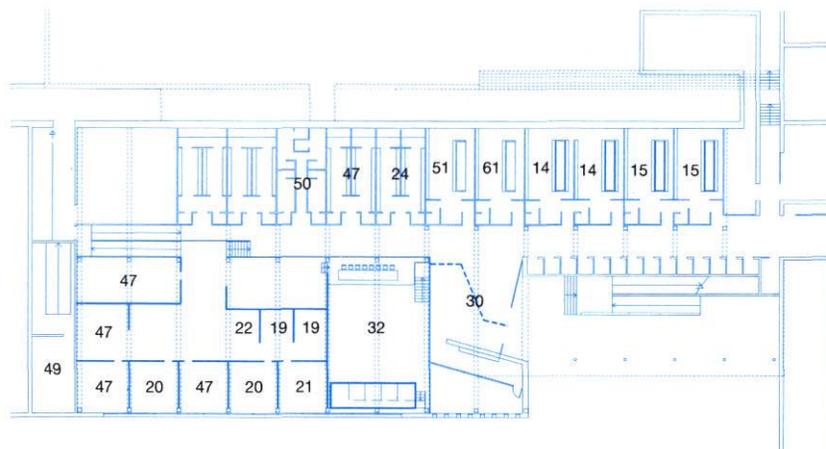
Second Stadium. Ground floor and stands

0 10 20 m



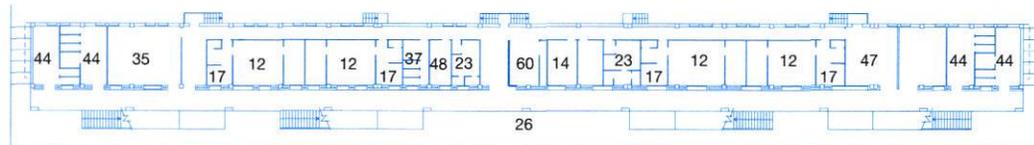
Chalet. Ground floor and basement

0 10 20 m



Foyer building

0 10 20 m



- OF stand**
 10 Seats with accreditation in the Main Stadium
 11 Seats with accreditation in the Second Stadium

- Competitors' services**
 12 Changing rooms
 13 Warm-up area
 14 Competitors' clinic
 15 Doping control
 16 Rest area
 17 Massage room

- IF services**
 18 IHF president's office
 19 IHF offices
 20 IHF technical delegates' offices
 21 Chief referee's office
 22 IHF technical delegates' assistants' offices
 23 Referees' changing rooms
 24 Judges' changing rooms

- RTV**
 25 Mobile units park
 26 Commentators' control
 27 Camera platforms on the stand
 28 Camera positions on the court
 29 RTO'92 manager's office

- Press**
 30 Mixed zone
 31 Press centre
 32 Interview room
 33 Rest area

- VIPs**
 34 Reception centre
 35 Rest area
 36 Protocol manager's office
 37 Toilets

- Spectators**
 38 Information
 39 Souvenirs
 40 Food and drinks
 41 Book stall and film and video
 42 Medical care
 43 Stand
 44 Toilets
 45 Shade

- Organisation**
 46 Organisation offices
 47 Competition offices
 48 Sports material store
 49 Logistics store
 50 Toilets
 51 Changing rooms
 52 Lounge and restaurant area

- Technology**
 53 Telecommunications room
 54 CATV room
 55 Telephone services
 56 Sound control room, PA and scoreboards
 57 Telephones
 58 Results management room
 59 Photocopy room
 60 Results publishing room
 61 Radio control room

- Security**
 62 Security control room
 63 Surveillance point
 64 Internal security room
 65 Public security room

1 and 2
Six matches forming part of the preliminary phase of the Olympic football competition were held at the Nova Creu Alta Stadium in Sabadell.

The Nova Creu Alta Stadium, Sabadell

The Nova Creu Alta Stadium, located in the district of the same name, is the home ground of the UE Sabadell football team. It has a capacity for 16,000 seated spectators and it was one of the five grounds at which the Olympic football competition was held. The refurbishment of the facilities was financed by Sabadell City Council and COOB'92.

The long term project

The stadium is an isolated building consisting of a covered stand and the pitch is surrounded by terraces. The stand, a concrete construction, is aligned with the adjacent road and has two stories which close off the space beneath the seating. The surrounding terraces are supported by earth banks which form the seating space on the inside while marking off a partially gardened area where the entrances are located on the outside.

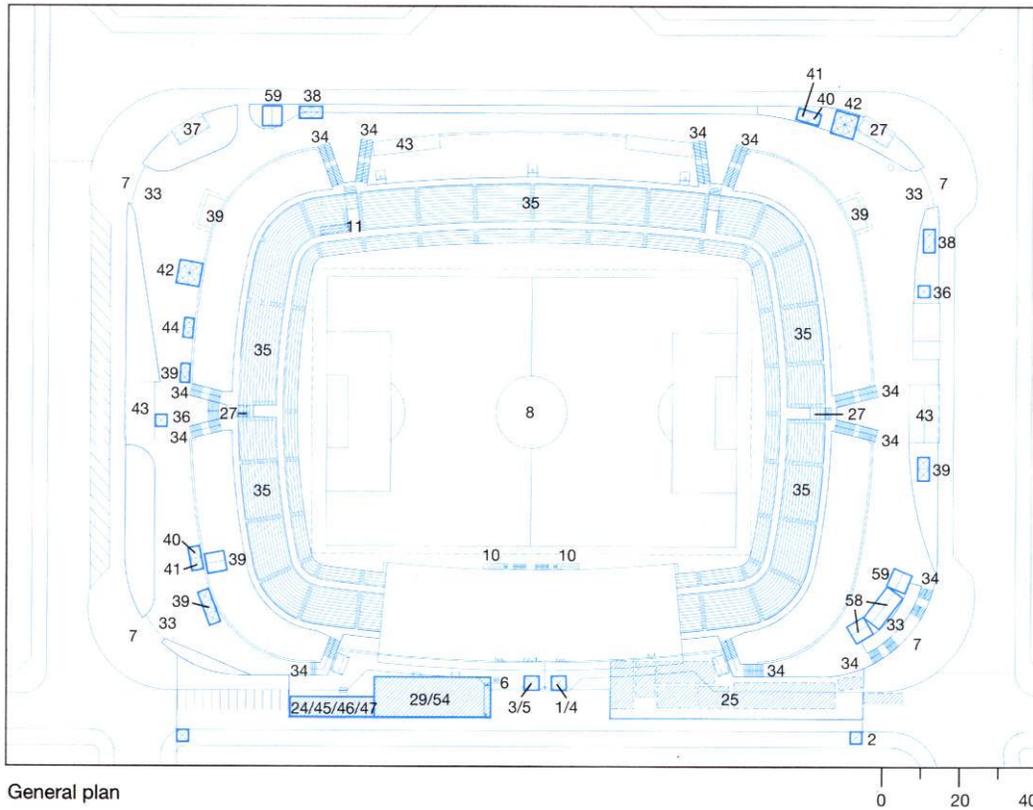
The refurbishment project, the work of the architect Ernest Compta, also included the modernisation of the changing rooms, the offices, the VIP lounge, the medical services and general installations which were in a dilapidated state.

The Olympic adaptation project

The modernisation project solved many of the problems posed. One of the most complex aspects of the adaptation project was the creation of spaces inside the building to accommodate the specific Olympic Family services. The temporary extensions outside the stadium were marquees in the street adjacent to the building's facade.

The layout at the facilities was such that it was possible to locate all the kiosks containing services for the public in the busiest route between the entrances and the terraces and this made the necessary division between the public and the Olympic Family much easier.





Nova Creu Alta Stadium, Sabadell

Owner	Sabadell City Council
Manager	UE Sabadell
Opened	20 August 1967
Distances	
Olympic Village:	24 km
MPC and IBC:	28 km
IOC residence:	25 km

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators

Competition area

- 8 Competition pitch
- 9 Competitors' tunnel
- 10 Team benches
- 11 Maintenance tunnel

OF stand

- 12 Presidency and VIPs
- 13 RTV commentators
- 14 Press desks and seats
- 15 Competitors and organisation

Competitors' services

- 16 Changing rooms
- 17 Massage room
- 18 Competitors' clinic
- 19 Doping control

IF services

- 20 FIFA president's office
- 21 FIFA offices
- 22 Referees' and judges' changing rooms
- 23 Appeals Jury room
- 24 Technical delegate's office

RTV, Press and VIPs

- 25 Mobile units park
- 26 Commentators' control
- 27 Camera platforms
- 28 Mixed zone
- 29 Press centre
- 30 Reception centre
- 31 Rest area
- 32 Entrance to the stand

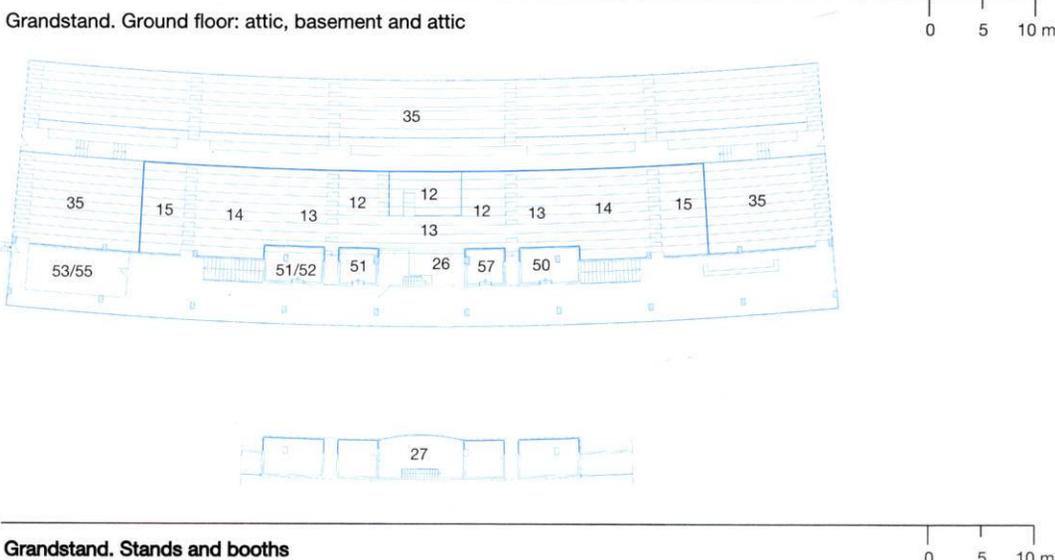
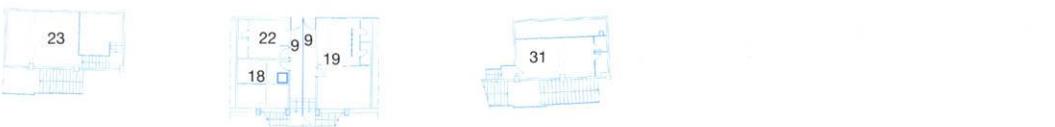
Spectators and organisation

- 33 Entrance
- 34 Entrance to the stand
- 35 Stand
- 36 Information
- 37 Ticket sales
- 38 Souvenirs
- 39 Food, drinks and ice-creams
- 52 Souvenirs
- 40 Film and video
- 41 Book stall
- 42 Medical care
- 43 Toilets
- 44 Bank service
- 45 Director's office
- 46 Organisation offices
- 47 Competition offices
- 48 Logistics store

Technology and security

- 49 Telecommunications room and CATV
- 50 Radio room
- 51 Sound and PA room
- 52 Scoreboard control room
- 53 Results management room
- 54 Results publishing room
- 55 Computer terminals control room
- 56 Security control room
- 57 Surveillance point
- 58 Internal security room
- 59 Public security room

304



1

The 100 km team time trial started and finished at the Circuit de Catalunya, normally used, not for cycling, but for motor cycle and car racing.

The A-17 cycling circuit

The 100 km team time trial was held on Sunday July 26 and followed a course which started and finished at the Circuit de Catalunya, which is usually used for car or motorcycle races in Montmeló, 20 km from Barcelona. The course is 4,747 m long, the minimum width is 11 m and the minimum radius of the curves is 31.5 m.

The cyclists started by circuiting the course which has a maximum gradient of 2.2% and then they followed the A-17 motorway and the Avinguda Meridiana into Barcelona. They then returned to the course to complete another circuit and to complete the 100 km the teams returned again to the centre of Barcelona by the same route and cycled back to complete a third and final circuit of the course.

The most important work financed by COOB'92 was the widening and paving of the route which connects the circuit track with the access road. The expansion joints on the motorway bridges were also temporarily sealed.

The Olympic adaptation project

The main aim of the adaptation project was to take full advantage of the permanent facilities at the Circuit de Catalunya which easily lent themselves to the needs of the Olympic cycling competition.

The Circuit de Catalunya already had many permanent installations which were used during the Olympic competition such as a press room, control rooms, stands and an interview room. The fixed TV commentary boxes, however, were not used since the Olympic television authorities requested desks on the main stands for the TV commentators so that they would have a better view as was the case at other competition sites.

In order to provide TV coverage there were outside broadcast units at three locations along the course: one at the Circuit de Catalunya to cover the start, intermediate circuits and finish; another in the Avinguda Meridiana to cover the teams' 180° turns and a third at a base



station at a halfway point to where the helicopters retransmitted the signals they received from the motorcycles following the race.

Closing the circuit off was very complicated since it involved closing the motorway for the minimum time necessary to traffic coming from outside Barcelona. One carriageway of the motorway was also closed for the official training sessions held three days before the event but the Avinguda Meridiana was kept open on that occasion.

Large traffic jams were expected but the publicity campaign prior to these events and the cooperation of the citizens meant that traffic flowed smoothly in the area throughout.

It is calculated that some 105,000 spectators saw the cycling in Barcelona and that there were 2,000 spectators at the Circuit de Catalunya.

¹
The Spanish team, which was placed 15th, during the 100 km team time trial.



A-17 Cycling Circuit

Owner

Reial Automòbil Club de Catalunya (RACC)

Manager

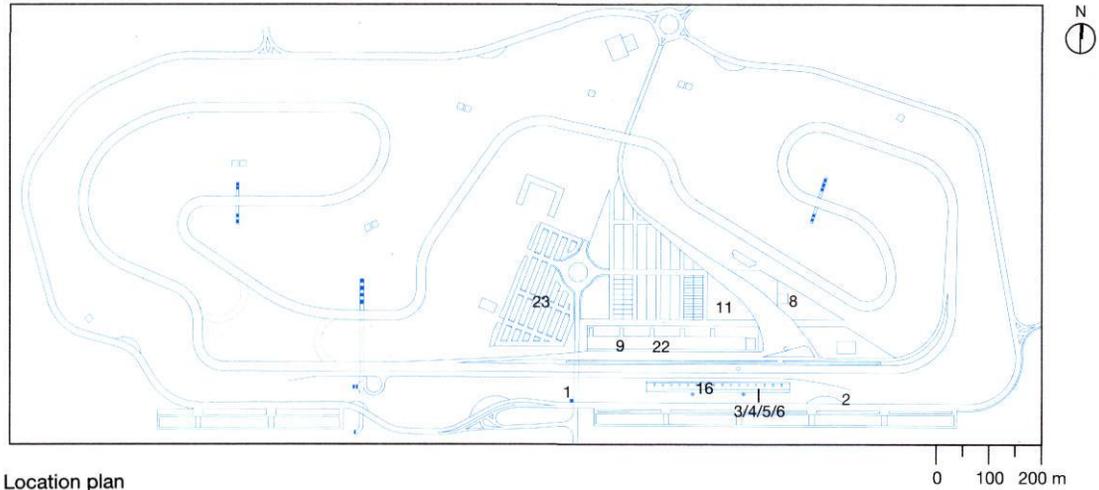
Circuits de Catalunya SA

Opened

1991

Distances

Olympic Village: 25 km
MPC and IBC: 28 km
IOC residence: 27 km



Location plan

Entrances

- 1 Competitors, officials, organisation and RTV
- 2 Spectators and VIPs

OF stand

- 3 VIPs
- 4 RTV commentators and observers
- 5 Press desks
- 6 Competitors and organisation

Competitors' services

- 7 Participants' services
- 8 Competitors' clinic, doping control and spectators' medical care
- 9 Team sheds

IF services

- 10 Appeals Jury room

RTV

- 11 Mobile units park
- 12 Commentators' control

Press

- 13 Press centre
- 14 Interview room

VIPs

- 15 Rest area

Spectators

- 16 Stand
- 17 Souvenirs
- 18 Food and drinks

Organisation

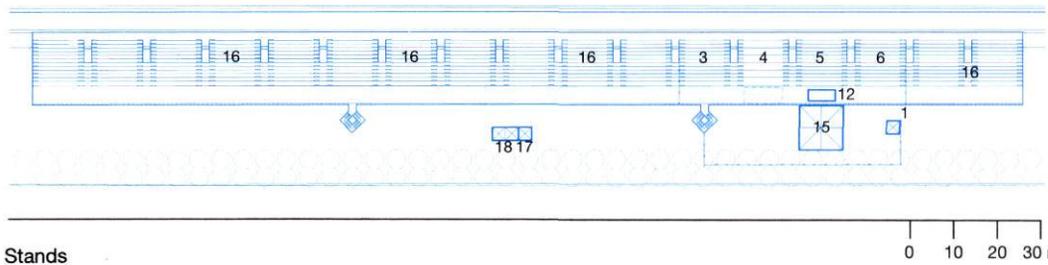
- 19 Offices
- 20 Ceremonies preparation
- 21 Logistics store
- 22 Lounge and restaurant area and drivers' reception centre
- 23 Olympic fleet car park

Technology

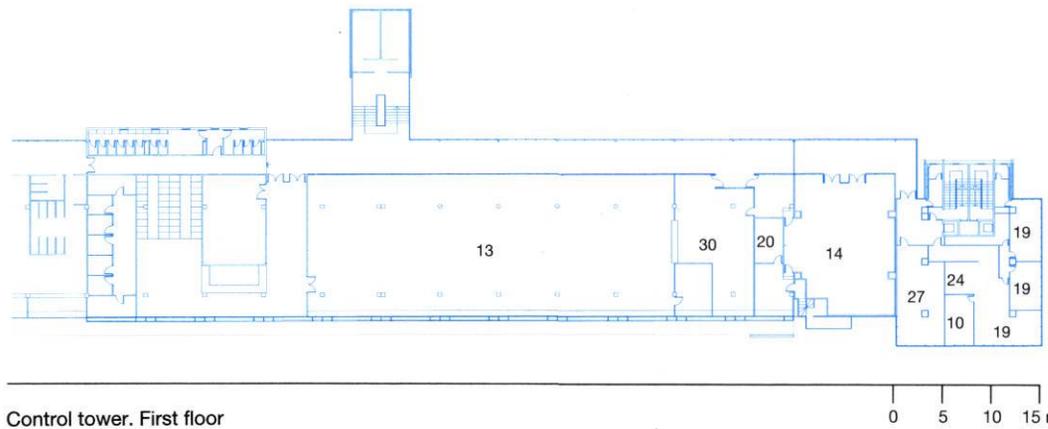
- 24 CATV room
- 25 Telephone room
- 26 Radio control
- 27 Sound and PA room
- 28 Time-keeping and Scoreboard control room
- 29 Results management room
- 30 Results publishing room

Security

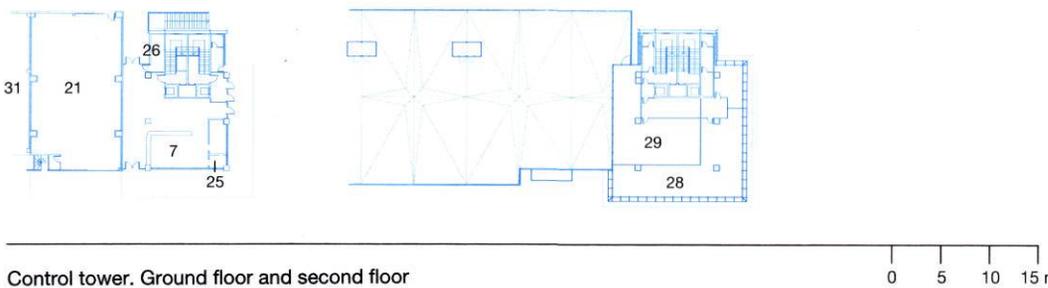
- 31 Internal security room



Stands



Control tower. First floor



Control tower. Ground floor and second floor

The Sant Sadurní Cycling Circuit

The men's and women's individual road races were held on Sunday July 26 and Sunday August 2 on a 16 km circuit which started and finished in Sant Sadurní d'Anoia, a town some 40 km from Barcelona. In the women's events there were five laps and in the men's there were twelve.

The long term project

It was necessary to carry out some work of a permanent nature in order to stage the events. A stretch of road some 7 km long was widened to 6 m, two small blocks of buildings were demolished in Sant Sadurní d'Anoia town centre in order to improve the cyclists' route, the sides of the Avinguda de Sant Quintí in Sant Sadurní d'Anoia where the starting and finishing line was located were repaved and a 3 km stretch of the road which runs

between Vilafranca del Penedès and Sant Sadurní was resurfaced.

All the support facilities for the cycling events were of a temporary nature and were concentrated on both sides of the Avinguda de Sant Quintí. A municipal building near the starting and finishing line was also used to house store-rooms and the organisation offices. The press centre was the same as the one used at the Pavelló de l'Ateneu de Sant Sadurní where the roller hockey competitions were held.

The Olympic adaptation project

The adaptation project concentrated on the starting and finishing stretch. The various facilities were arranged in line: the stands and other public services were located along one side of the road and the facilities for the Olympic Family were located on the other.

¹
Final sprint of the individual road race held on the Sant Sadurní cycling circuit.

^{2, 3, 4, 5 and 6}
The finishing line was in the Avinguda de Sant Quintí in Sant Sadurní d'Anoia (2 and 5). The kilometre-long avenue was widened to accommodate all the necessary services as part of the Olympic adaptation project including the photo finish control tower (3) and the space reserved for the outside broadcast units (4 and 6).



1



2



4



3

⁷
Meeting points and bicycle repair facilities provided by the organisation.

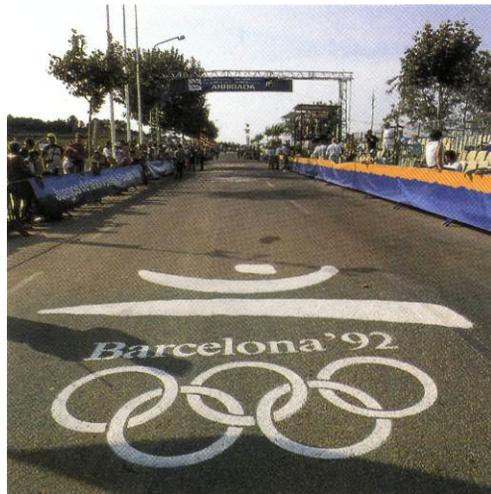
Along the final kilometre there was an outside broadcasting unit, the Olympic Family stand, the photo finish tower, the chemical toilets, the electrical generators, marquees and various kiosks. On the other side of the road, in the municipal building there was the general store-room, the organisation offices, the doping control room and a large rest area for the volunteers. In addition there were two technical assistance points on the circuit.

Five outside broadcasting units were needed for TV coverage; one at the starting stretch, two on the circuit, one at the base station where the helicopters retransmitted the signals they received from the motorcycles following the race and one between Sant Sadurní and Barcelona, which acted as a relay station.

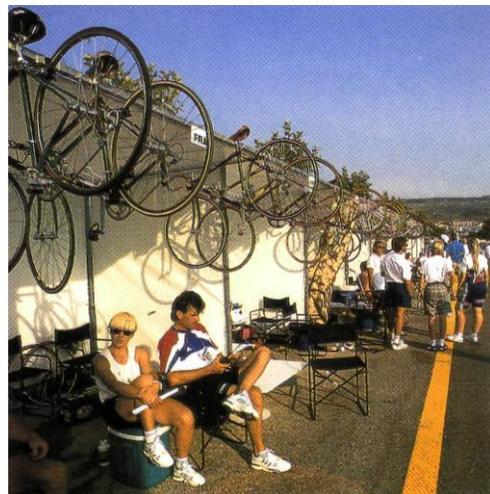
The aspect of the adaptation which caused most difficulty was the supply of fuel to the electrical generators at the outside

broadcast units since some of them were very isolated and the fuel tankers encountered many difficulties in reaching them.

Despite the fact that there was a lack of space along the final stretch everything worked well and the dimensioning was sufficient. Some 90,000 spectators followed the various events on the two days of competition.



5



7



6



Location plan

Sant Sadurní Cycling Circuit

Distances

Olympic Village:	47 km
MPC and IBC:	43 km
IOC residence:	39 km

Entrances

- 1 Competitors, press, organisation and VIPs
- 2 RTV technical vehicles
- 3 Spectators

OF stand

- 4 Seats with accreditation

Competitors' services

- 5 Massage room
- 6 Competitors' clinic (ground floor)
- 7 Doping control
- 8 Rest area
- 9 Bicycle workshop
- 10 Team sheds

IF services

- 11 FIAC work room

RTV

- 12 Mobile units park
- 13 Commentators' control

VIPs

- 14 Rest area

Spectators

- 15 Stand
- 16 Souvenirs
- 17 Food and drinks
- 18 Medical care
- 19 Toilets

Organisation

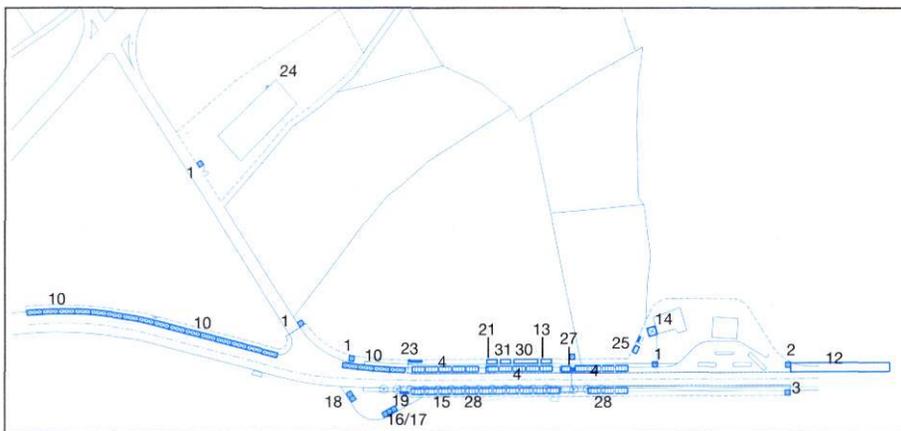
- 20 Offices
- 21 Ceremonies preparation
- 22 Store
- 23 Toilets
- 24 Lounge and restaurant area and drivers' reception centre

Technology

- 25 Telephone service
- 26 Radio control room
- 27 Photofinish tower
- 28 Scoreboards
- 29 Scoreboard stores
- 30 Results management room
- 31 Results publishing room

Security

- 32 Security control room (first floor)
- 33 Internal security room



General plan of the finishing strait



General plan of the service building

1, 2, 3 and 4
Details of the new L'Hospitalet de Llobregat Baseball Stadium, built before the Olympic Games to hold the preliminary events and the final of the Olympic baseball competition.

L'Hospitalet Baseball Stadium

L'Hospitalet de Llobregat was one of the two subsites where baseball competitions were held. L'Hospitalet Baseball Stadium was built for the Olympic Games and will continue in the future to be used for the practice of this sport.

The Stadium is located in an area known locally as the Olympic Isle which borders on the Bellvitge district. According to the partial plan by L'Hospitalet City Council, this area will also be the location for a stadium with a capacity for 10,000 spectators, a sports complex, a football ground, a rugby pitch, a variety of open air sports tracks and pitches, an open air swimming pool and an athletes' residence.

The facility was put to the test with the 10th International IBA Cup which was held from 2 to 13 July 1991 as part of the Competitions'91 programme. The building was financed by L'Hospitalet City Council, Barcelona Provincial Council, the Generalitat of Catalonia and COOB'92.

The long term project

The stadium is the work of the architects Mario Corea, Francesc Gallardo and Edgardo Mannino. There are entrances from the two built-up roads which define its limits.

The general structure of the Stadium conforms to the shape of a baseball pitch and its orientation is defined by the rule that the striker must face north.

On a level -0.85 m below the pitch, there are the entrances for VIPs and athletes as well as most of the competition services such as the changing rooms, the gymnasium, the health care areas, technical control rooms and the store-rooms. The warm-up area was also on this level behind the two bull pens as well as the ceremonial entrance to the centre of the pitch.

The entrances for the general public are at ground level and consist of four turnstiles with a protective glass porch. From here, access is gained to the upper level of the



The baseball Stadium, with a capacity for 2,500 spectators, is well equipped to stage elite competitions.





stand by means of a bridge over the VIP entrance.

On the upper level, +2.55 m above ground level, are located the services for the public and the entrances to the high stands as well as the platforms upon which extra seating was located temporarily for the duration of the Games. Beneath the steps which form the public entrance are located all the services required to make the stadium function: the telephone switchboard the 1,000 kW electrical transformer, the general electrical installations and an electrical generator.

The Olympic adaptation project

The long term project already provided for many of the Olympic requirement and this made the later Olympic adaptation project easier. Nevertheless, the stadium was provided with new temporary services and facilities. Several spaces were adapted for Olympic purposes and the circulation

routes of the different groups were separated to ensure security and convenience. As a consequence, the permanent parking facilities were temporarily used for a variety of Olympic organisation services.

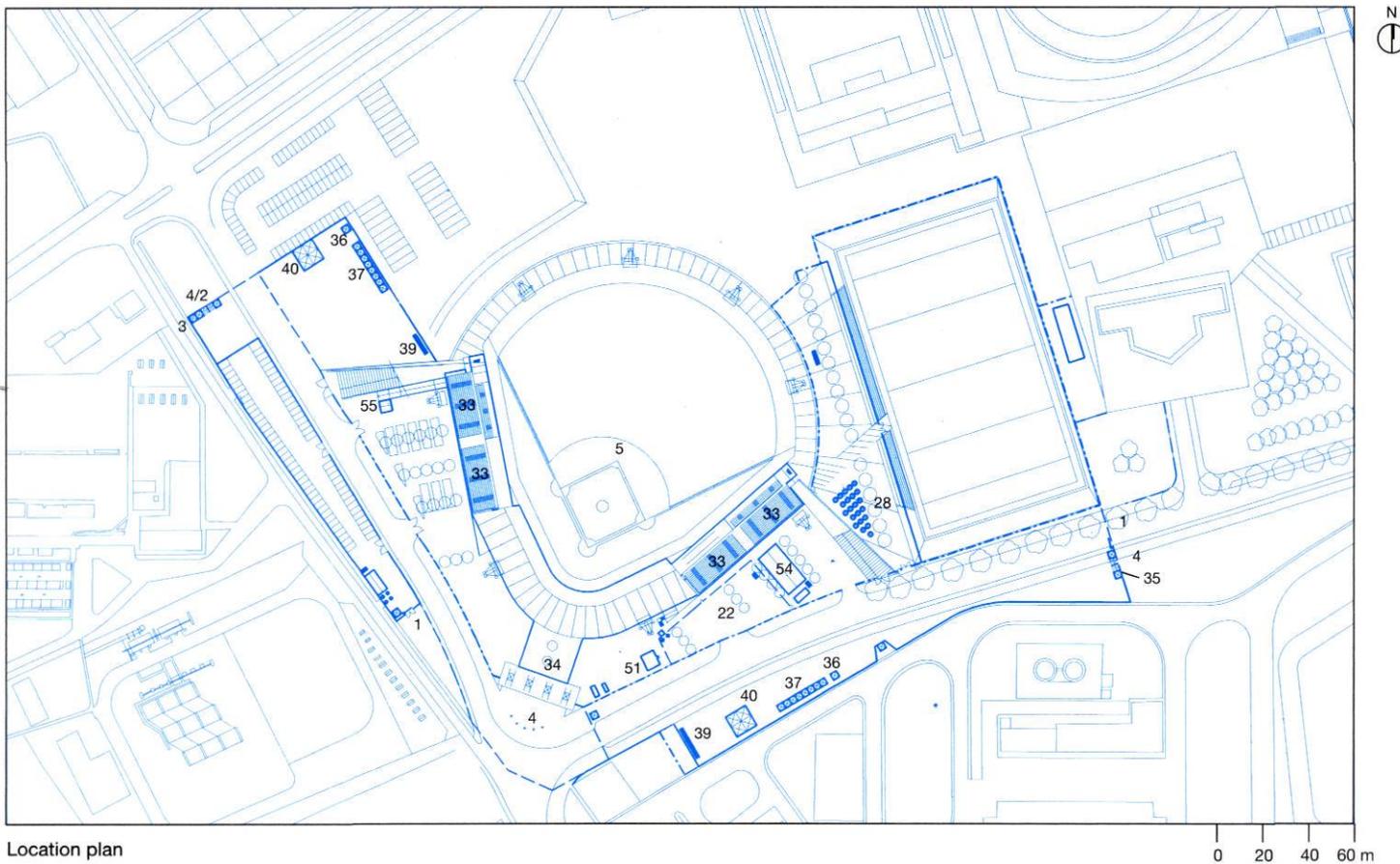
The most important aspect of the project was to extend the maximum permanent capacity of the stadium by 2,494 seats, to 7,000. The temporary stands, specially designed for the purpose, were constructed on two permanent platforms adjacent to the central covered stand.

Outside, the kiosks containing services for the public, the canvas panels and the signposting created a note of colour and festivity.

¹
The public services area and the accesses to the stands are on the upper level.

²
The most important aspect of the Olympic adaptation was to temporarily increase the seating capacity by 2,500 to bring it up to 7,000.





Location plan

L'Hospitalet de Llobregat Baseball Stadium

Owner

L'Hospitalet de Llobregat City Council

Manager

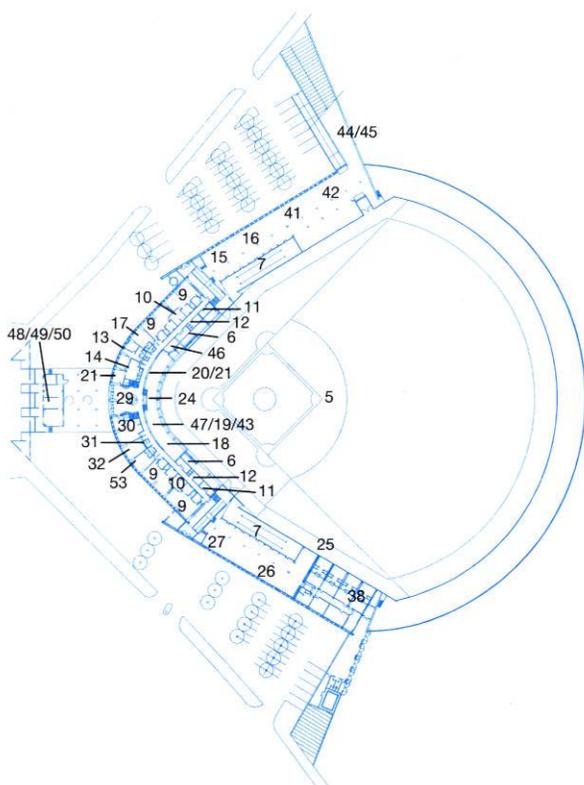
L'Hospitalet de Llobregat City Council

Opened

July 1991

Distances

Olympic Village:	12 km
MPC and IBC:	5.5 km
IOC residence:	7.5 km



Ground floor

0 20 40 60 m

**L'Hospitalet de Llobregat
Baseball Stadium**

Entrances

- 1 Olympic Family vehicles
- 2 Competitors, press and organisation
- 3 Pass management
- 4 Spectators

Competition area

- 5 Competition pitch
- 6 Bench
- 7 Bull pen

OF stand

- 8 Seats with accreditation

Competitors' services

- 9 Changing rooms
- 10 Massage room
- 11 Material store and workshop
- 12 Toilets
- 13 Competitors' clinic
- 14 Doping control
- 15 Lounge and restaurant area

IF services

- 16 IBA offices
- 17 Referees' and judges' changing room
- 18 Referees' and judges' work room
- 19 Appeals Committee room
- 20 IBA technical sports committee room
- 21 Referees' room

RTV

- 22 Mobile units park
- 23 Commentators' control
- 24 Camera platforms

Press

- 25 Mixed zone
- 26 Press centre
- 27 Interview room
- 28 Rest area

VIPs

- 29 Reception and information
- 30 Rest area
- 31 Toilets
- 32 Protocol manager's office

Spectators

- 33 Stand
- 34 Information
- 35 Ticket sales
- 36 Souvenirs
- 37 Food and drinks
- 38 Medical care
- 39 Toilets
- 40 Shade

Organisation

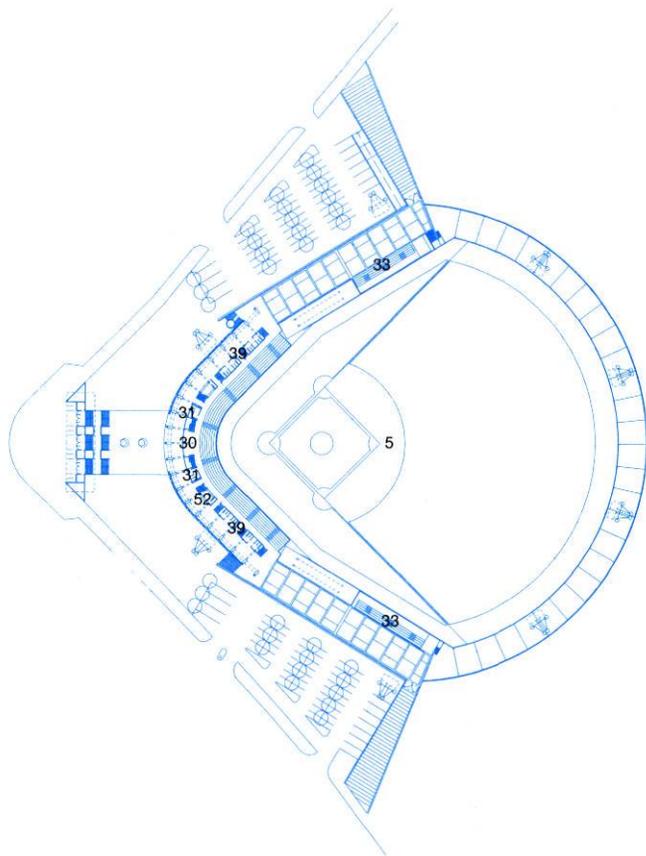
- 41 Organisation offices
- 42 Rest area
- 43 Competition offices
- 44 Logistics store
- 45 Sports material store

Technology

- 46 Sound control room
- 47 Results management room and Scoreboard control
- 48 CATV room
- 49 Telecommunications room
- 50 Radio control room
- 51 Results management room
- 52 Results publishing room

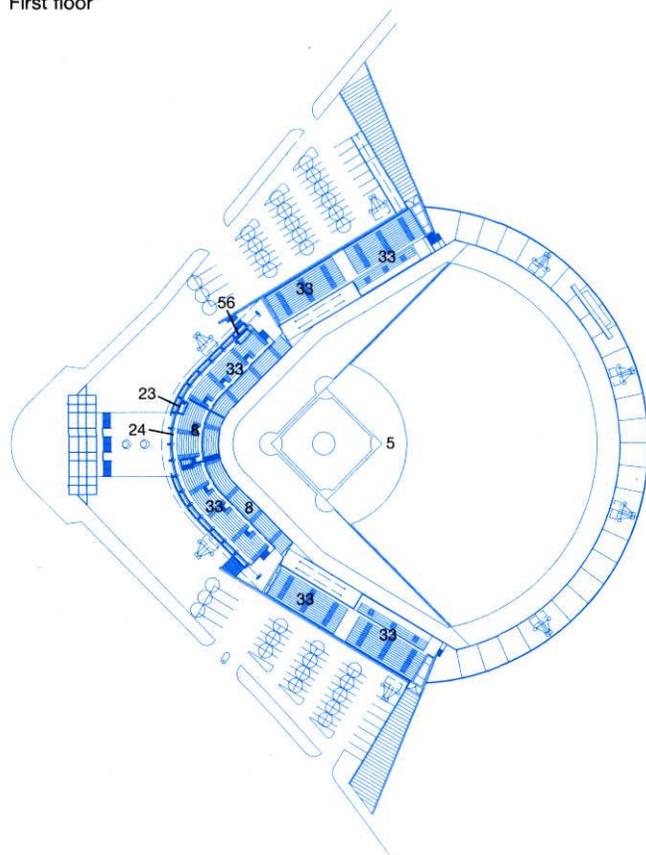
Security

- 53 Security control room
- 54 Internal security room
- 55 Public security room
- 56 Surveillance point



First floor

0 20 40 60 m



Second floor

0 20 40 60 m

1
Viladecans Baseball Stadium, opened in 1989, is built on three levels. The lower level contains the sports rooms. Two staircases lead from this level to the public services under the stands and to the upper level from where access is gained to the seating. The stadium has a capacity for 1,300 spectators but this was temporarily increased to 4,000 for the duration of the Olympic Games.

2
The Viladecans Baseball Stadium was also used for training by the competing teams.

Viladecans Baseball Stadium

The Viladecans Baseball Stadium, which was opened in 1989, was one of the two stadiums at which the baseball competition of the Games of the XXV Olympiad were held. The refurbishment of this building to bring it up to Olympic competition standard was financed by Barcelona Provincial Council, the Generalitat of Catalonia and COOB'92.

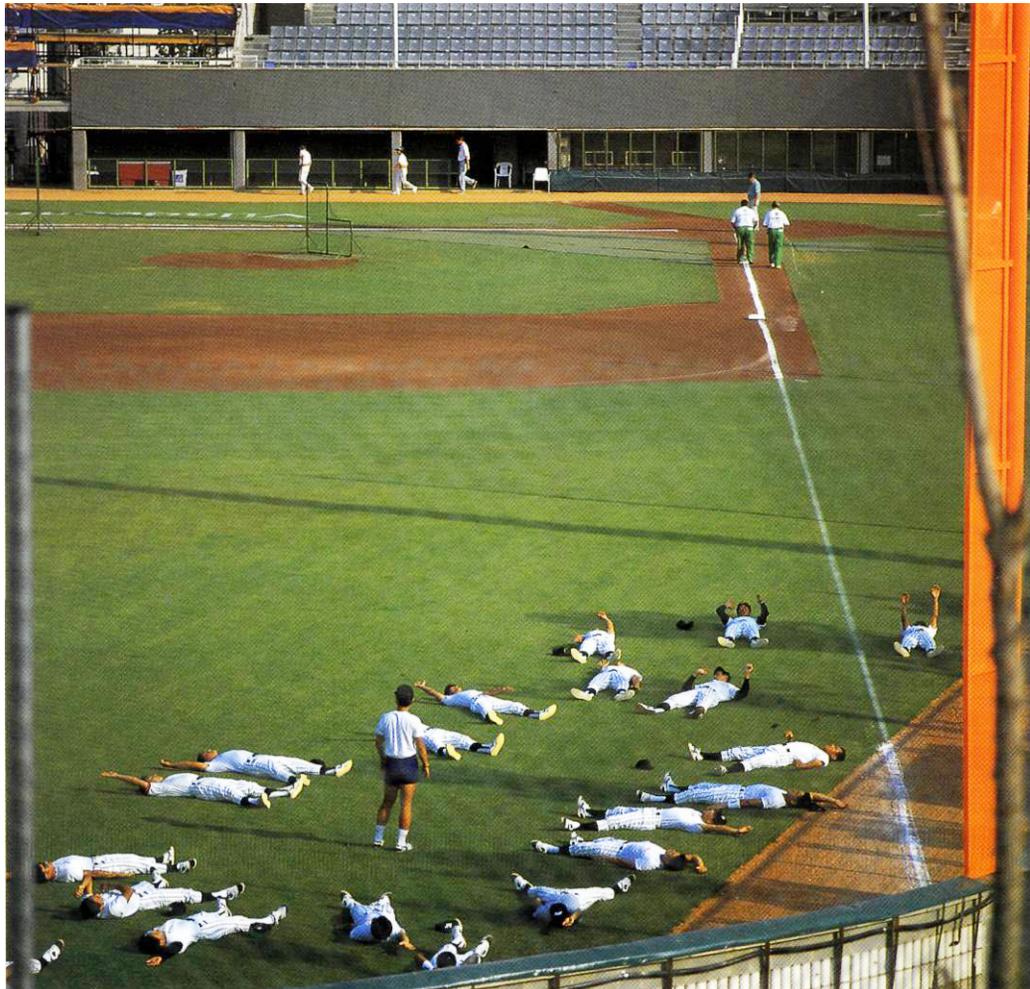
The long term project and the Olympic adaptation

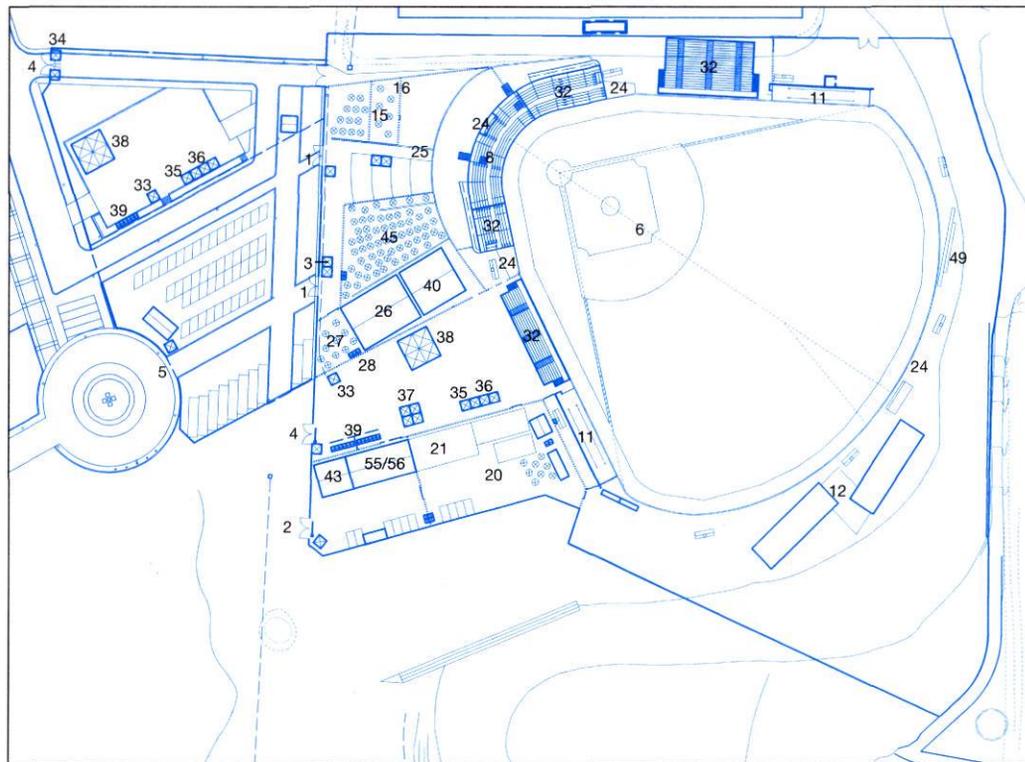
The building, the work of the architect Pere Serra, is structured on three levels. On the ground floor are the sports rooms to which access is gained from the road. There are two staircases and two ramps leading from this floor to the upper floors. The public service areas are located on the middle floor under the stands.

The aim of the adaptation project, the work of the architects Francisco Gallardo and

Edgardo Mannino, was to make the stadium suitable for elite competitions. The project involved the enlargement of the benches, the construction of two bull pens and two batting tunnels for training, adapting the perimeter wall, and providing supports and protective nets to comply with the regulations. The supporting base for the temporary stands was also prepared and the floodlights, which were insufficient and badly located, were replaced with eight new 35 m high floodlight towers. The electrical installations were improved and the internal distribution for the competition services was modified as necessary.

Due to the reduced dimensions of the sports facility, the two main aims of the adaptation project were to enlarge the seating capacity and enlarge the spaces for public and Olympic Family services. Outside the stadium, in an area of almost 10,000 m², numerous marquees were erected to accommodate the press area, the organisation, security and the store-rooms. Kiosks were provided for some of the services to the public.





Location plan

0 20 40 60 m

Viladecans Baseball Stadium

Owner

Viladecans City Council

Manager

Viladecans City Council

Opened

June 1989

Distances

Olympic Village:	18 km
MPC and IBC:	14 km
IOC residence:	12 km

Entrances

- 1 Competitors, officials, press, VIPs and organisation
- 2 RTV technical vehicles
- 3 Pass management
- 4 Spectators
- 5 Olympic Family vehicles

Competition area

- 6 Competition pitch
- 7 Bench

OF stand

- 8 Seats with accreditation

Competitors' services

- 9 Changing rooms
- 10 Massage room
- 11 Bull pen
- 12 Access tunnels
- 13 Competitors' clinic
- 14 Doping control
- 15 Lounge and restaurant area
- 16 Toilets

IF services

- 17 Referees' and judges' changing room
- 18 Sports-technical committee room
- 19 Appeals Committee room

RTV and Press

- 20 Mobile units park
- 21 NBC park
- 22 Commentators' control
- 23 Camera positions on the pitch
- 24 Camera platforms
- 25 Mixed zone
- 26 Press centre
- 27 Rest area
- 28 Toilets

VIPs

- 29 Rest area
- 30 Meeting room
- 31 Toilets

Spectators

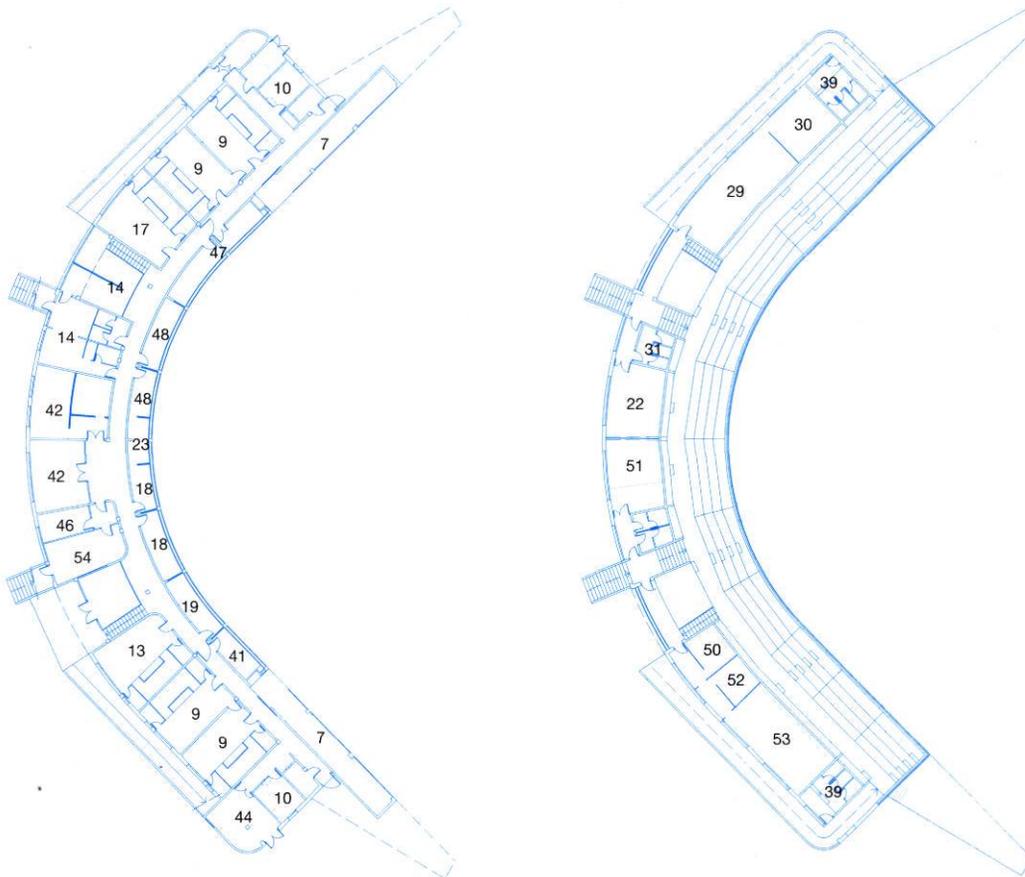
- 32 Stand
- 33 Information
- 34 Ticket sales
- 35 Souvenirs
- 36 Food and drinks
- 37 Medical care
- 38 Shade
- 39 Toilets

Organisation

- 40 Work room
- 41 Competition offices
- 42 Organisation offices
- 43 Logistics store
- 44 Maintenance store
- 45 Rest area

Technology and security

- 46 Telecommunications room
- 47 Sound control room
- 48 Results management room
- 49 Scoreboard control room
- 50 Radio control room
- 51 Results publishing room
- 52 CATV room
- 53 Results management room
- 54 Security control room
- 55 Internal security room
- 56 Public security room



Ground floor and first floor

0 5 10 15 m

1 and 2
The Castelldefels Olympic Canal where the flat water canoeing competition was held is, because of its size, one of the largest additions to the sports facilities in the Barcelona metropolitan area. The canal is 1,200 m long, 118 m wide and 3.5 m deep (1). The permanent stand and the competition control tower are located to the right of the finishing line when facing in the direction of the competition (2).

Castelldefels Olympic Canal

The Olympic flat water canoeing competition was held at the Castelldefels Olympic Canal. This competition unit is located principally in the Castelldefels municipal area although a small part of it is in the Gavà municipal area. The canal is a permanent construction and its sporting use is limited to canoeing although it is also an open space. The area it occupies was previously marshland which had been gradually covered in the sand dunes which are characteristic of the Llobregat delta and it was later drained for the extensive plantation of a large number of pine trees which are a common sight in this part of the Barcelona Metropolitan Area.

The facility was put to the test with the International Flat Water Regatta which was held from 29 August to 1 September as part of the Competitions'91 programme.

The work was financed by the Institut Català del Sòl, a body dependent upon the Generalitat of Catalonia, and COOB'92.

The long term project

Work centred around three main projects: the canoeing canal, the work of the engineer Josep Massó; the auxiliary buildings, the work of the architects Pere Riera and Josep M. Gutiérrez and the landscaping of the surrounding area, the work of the architect Mariella Zoppi.

The man-made canal is 1,200 m long, 118 m wide and 3.5 m deep. The water is obtained from the phreatic level through the permeable bottom. In order to build the canal a main sewer which was in the area had to be moved. The starting pontoons are articulated, the sides of the canal are formed by slopes faced in stone and the embarkation and disembarkation area is paved in concrete slabs.

The auxiliary building project includes two constructions on both sides of the finishing line. The first, on the left facing in the direction of the competition, includes the permanent covered seating and the control tower. The control tower is elliptical in shape, has six floors and is 22.5 m. high. This vertical element



combines symmetrically with the longitudinal body of the stands parallel to the canal where the bar and the offices are located. The longitudinal body follows the lie of the land and it consists of a 500 seat concrete stand with a light canopy.

On the other side of the finishing line, is the other construction, the hangars building, a very simple rectangular volume. It has two floors and access to the upper floor is by means of an interior roadway running parallel to the canal. It contains the hangars and the medical services on the ground floor and the changing rooms, gymnasium, bar and offices on the upper floor.

Finally, the landscaping project affecting the area to the west of the canal provided a longitudinal axis which both distributes the area and provides a walk-way for pedestrians. At the beginning of this walk-way, there is a small reception and public services building and there are some natural slopes which have a very good prospect over the canal.

The Olympic adaptation project

The plans for the facility reflect the prior wish to match the long term project to Olympic needs as far as possible. As a consequence of this, the use of space during the Games was practically identical to that projected in the long term plan.

The adaptation of the buildings was limited to equipping the press centre in one part of the lower floor of the hangar building, extending the space available for services with a marquee at the interview room, providing another marquee for the organisation facilities and four larger marquees for storage and canoe repair. The most complicated aspect of the adaptation was the provision of electricity and water to the marquees and the different public service areas since they were very far from the permanent facilities. Cleaning the water in the canal before the Games proved to be very costly.

1
The control tower has six storeys and is 22.5 m high. It has a glass facade and is elliptical in shape.

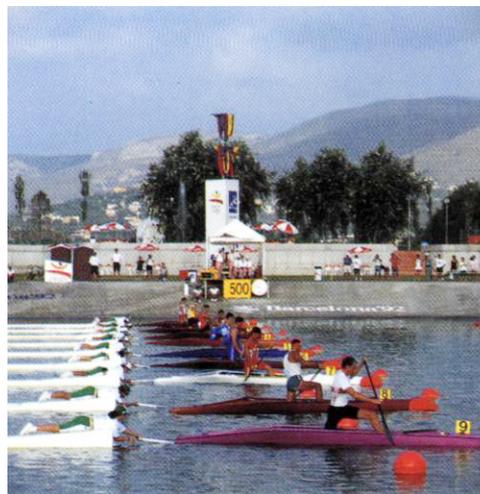
2
The men's C-1 500 m about to commence.

3
Four large marquees were provided in the area reserved for athletes for storing and repairing the canoes.

4
The press centre and the other Olympic Family services were located in the two storey hangars building.



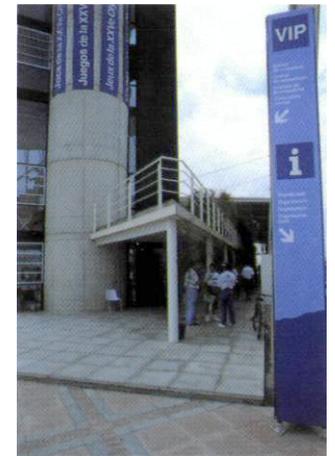
1



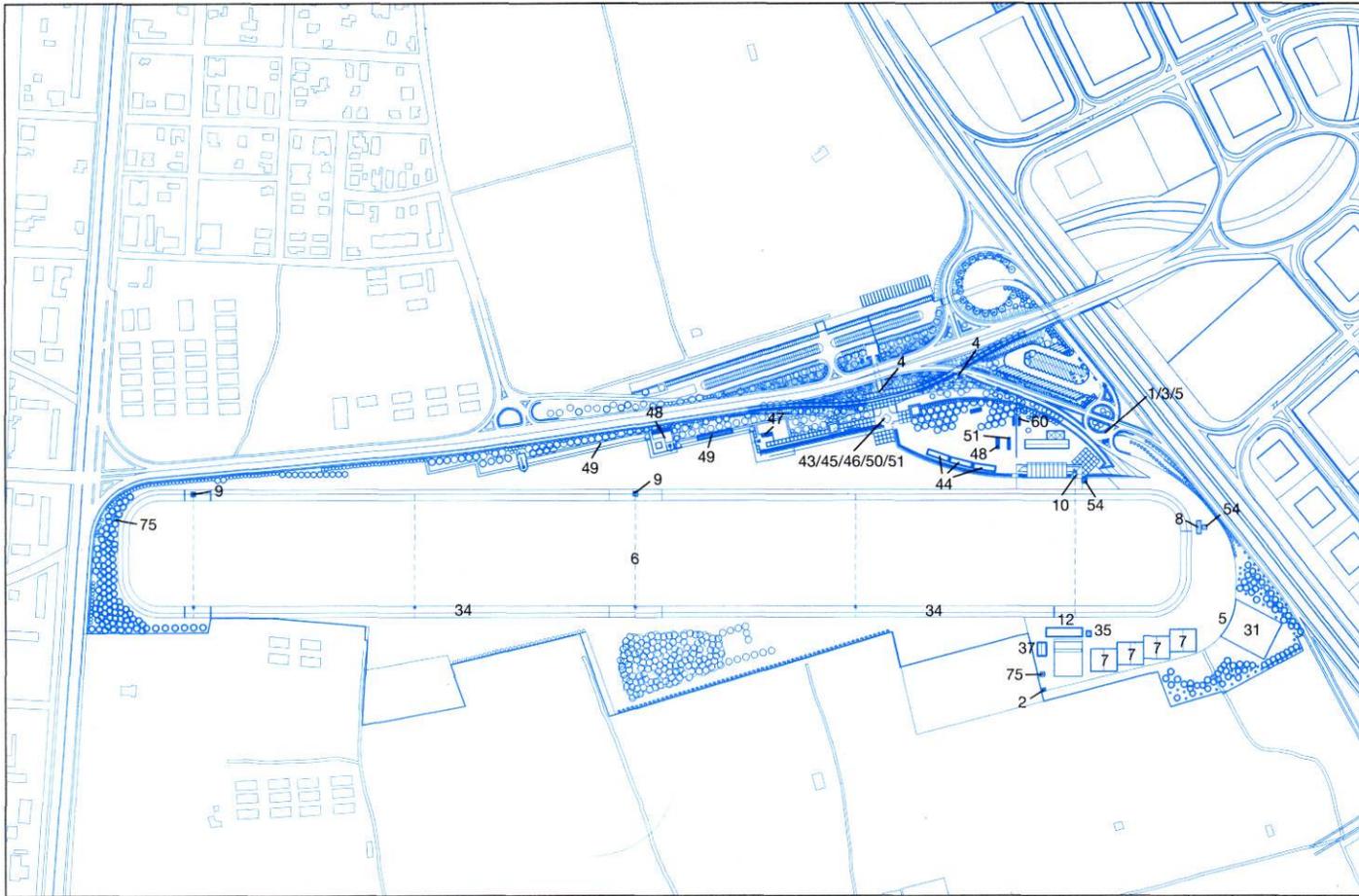
2



3



4



Location plan

0 100 200 m

Castelldefels Olympic Canal

Owner

INCASOL, Generalitat of Catalonia

Manager

Patronat del Canal Olímpic de Catalunya, INCASOL, Generalitat of Catalonia

Opened

August 1991

Distances

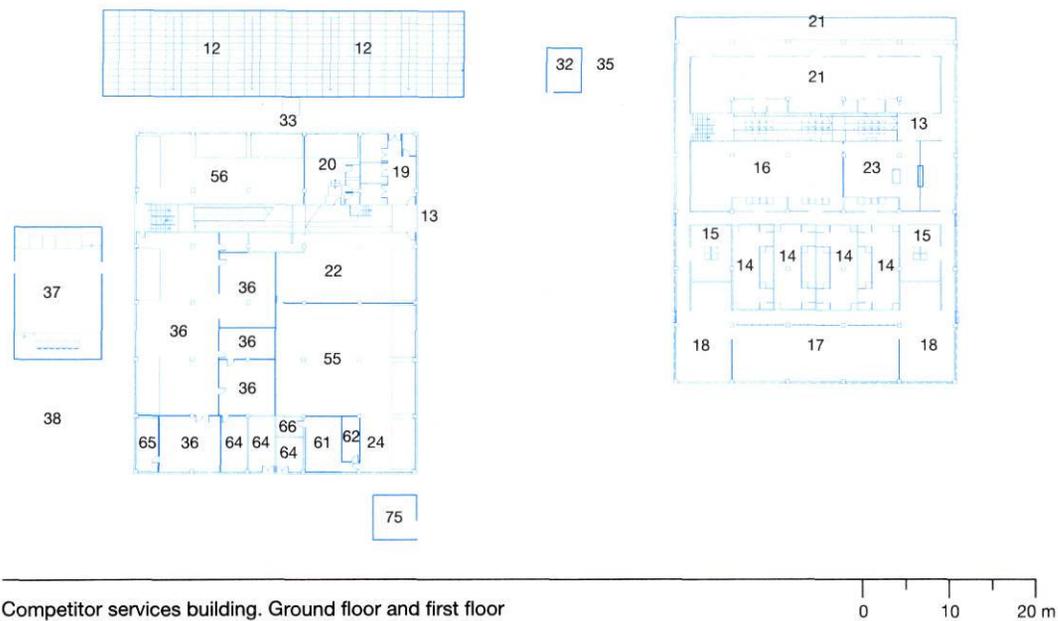
Olympic Village:	21 km
MPC and IBC:	19 km
IOC residence:	18.5 km

Entrances

- 1 Competitors, VIPs and organisation
- 2 Press
- 3 Pass management
- 4 Spectators
- 5 RTV technical and maintenance vehicles

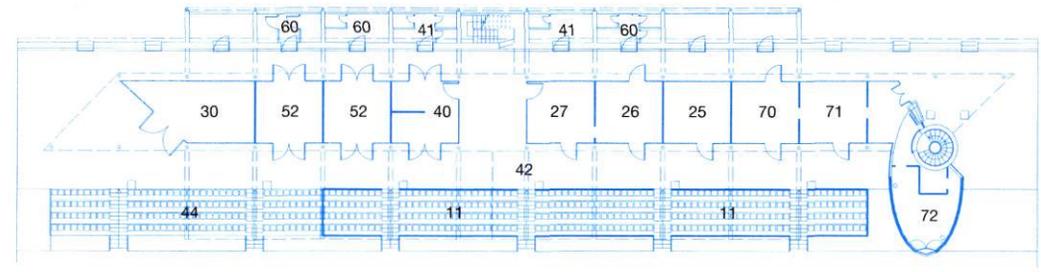
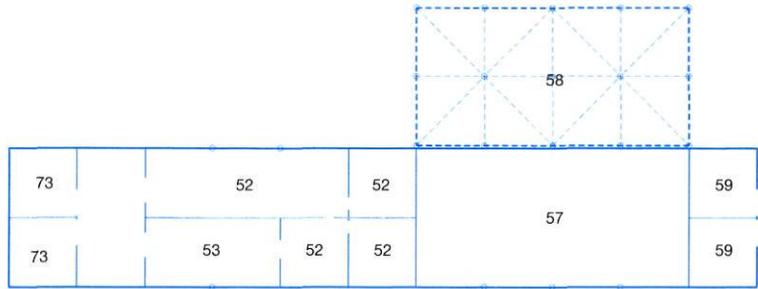
Competition area

- 6 Competition canal
- 7 Boat-houses
- 8 Boat control
- 9 Start control
- 10 Finish control



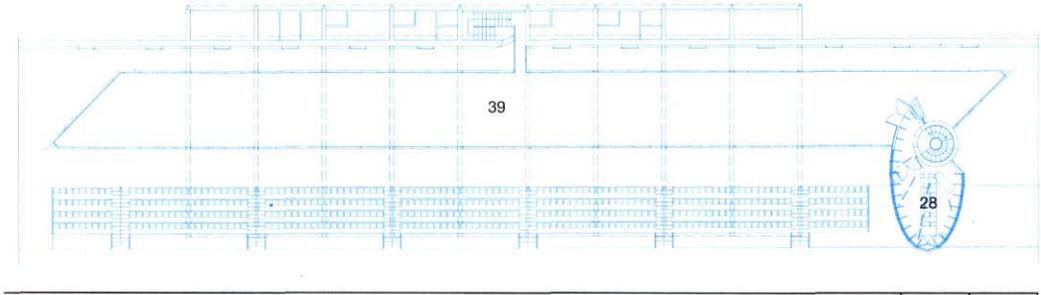
Competitor services building. Ground floor and first floor

0 10 20 m



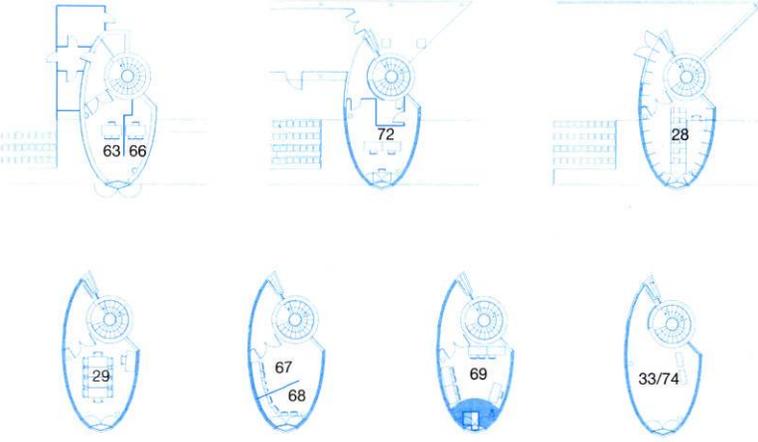
Competitor services building. First floor

0 5 10 m



Control tower and stands building: first floor

0 5 10 m



Control tower

0 5 10 m

- OF stand**
- 11 VIPs, competitors and organisation
- 12 Commentators positions, RTV observers, press seats and desks
- Competitors' services**
- 13 Access
- 14 Changing rooms
- 15 Massage room
- 16 Team leaders' meeting room
- 17 Gymnasium
- 18 Rest area
- 19 Competitors' clinic
- 20 Doping control
- 21 Lounge and restaurant area
- 22 Boat repairs
- 23 Competition service
- 24 Bicycle store
- IF services**
- 25 ICF president's office
- 26 ICF secretary general's office
- 27 Technical sports committee offices
- 28 Judges' room
- 29 Appeals Committee
- 30 Competition control
- RTV**
- 31 Mobile units park
- 32 Commentators' control
- 33 Camera platforms
- 34 Mobile camera at the canal
- Press**
- 35 Mixed zone
- 36 Press centre
- 37 Interview room
- 38 Rest area
- VIPs**
- 39 Lounge and restaurant area
- 40 Protocol manager's office
- 41 Toilets
- 42 Entrance to the stand
- Spectators**
- 43 Access
- 44 Stand
- 45 Information
- 46 Ticket sales
- 47 Souvenirs
- 48 Food and drinks
- 49 Shade
- 50 Medical care
- 51 Toilets
- Organisation**
- 52 Organisation offices
- 53 Competition offices
- 54 Ceremonies room and changing rooms
- 55 Sports material store
- 56 Logistics stores
- 57 Restaurant area
- 58 Rest area
- 59 Changing rooms
- 60 Toilets
- Technology**
- 61 Telecommunications room
- 62 CATV room
- 63 Radio control room
- 64 Telephone services
- 65 Telefonica commercial office
- 66 Telecommunications store
- 67 Sound and PA room
- 68 Telephones
- 69 Time control, Scoreboard and photofinish
- 70 Results management room
- 71 Results publishing room
- Security**
- 72 Security control room
- 73 Internal security room
- 74 Surveillance point
- 75 Public security room

1 and 2

El Montanyà Equestrian Centre, 49 km from Barcelona, was the beautiful setting for the dressage competition and the three-day event endurance test.

El Montanyà Equestrian Centre

During the Games of the XXV Olympiad, the dressage and the three-day event endurance test were held at El Montanyà Equestrian Centre. The centre was also used for training and stabling the horses participating in the three-day event.

The Equestrian Centre is in the Montanyà Estate located in the district of Osona, between the towns of Seva and El Brull. The estate contains a golf course, a private equestrian club and their corresponding service areas. It covers more than 200 hectares and has all the necessary facilities for each phase of this event. The International Equestrian Three-day Event, part of the Competitions'91 programme, was held at the centre from 27 to 30 June 1991.

The cost of increasing the number of permanent boxes and refurbishing them, the course layout, the improvements made to the surrounding area and accesses to the facility as well as the

Olympic adaptation of the centre were all financed by COOB'92.

The long term project

The Montanyà Equestrian Centre stabling area consists of a group of four buildings on different levels, a stable yard and an indoor dressage arena.

The modernisation project for this area, the work of the architect Juan Antonio Cendoya, consisted of the construction of 82 new boxes and the refurbishment of the old services buildings to bring them up to the standards which would be required for the veterinary services, first-aid facilities, smithies, offices, changing rooms and store-rooms.

The long term plan also included the layout of the steeplechase course and the three day event cross country course under the direction of Wolfgang Feld, an expert in equestrian courses. The steeplechase course was 1,477 m long and was newly



sown with grass and equipped with an automatic watering system to keep it in prime condition. While it had every respect for the landscape, the cross country course, some 7,410 m long including 33 obstacles, had a spectacular lay-out.

The Olympic adaptation project

One of the main aspects of the adaptation project was public access since there was no public transport to the facility yet a large number of spectators was expected due to the spectacular nature of the competition. It was decided to limit the use of the access roads, one of which was partially reserved for the use of the Olympic Family. Furthermore, areas were prepared as car parks both for the general public and for those with accreditation and a very large area of surrounding agricultural land was levelled off.

The golf club was reserved for VIPs and the organisation offices. The press centre,

the interview room and the security, computing and telecommunications centres were located on the lower floor in the generously proportioned store-rooms. The temporary services for the public, an estimated 25,000 people, were distributed around the course in three areas covering an area of 27,000 m².

The dressage events were held close to the golf club where temporary stands were erected for 3,400 people and 400 accredited persons. The public were free to follow the cross-country and steeplechase competitions on foot. Small stands were constructed for the public and the Olympic Family at the three most spectacular obstacles. Generally, the public used the transport services temporarily supplied by COOB'92 to gain access to the facilities. However, attendance was only half that expected and as a consequence the areas which had been prepared as car parks were considerably over-dimensioned.

1, 2 and 3
Three scenes from the three-day event endurance test. Spectators could observe competitors' progress throughout the course which contained thirty-three obstacles. At the most spectacular obstacles, small stands were erected for the public and members of the Olympic Family.



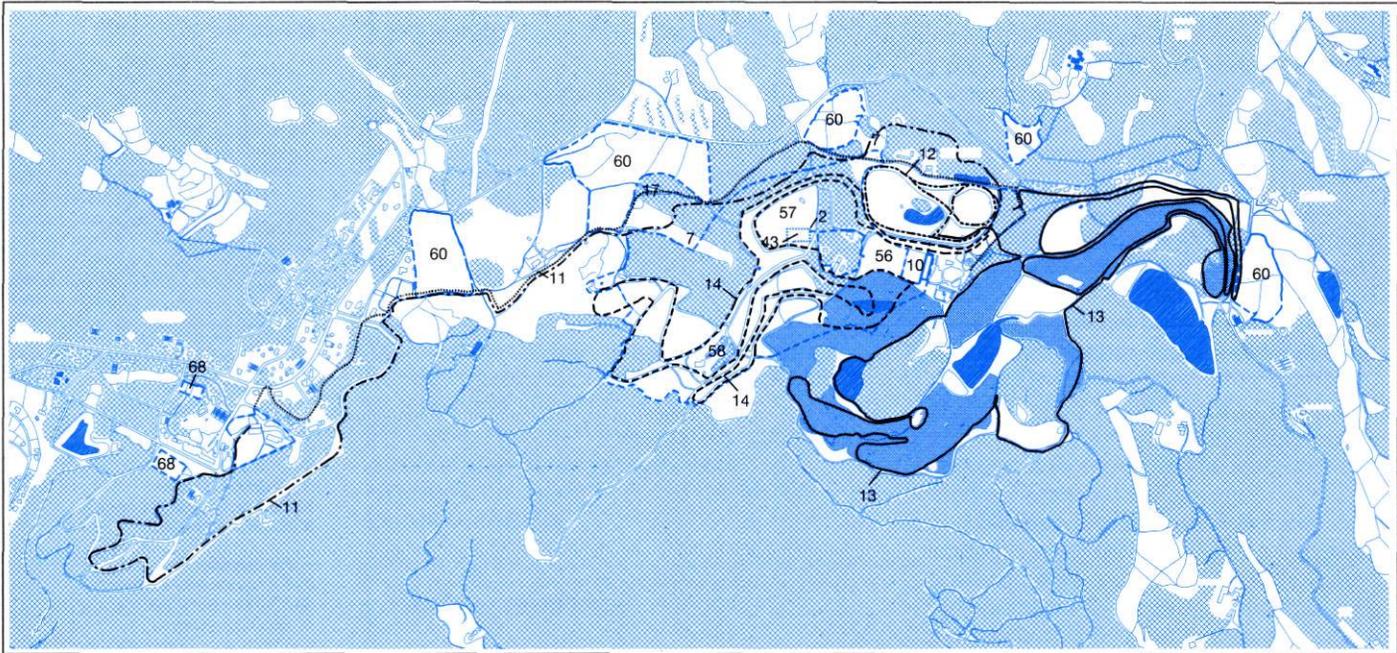
1



2



3



Location plan

0 400 800 m

El Montanyà Equestrian Centre

Owner

El Montanyà (Alzinars del Montseny SA)

Manager

El Montanyà

Opened

June 1991

Distances

Olympic Village:	49 km
MPC and IBC:	50 km
IOC residence:	50 km

Entrances

- 1 Competitors and organisation to the stables area
- 2 RTV technical vehicles
- 3 Press, VIPs and organisation to the Golf Club area
- 4 Olympic Family to the dressage area
- 5 Olympic fleet and semi-fleet car park
- 6 Pass management
- 7 Spectators
- 8 Horse transport vehicles
- 9 Maintenance vehicles

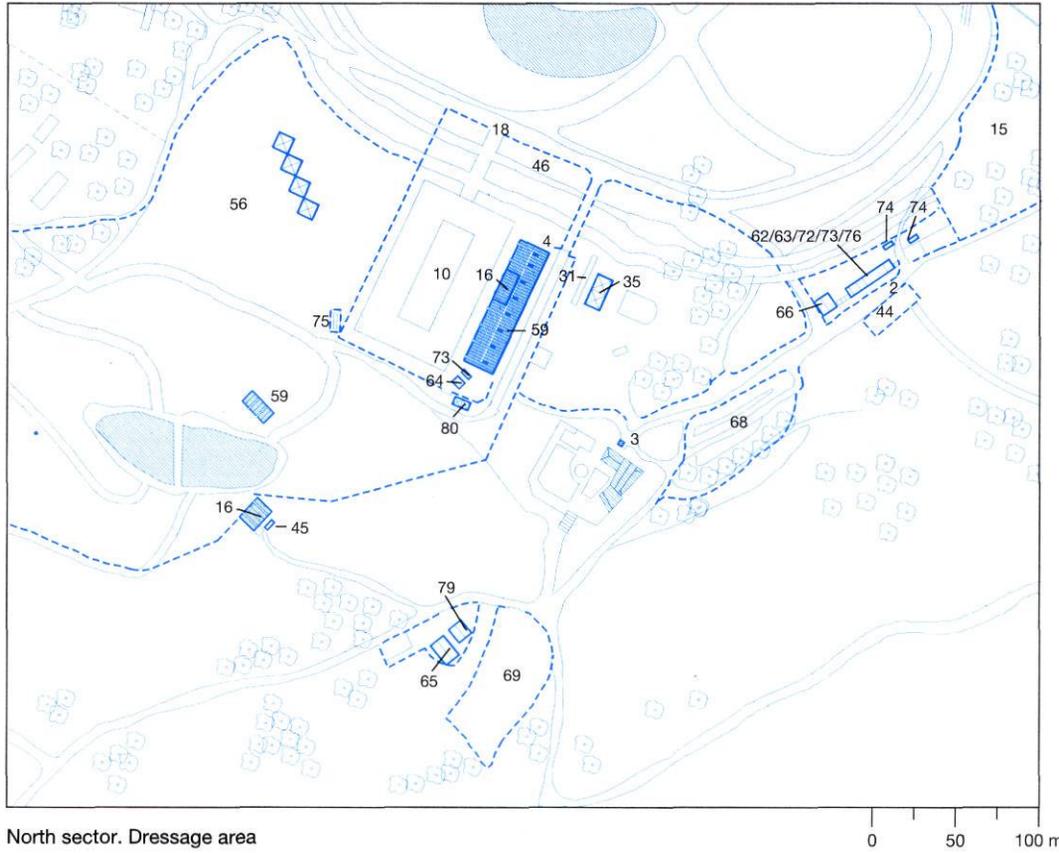
Competition area

- 10 Dressage
- 11 Endurance: phase A (roads and paths)
- 12 Endurance: phase B (steeplechase)
- 13 Endurance: phase C (roads and paths)
- 14 Endurance: phase D (cross country)
- 15 Area 10



South sector. Stables area

0 50 100 m



North sector. Dressage area

- OF stand**
16 Seats with accreditation
- Riders and horses services**
17 Access to the endurance test
18 Access to the dressage competition
19 Access to the stalls area
20 Access to the veterinary inspection area
21 Competitors' changing rooms
22 Services building
23 Dressage training area
24 Lunging areas
25 Jumping training area
26 Veterinary inspection area
27 Spectators' platforms for veterinary inspection
28 Stalls
29 Vet and guards' offices
30 Showers for the horses
31 Riders' doping control
32 Horses' doping control
33 Harness store
34 Grooms' rest area
35 Riders' rest area
36 Riders' restaurant area
37 Riders' residence
- IF services**
38 FEI president's office
39 FEI secretary general's office
40 Meeting room
41 Veterinary Commission offices
42 FEI technical delegate's office
- RTV**
43 Mobile units park
44 NBC park
45 Commentators' control

- Press**
46 Mixed zone
47 Press centre
48 Interview room
49 Rest area

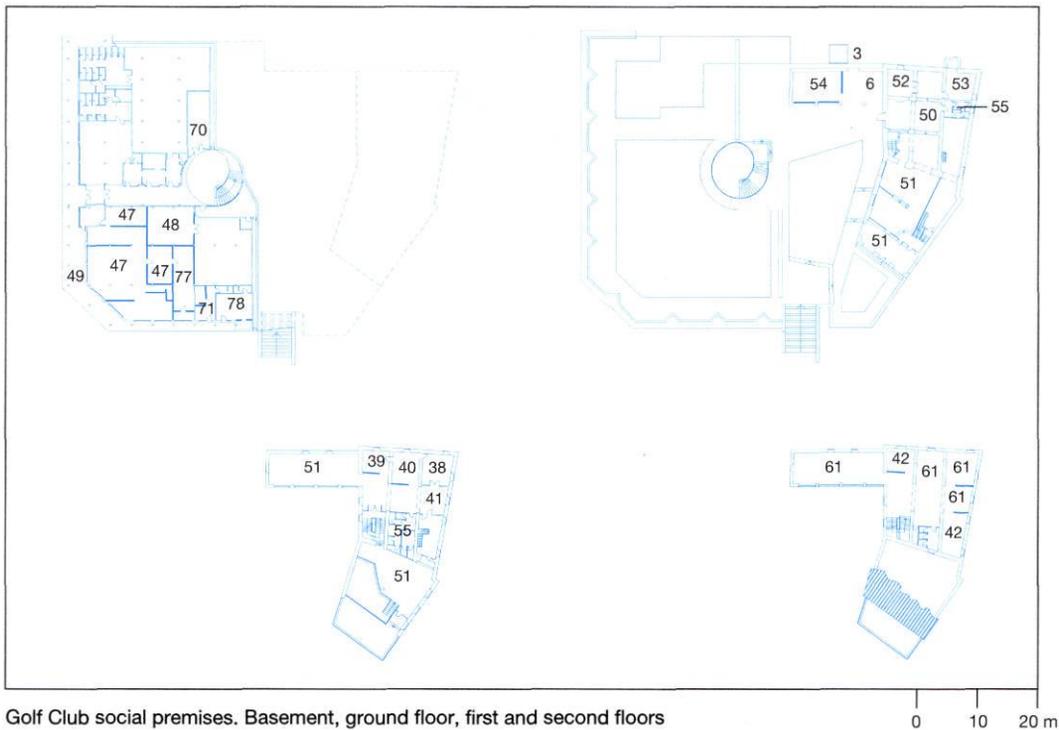
- VIPs**
50 Reception centre
51 Lounge and restaurant area
52 VIP office
53 Protocol manager's office
54 Escorts' room
55 Toilets

- Spectators'**
56 Public area no. 1 (dressage)
57 Public area no. 2 (cross country)
58 Public area no. 3 (cross country)
59 Stand
60 Carpark

- Organisation**
61 Offices
62 Competition and obstacle control and monitoring
63 Sports organisation and FEI offices
64 Dressage competition secretaries
65 Logistics store
66 Lounge and restaurant area
67 Residence
68 Car park
69 Helicopter pad

- Technology**
70 Telecommunications room
71 Telefónica commercial office
72 Radio control room
73 Sound control room and telephones
74 Time-keeping room and Scoreboard stores
75 Scoreboard
76 Photocopy room and results management
77 Results management room

- Security**
78 Security control room
79 Internal security room
80 Security room



Golf Club social premises. Basement, ground floor, first and second floors

1 and 2

The Parc del Segre in la Seu d'Urgell was the setting for the slalom competition which had been absent from the official Olympic programme since the Olympic Games in Munich in 1972. The decision to include slalom on the programme again was taken during the candidature period and was due largely to the efforts made by La Seu d'Urgell Town Council which, since 1972, had been organising the International Canoe-Kayak Week on a stretch of the River Valira.

The Parc del Segre in La Seu d'Urgell

Slalom, which had last been seen at Munich 72 and the most spectacular of the canoeing competitions, returned to the official Olympic Games programme after an absence of 20 years. The competition was held at the Parc del Segre in La Seu d'Urgell.

The new Parc del Segre fulfils an old municipal ambition to have a park which would consolidate the position of the city as a mountain sports centre in the Pyrenean region. Work was also carried out on some of the facades which overlook the River Segre in the historic centre of the city.

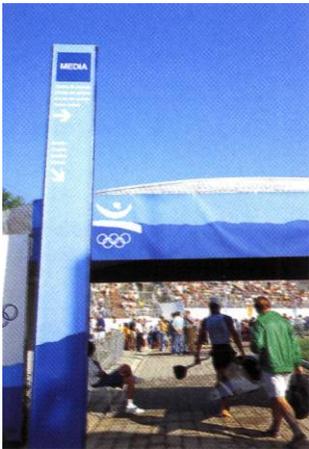
The long term plan

A leisure and sports centre was built on the side of a tributary of the Segre to the south east of the city and this has opened the river up to the city which previously

had its back to it. The natural setting for this facility with the Cadí mountain range in the distance, is of great beauty. The new facility consists of:

- A 650 m long, 20 m wide flat water canal.
- A competition slalom canal and a beginners' canal. The latter has a much gentler gradient than the other to assist the learning of this sport. The competition canal has a length of 340 m and the difference in level is 6.5 m. The rate of flow varies from 5 to 15 m³/sec. It is equipped with a series of mechanical elevators and link channels which make it possible to return to the start without having to get out of the canoe.
- A 1,840 m roller ski circuit which surrounds the facility. It has a 5 m wide platform with a central 3 m wide lane.
- A two storey L-shaped service building, the work of the architects Joan Nadal and Manuel Grau.

In addition to the sports facilities there are 8 hectares of gardens, designed by



Sebastià Jornet, Joan Pastor and Carles Llop, which form a park around the flat water and slalom canals.

The canal is equipped with a double water supply system. It has both the natural water flow of the River Segre and a system which consists of a mini reversible hydroelectric station with an output of 1,200 kW and four turbo pumps which makes it possible to regulate the river's water flow by either increasing or decreasing it at will. The slalom course can be converted into a closed system if the turbines are used to raise the water. The work was financed by La Seu d'Urgell City Council, the Generalitat of Catalonia and COOB'92.

The Olympic adaptation project

The main aspect of the project was the segregation of the area between the competition slalom canal and the road which runs parallel to the River Segre

according to the various functions of the accredited personnel. In this way, the competition space acted as a barrier between the area reserved for spectators and the space reserved for the Olympic Family.

The building was used by the general competition and sports organisation staff. Marquees were used to increase the available space and they were equipped as interview, press and security rooms. An esplanade next to the building was prepared with marquees for the canoeists and teams.

The most complicated aspect of the adaptation project was the installation of the temporary seating for 2,500 spectators on one side of the canal. Foundations had to be built because of the soft ground and the uneven lie of the terrain. Agricultural land near the facility was used as a car park for the Olympic fleet and vehicles with passes. There was public parking in town and at various sites to the east of the city.

¹ A large closed area was available to practice the last strokes before entering the competition canal.

² The canal is equipped with a series of mechanical elevators which make it possible to return to the start without having to get out of the canoe. The system was put to the test during the International Slalom Regatta which was held from 26 to 28 July 1991 as part of the Competitions'91 programme.

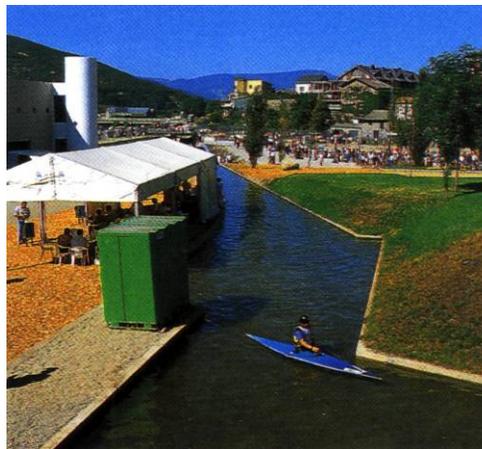
³ The canal water supply system is totally computerised and the same conditions for all the competitors are assured. The canal can also be adapted for leisure purposes or for training.



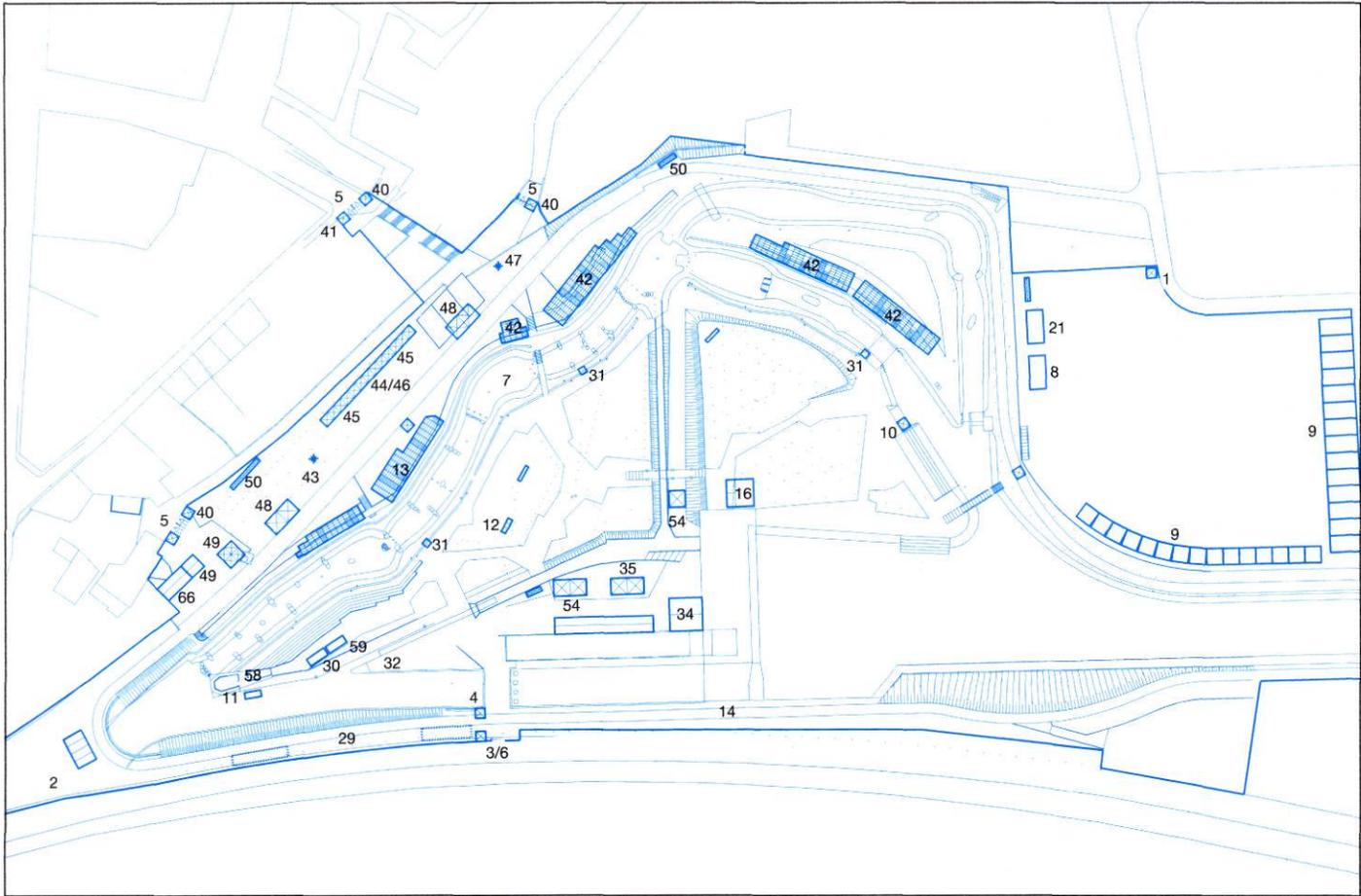
1



2



3



Location plan

0 20 40 60 m

Parc del Segre, La Seu d'Urgell

Owner

La Seu d'Urgell City Council

Manager

Club Cadi

Opened

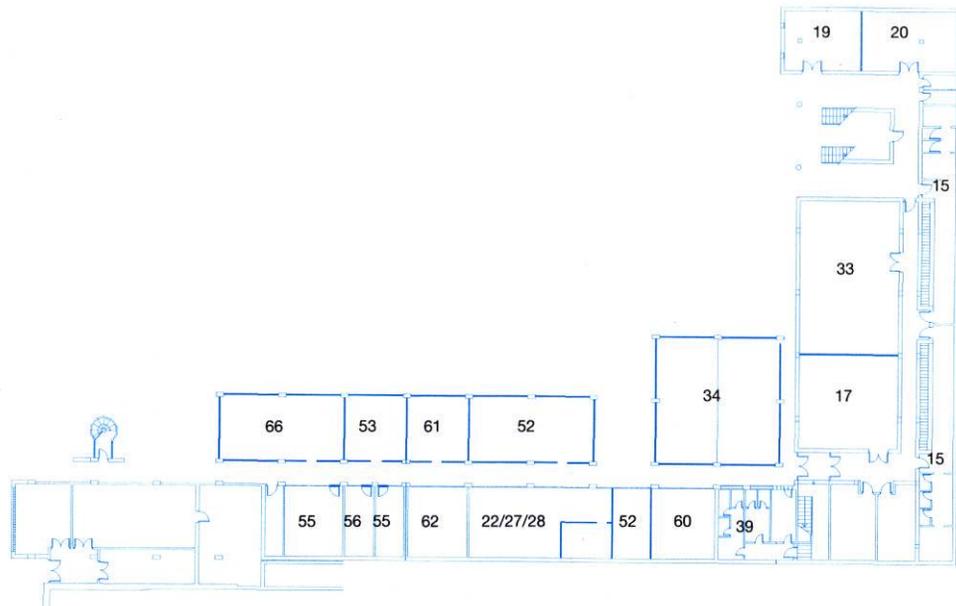
5 October 1990

Distances

Olympic Village:	180 km
La Seu d'Urgell Olympic Village:	0 km
Barcelona:	180 km

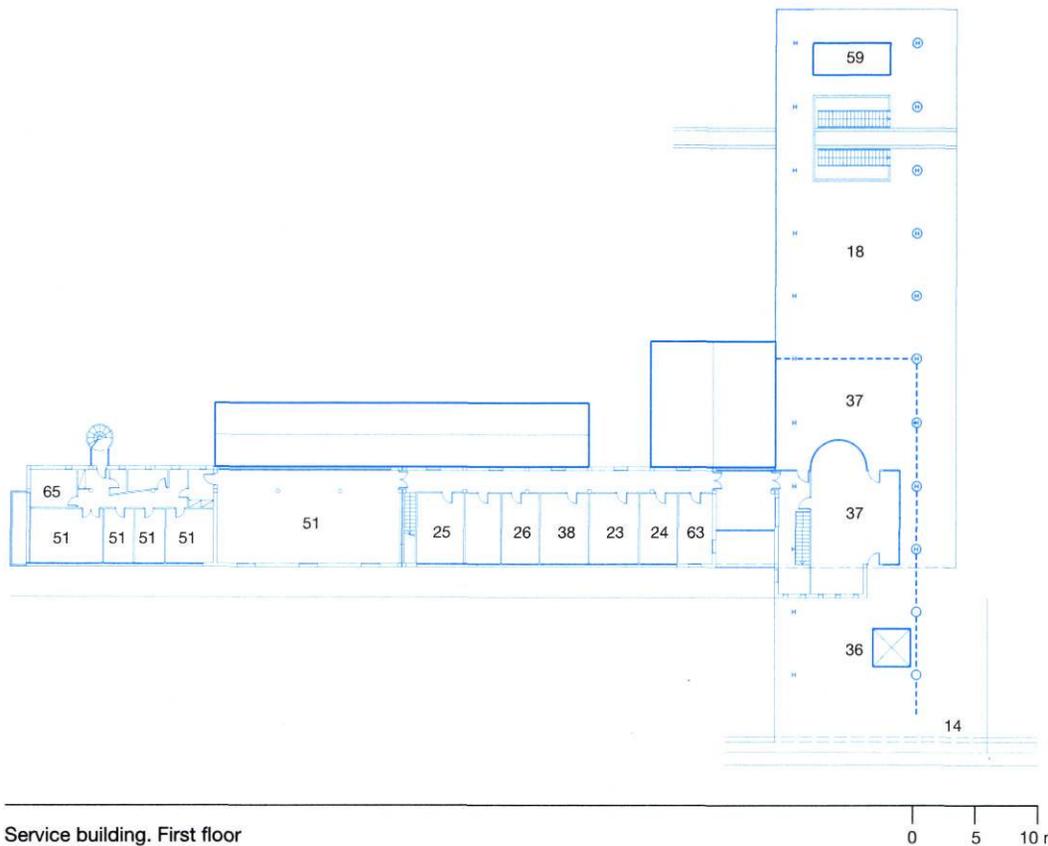
Entrances

- 1 Competitors
- 2 RTV technical vehicles
- 3 Press, organisation and VIPs
- 4 Pass management
- 5 Spectators
- 6 Technical and maintenance vehicles



Service building. Ground floor

0 5 10 m



Service building. First floor

- Competition area**
- 7 Competition canal
- 8 Boat control
- 9 Boat-houses and team rooms
- 10 Start control
- 11 Finish control
- 12 Victory podium

- OF stand**
- 13 Seats with accreditation

- Competitors' services**
- 14 Access
- 15 Changing rooms and massage room
- 16 Teams' meeting room
- 17 Gymnasium
- 18 Lounge and restaurant area
- 19 Competitors' clinic
- 20 Doping control
- 21 Boat repairs
- 22 Competition services

- IF services**
- 23 ICF president's office
- 24 ICF offices
- 25 Technical sports committee offices
- 26 Judges' room
- 27 Appeals Committee room
- 28 Competition control

- RTV**
- 29 Mobile units park
- 30 Commentators' control
- 31 Camera platforms at the canal

- Press**
- 32 Mixed zone
- 33 Press centre
- 34 Interview room
- 35 Rest area

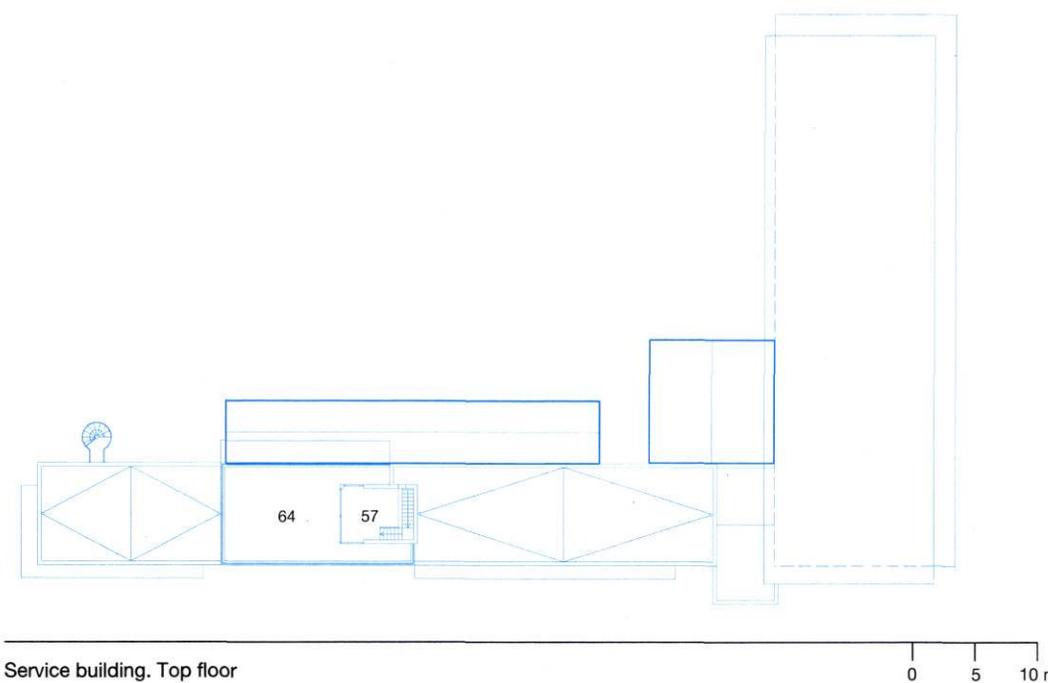
- VIPs**
- 36 Reception centre
- 37 Lounge and restaurant area
- 38 Protocol manager's office and secretaries' office
- 39 Toilets

- Spectators**
- 40 Access
- 41 Ticket sales
- 42 Stand
- 43 Information
- 44 Souvenirs
- 45 Food and drinks
- 46 Film and video
- 47 Meeting point
- 48 Shade
- 49 Medical care
- 50 Toilets

- Organisation**
- 51 Organisation offices
- 52 Competition offices
- 53 Logistics store
- 54 Rest area

- Technology**
- 55 Telecommunications room and CATV
- 56 Radio room
- 57 Sound control room, PA, telephones and Scoreboard
- 58 Scoreboard stores and data entry room
- 59 Results publishing room
- 60 Photocopy centre
- 61 Technology management
- 62 Results management room

- Security**
- 63 Security control room
- 64 Surveillance point
- 65 Public security room
- 66 Internal security room



Service building. Top floor

1
Six preliminary matches and one quarter final of the Olympic football competition were held at the Romareda Stadium in Zaragoza. It has a natural turf pitch with an area of approximately 9,000 m². There were no problems in using the facilities for Olympic purposes due to the experience and cooperation of the various bodies involved.

2
The new services annex building attached to the Stadium contained the press, security and organisation rooms as well as some of the technical services.

La Romareda Stadium, Zaragoza

Several of the preliminary matches of the football competition were held at the Romareda Stadium in Zaragoza, the capital of Aragon. The Stadium was one of the facilities used during the 1982 World Cup and, being home to RCD Zaragoza football club, is regularly used for the practice of professional football. Zaragoza City Council cooperated in the adaptation of the stadium, which it owns, with the construction of an annex service building while COOB'92 was responsible for the refurbishment of the control rooms and all the other aspects of the Olympic adaptation.

rectangular building with rounded corners and it has one level of perimeter terraces with a capacity for 43,000 spectators.

The permanent services are located beneath the main stand and beneath the south-west corner terraces. The new square-shaped services building is situated on the corner of the roads which delimit the south-west corner of the stadium.

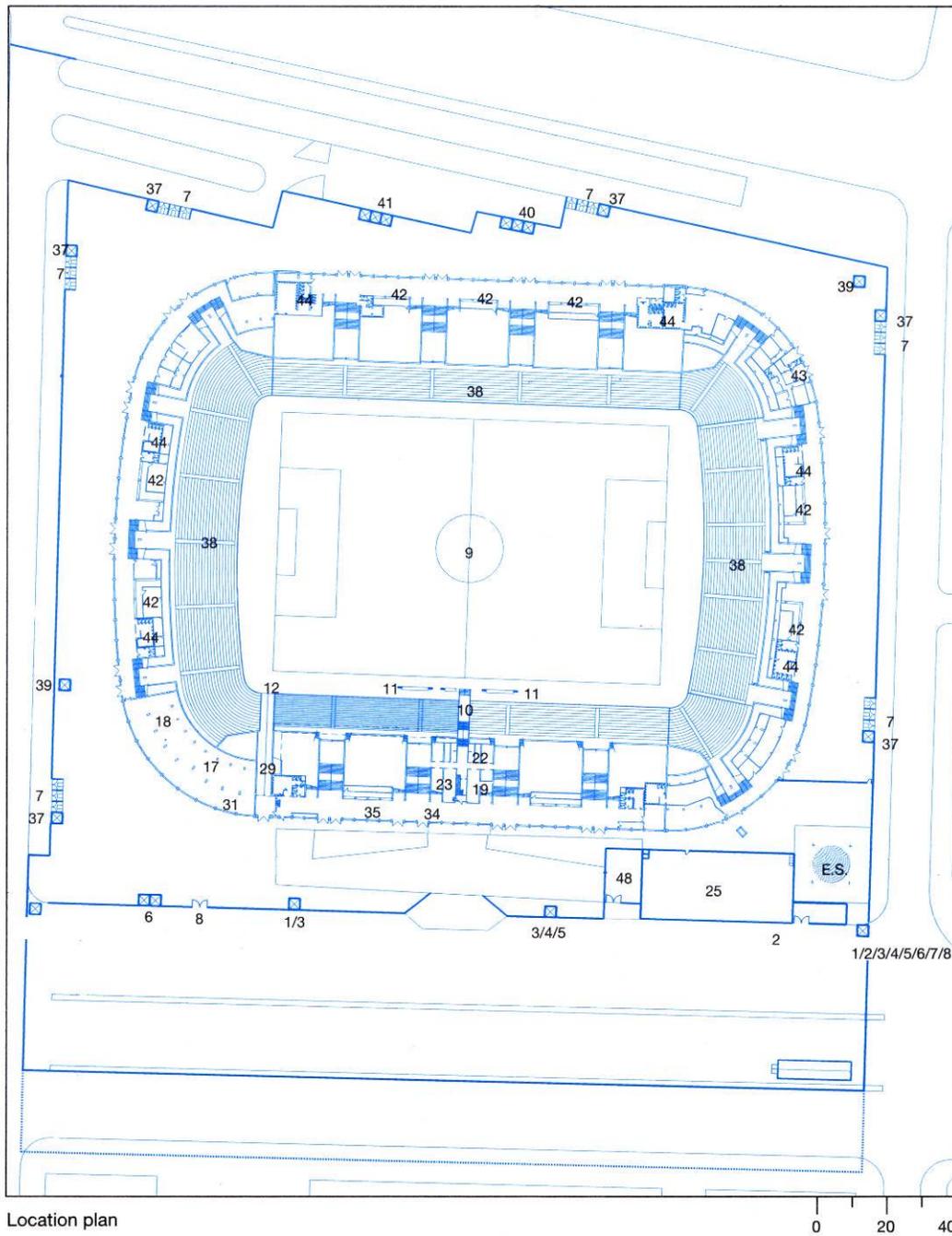
For the Olympic adaptation of the interior of the stadium, the spaces directly concerned with the competition were used and the control rooms required by the demands of elite competition were refurbished.

The long term and Olympic adaptation projects

The stadium is the work of the architects Francisco Riestra and José Beltran. One of the lateral sides has a covered stand which is adjacent to another building, also the property of the city council, and there are open-air terraces. It is an essentially

The other facilities were mainly in the new services building which contained the press rooms, the organisation and security offices and some of the technical control rooms. A mobile perimeter fence delimited the extent of the enclosure within which were located the outside broadcasting units, the car parks for the Olympic fleet and the kiosks for public services.





La Romareda Stadium, Zaragoza

Owner

Zaragoza City Council

Manager

RCD Zaragoza

Opened

1957

Distances

Olympic Village:	326 km
MPC and IBC:	320 km
IOC residence:	318 km

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Maintenance vehicles

Competition area

- 9 Competition pitch
- 10 Competitors' tunnel
- 11 Team benches
- 12 Maintenance tunnel

OF stand

- 13 Presidency
- 14 RTV commentators and observers
- 15 Press desks and seats
- 16 Competitors and organisation

Competitors' services

- 17 Changing rooms
- 18 Competitors' clinic
- 19 Doping control

IF services

- 20 FIFA delegate's office
- 21 FIFA offices
- 22 Referees' and judges' changing rooms
- 23 Appeals Jury room
- 24 Technical delegate's office

RTV

- 25 Mobile units park
- 26 Commentators' control
- 27 RTO'92 manager's office
- 28 Camera platforms

Press

- 29 Mixed zone
- 30 Press centre
- 31 Interview room
- 32 Rest area
- 33 Toilets

VIPs

- 34 Reception centre
- 35 Lounge and restaurant area
- 36 Entrance to the stand

Spectators

- 37 Access
- 38 Stand
- 39 Information
- 40 Ticket sales
- 41 Souvenirs and film and video
- 42 Food and drinks
- 43 Medical care
- 44 Toilets

Organisation

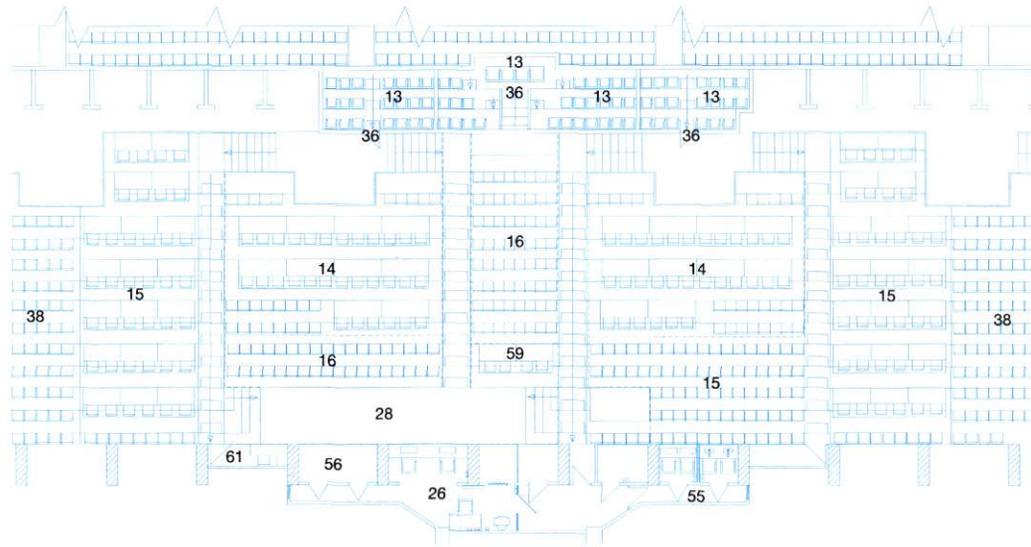
- 45 Director's office
- 46 Organisation offices
- 47 Competition offices
- 48 Logistics store
- 49 Rest area

Technology

- 50 Telecommunications room
- 51 CATV room
- 52 Telephone services
- 53 Telefonica commercial office
- 54 Radio control room
- 55 Sound, PA and telephones
- 56 Scoreboard control
- 57 Results management room
- 58 Results publishing room
- 59 Computer terminals control room

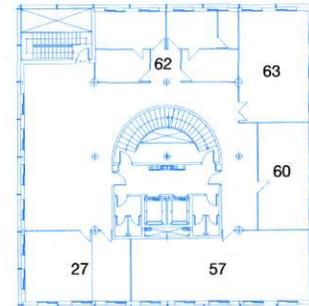
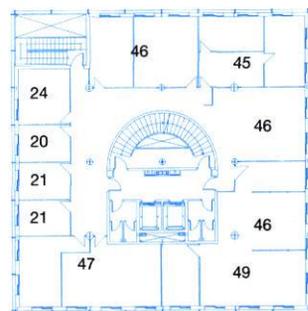
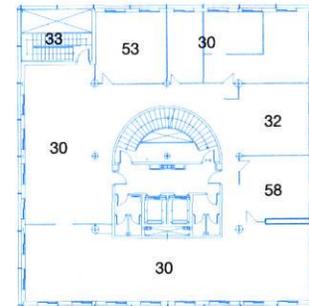
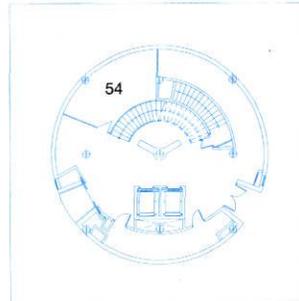
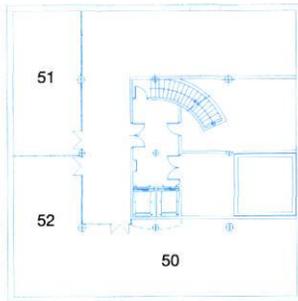
Security

- 60 Security control room
- 61 Surveillance point
- 62 Internal security room
- 63 Public security room



Olympic Family stands

0 15 30 m



Service building. Basement, ground floor, first, second and third floors

0 2,5 5 m

Luis Casanova Stadium, Valencia

Some of the preliminary phases and the semi-finals of the football competition of the Games of the XXV Olympiad were held in the Luis Casanova Stadium in Valencia, the subsite furthest from Barcelona.

The facility is a permanent one and is regularly used for the practice of professional football, being home to CF Valencia football club, its owner. The refurbishment of the interior spaces, the construction and equipping of the control rooms and the Olympic adaptation were all carried out and financed entirely by COOB'92.

The long term plan and the Olympic adaptation project

The building, the work of the architect Salvador Pascual Gimeno, is an isolated concrete structure with a double ring of perimeter terraces which are highest along

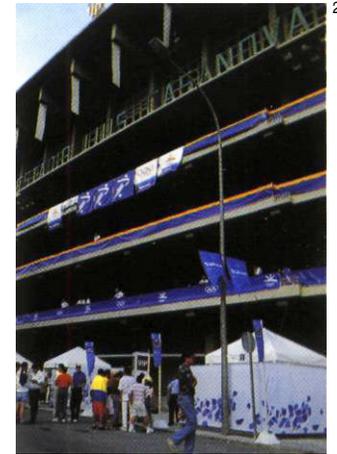
the longitudinal sides. It has a capacity for 50,000 spectators.

The facility was refurbished for the 1982 World Cup and is equipped for elite competitions. The various competition, press and VIP services are distributed around the spaces located beneath the lateral stands and beneath the covered stand while the main club offices are located in an annex building.

It was possible to use most of the facilities already available at the stadium since they were suitable for Olympic competition.

The Olympic adaptation project was executed in two, almost consecutive, phases. Between March and June 1992 some of the facilities were modernised and some new rooms were created. Once the official football season was over, more specific aspects of the Olympic adaptation project were executed such as the installation of kiosks for public services and the image and signposting project was effected.

^{1 and 2}
Six preliminary matches and one of the quarter finals of the Olympic football competition were held at the Luis Casanova Stadium in Valencia, the subsite city furthest from Barcelona (350 km). The pitch covers an area of approximately 8,300 m². It was hardly necessary to modify the facilities in any way for Olympic use since those normally used for the competition organisation, the players, VIPs, press and security were quite suitable.



Luis Casanova Stadium, Valencia

Owner

Valencia FC

Manager

Valencia FC

Opened

1923

Distances

Olympic Village:	368 km
MPC and IBC:	363 km
IOC residence:	360 km

Entrances

- 1 Competitors and officials
- 2 RTV technical vehicles
- 3 Press
- 4 VIPs
- 5 Organisation
- 6 Pass management
- 7 Spectators
- 8 Maintenance vehicles

Competition area

- 9 Competition pitch
- 10 Competitors' tunnel
- 11 Team benches
- 12 Maintenance tunnel

OF stand

- 13 Presidency
- 14 RTV commentators and observers
- 15 Press desks and seats
- 16 Competitors and organisation

Competitors' services

- 17 Changing rooms
- 18 Competitors' clinic
- 19 Doping control

IF services

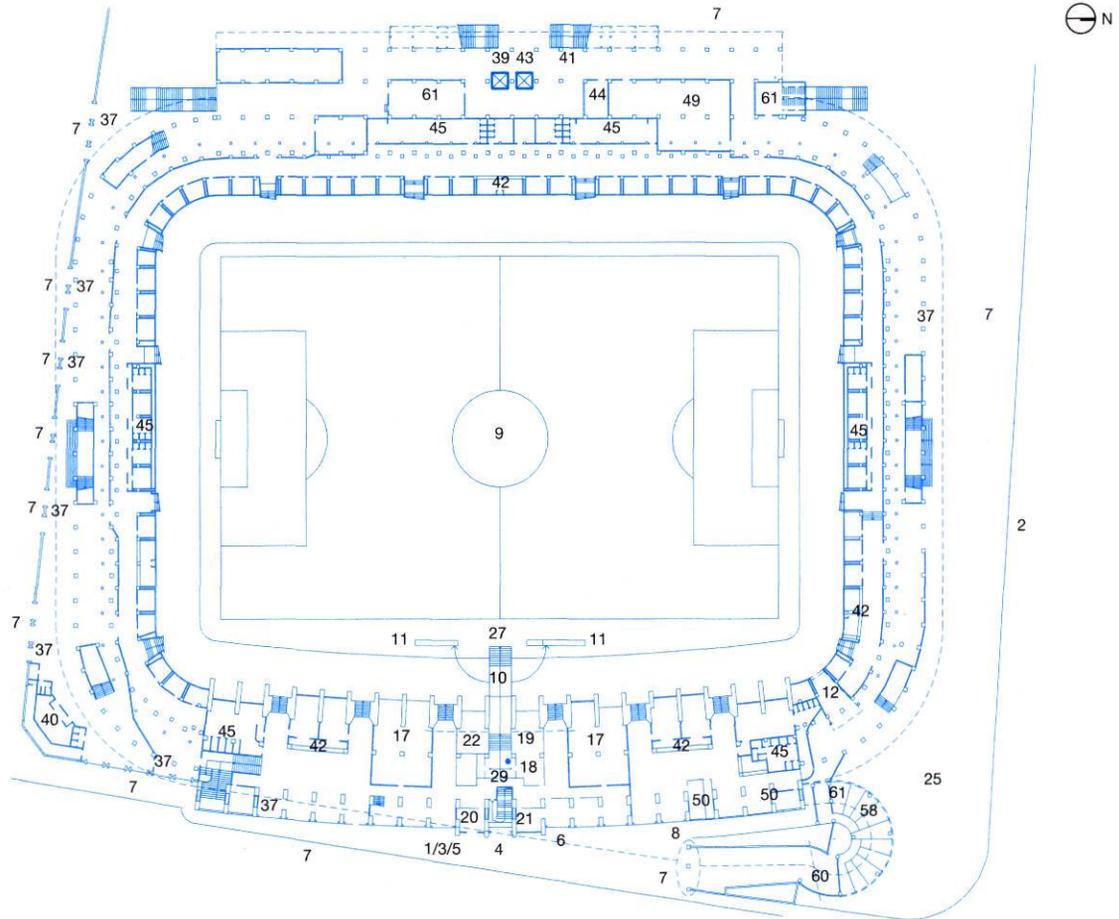
- 20 FIFA president's office
- 21 Competition director's office
- 22 Referees' and judges' changing rooms and work room
- 23 Appeals Jury room
- 24 Technical delegate's office

RTV

- 25 Mobile units park
- 26 Commentators' control
- 27 Camera positions on the pitch
- 28 Camera platforms

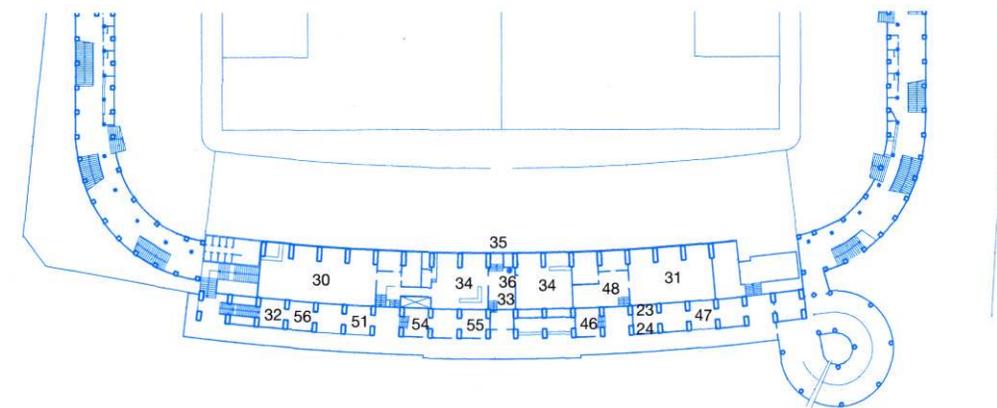
Press

- 29 Mixed zone
- 30 Press centre
- 31 Interview room
- 32 Press editors



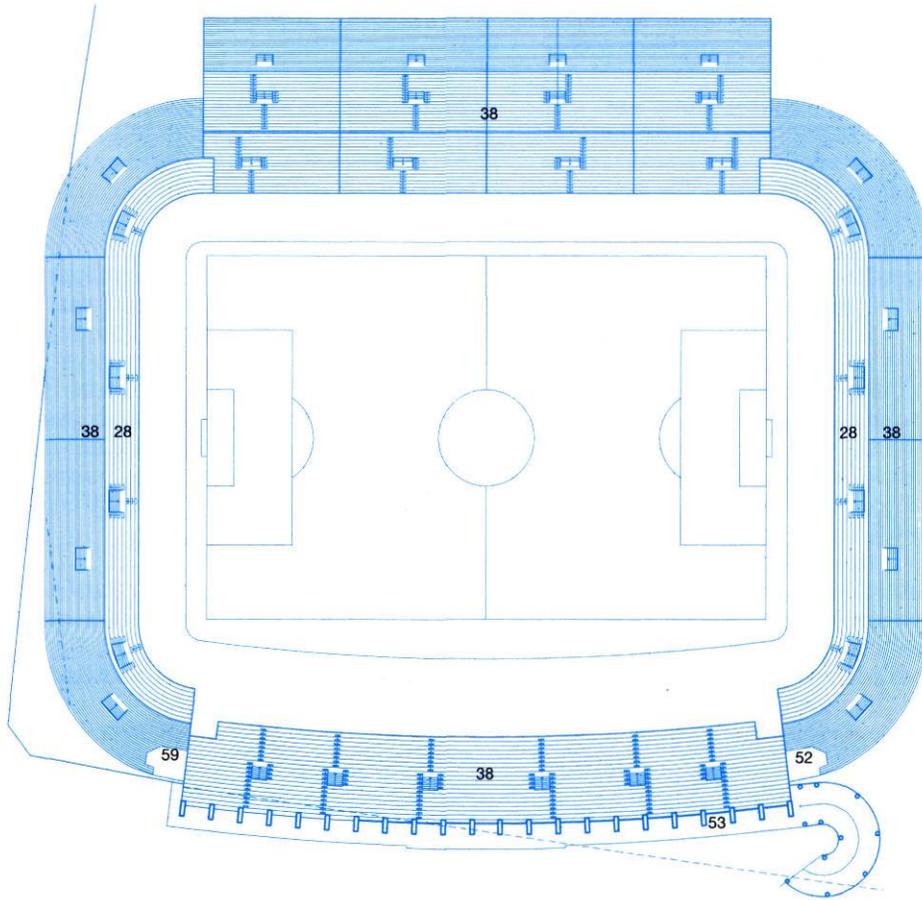
Ground floor

0 10 20 30 m



First floor

0 10 20 30 m



- VIPs**
- 33 Reception centre
 - 34 Rest area
 - 35 Entrance to the stand
 - 36 Entrance to the competition area

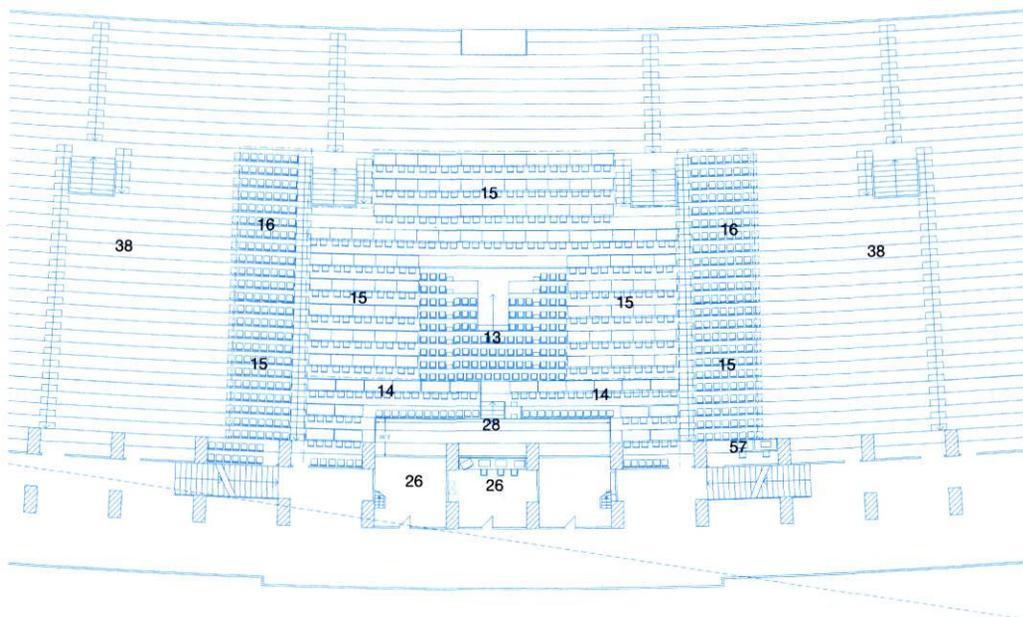
- Spectators**
- 37 Entrance
 - 38 Stand
 - 39 Information
 - 40 Ticket sales
 - 41 Souvenirs
 - 42 Food and drinks
 - 43 Book stall
 - 44 Medical care
 - 45 Toilets

- Organisation**
- 46 Director's office
 - 47 Organisation offices
 - 48 Competition offices
 - 49 Logistics store

- Technology**
- 50 Telecommunications room and CATV
 - 51 Telefónica commercial office
 - 52 Radio room
 - 53 Sound, PA and telephones
 - 54 Scoreboard control
 - 55 Results management room
 - 56 Results publishing room
 - 57 Computer terminals control room

- Security**
- 58 Security control room
 - 59 Surveillance point
 - 60 Internal security room
 - 61 Public security room

Upper stands 0 10 20 30 m



Olympic Family stands 0 5 10 m

1 and 2

The roller hockey, a demonstration sport for the first time in the Olympic Games, was held at four different places: the Palau d'Esports in Reus (1 and 2) where the semi-finals were held; the Pavelló del Club Patí Vic and the Pavelló de l'Ateneu de Sant Sadurní where the preliminary matches were held and the Palau Blaugrana in Barcelona, where the final was held.

Pavelló d'Esports de Reus Pavelló del Club Patí Vic Pavelló de l'Ateneu de Sant Sadurní

The roller hockey, a demonstration sport at the Barcelona Olympic Games, was held at the subsites of Sant Sadurní d'Anoia (Alt Penedès), Reus (Baix Camp) and Vic (Osona), all of them pioneers in the practice of this sport in Spain. The final was held in the Palau Blaugrana, situated in the Diagonal Olympic Area.

In Sant Sadurní d'Anoia and Vic the existing facilities were modernised while in Reus, a new sports hall was built.

All three sports halls are regularly used for the practice of roller hockey. The cost of modernisation and construction was met by the respective town councils in collaboration with COOB'92.

The long term plan

The Pavelló d'Esports de Reus, where the semi-finals were held and which was designed by the architect Josep M. Martí, is a free-standing building. It is a new construction and is the property of the town council and can be used for the practice of various indoor sports on central multi-purpose arena of 20 X 40 m.

The hall has a capacity for 3,400 spectators. The lower stands are retractable and when they are removed there is sufficient space for two 20 X 40 m arenas which can be used for training.

The modernisation at the Pavelló del Club Patí Vic, the work of the architect Josep Franch, included improvements to the electrical and sanitary installations, the refurbishment of the changing rooms, new flooring in the competition area and improvements to the entrances and circulation areas. The sports hall has a capacity for 1,700 spectators.



The Pavelló de l'Ateneu de Sant Sadurní, designed by the architect Joan Rovira, has a capacity for 1,300 spectators and was built in 1981. Its structure is formed by concrete pillars and metal beams. The modernisation project to bring the building up to Olympic standards and which was carried out by the architects Josep M. Nilomara and Xavier Sistac, consisted mainly of making improvements to the changing rooms, the air conditioning, the artificial lighting and the accesses.

In Reus and in Vic, the permanent installations provided sufficient space for all the necessary services while in Sant Sadurní it was necessary to provide some services outside the facility and make temporary use of the Sant Sadurní Ateneu Theatre.

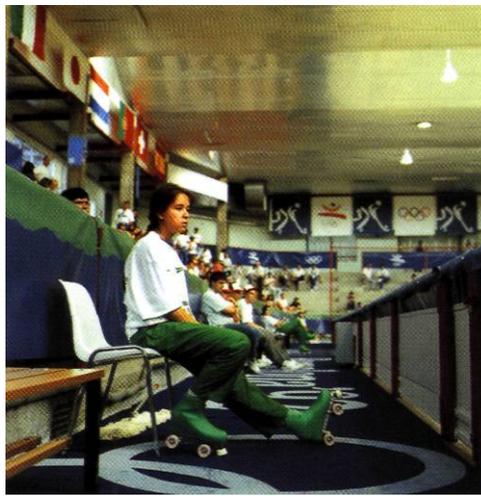
¹
The Pavelló de l'Ateneu de Sant Sadurní, built in 1981, was modernised to make it suitable for Olympic competition. The modernisation consisted mainly of improvements to the changing rooms, the air conditioning, the lighting system and the access system.

^{2 and 3}
It was also necessary to make partial improvements to the interior and exterior of the Pavelló del Club Patí Vic in order to make it suitable for Olympic competition.

The Olympic adaptation project

In all three cases the adaptation projects consisted of modifying the sports halls in line with the peculiarities of Olympic use and they complemented the permanent facilities with the addition of some specific services.

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Pavelló d'Esports, Reus

Owner

Reus City Council

Manager

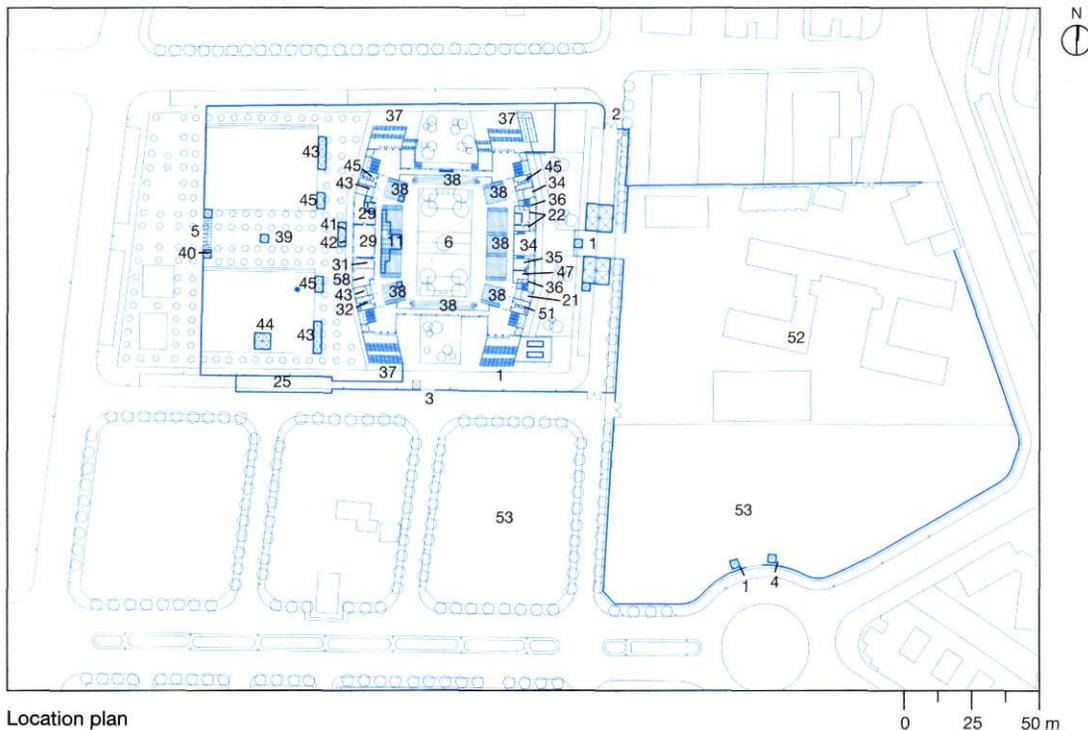
Reus City Council

Opened

1992

Distances

Olympic Village: 113 km
MPC and IBC: 110 km
IOC residence: 110 km



Location plan

Entrances

- 1 Olympic Family
- 2 VIPs
- 3 RTV technical vehicles and maintenance
- 4 Pass management
- 5 Spectators

Competition area

- 6 Competition ground
- 7 Results management
- 8 Judges' and referees' technical table
- 9 Reserves' benches
- 10 Photographers' positions

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Access
- 13 Changing rooms
- 14 Lockers for skates
- 15 Repair workshop
- 16 Warm-up area
- 17 Massage room
- 18 Call room
- 19 Competitors' clinic
- 20 Doping control
- 21 Lounge and restaurant area

IF services

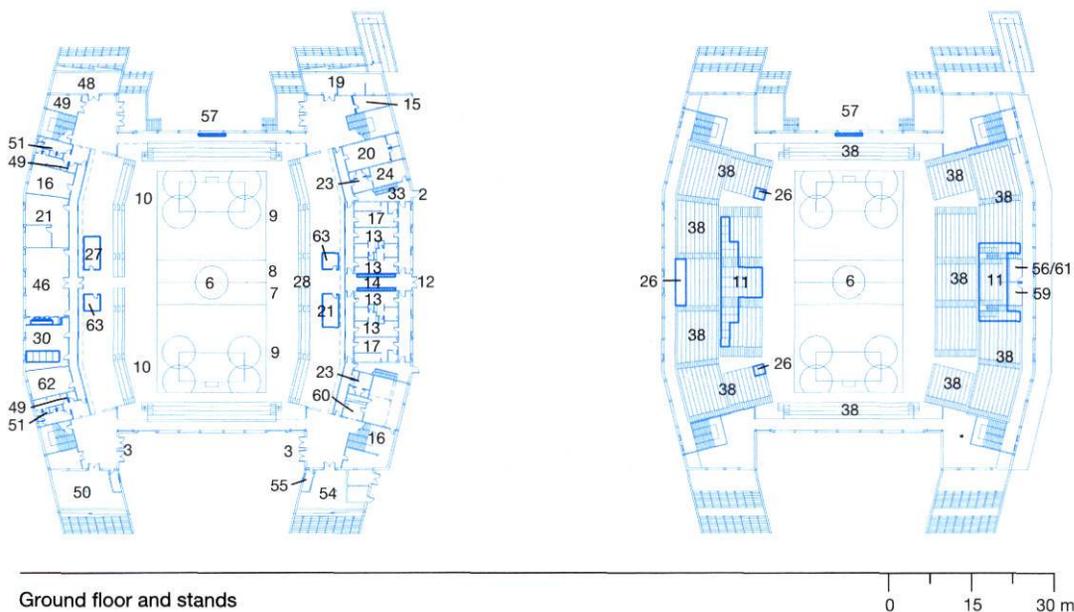
- 22 FIRS offices
- 23 Referees' and judges' changing rooms
- 24 Referees' work room

RTV

- 25 Mobile units park
- 26 Camera positions
- 27 Commentators' control

Press

- 28 Mixed zone
- 29 Press centre
- 30 Interview room
- 31 Rest area
- 32 Toilets



Ground floor and stands

VIPs

- 33 Reception centre
- 34 Rest area
- 35 Protocol manager's office
- 36 Toilets

Spectators

- 37 Access
- 38 Stand
- 39 Information
- 40 Ticket sales
- 41 Souvenirs
- 42 Film and video
- 43 Food and drinks
- 44 Medical care
- 45 Toilets

Organisation

- 46 Organisation offices
- 47 Competition offices
- 48 Sports material store
- 49 Maintenance store
- 50 Logistics store
- 51 Toilets
- 52 Drivers' reception centre
- 53 OF car park

Technology

- 54 Telecommunications room
- 55 Radio control room
- 56 Sound and PA room
- 57 Scoreboard
- 58 Results management room
- 59 Results publishing room

Security

- 60 Security control room
- 61 Surveillance point
- 62 Internal security room
- 63 Public security room

Pavelló del Club Patí Vic

Owner

Vic City Council and Club Patí Vic

Manager

Club Patí Vic

Distances

Olympic Village:	69 km
MPC and IBC:	70 km
IOC residence:	70 km

Entrances

- Olympic Family
- VIPs
- RTV vehicles and maintenance
- Pass management
- Spectators

Competition area

- Competition ground
- Results management
- Judges' and referees' technical table
- Reserves' benches
- Photographers' positions

OF stand

- Seats with accreditation

Competitors' services

- Access
- Changing rooms
- Lockers for skates
- Repair workshop
- Warm-up area
- Massage room
- Call room
- Competitors' clinic
- Doping control
- Lounge and restaurant area

IF services

- FIRS offices
- Referees' and judges' changing rooms
- Referees' work room

RTV and Press

- Mobile units park
- Camera positions
- Access
- Mixed zone
- Press centre
- Interview room
- Rest area
- Toilets

VIPs

- Reception centre
- Rest area
- Protocol manager's office
- Toilets

Spectators

- Access
- Stand
- Information
- Ticket sales
- Souvenirs
- Film and video
- Food and drinks
- Medical care
- Toilets

Organisation

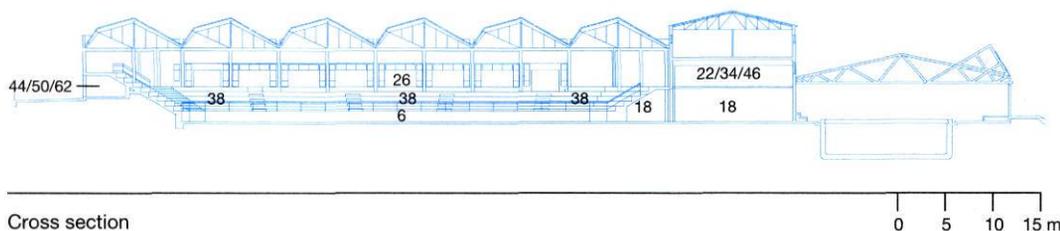
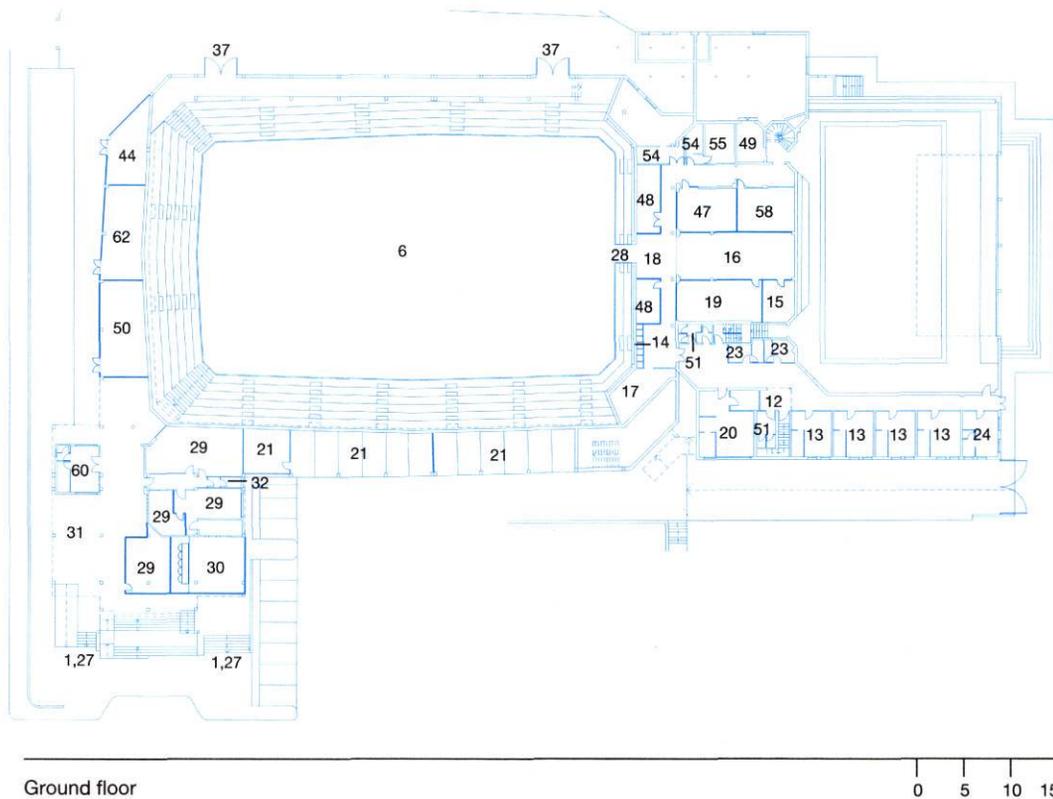
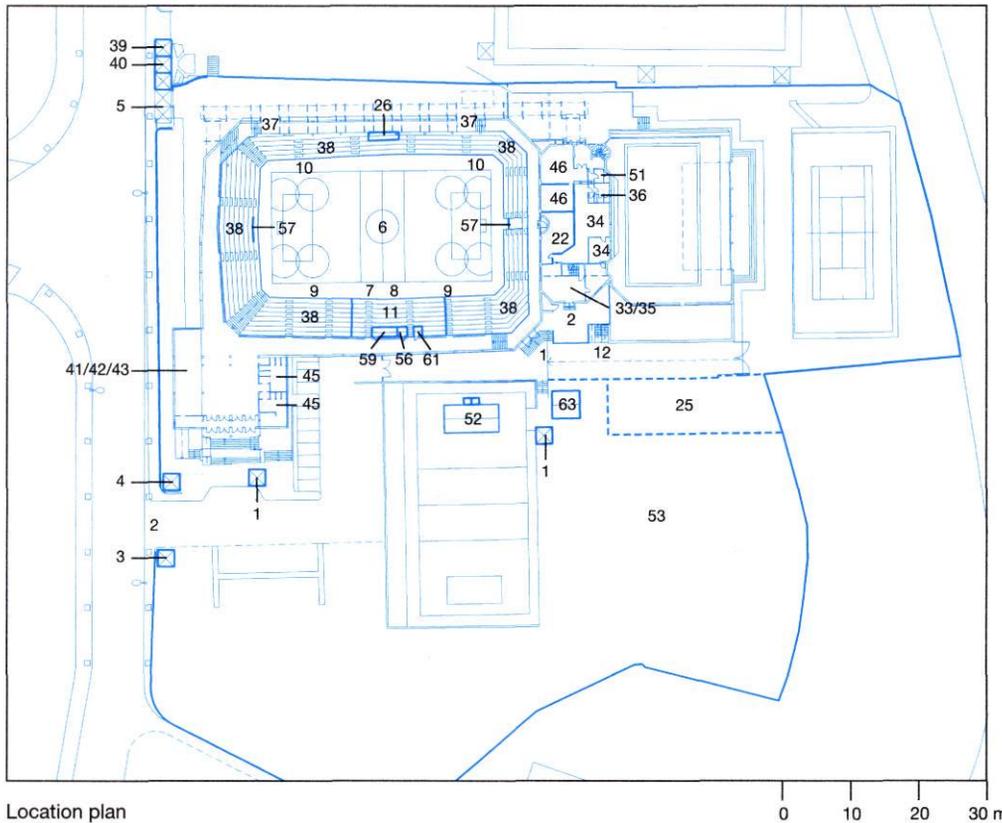
- Organisation offices
- Competition offices
- Sports material store
- Maintenance store
- Logistics store
- Toilets
- Drivers' reception centre
- OF carpark

Technology

- Telecommunications room
- Radio control room
- Sound and PA room
- Scoreboards
- Results management room
- Results publishing room

Security

- Security control room
- Surveillance point
- Internal security room
- Public security room



Pavelló de l'Ateneu de Sant Sadurn d'Anoia

Owner

Sant Sadurn d'Anoia City Council

Manager

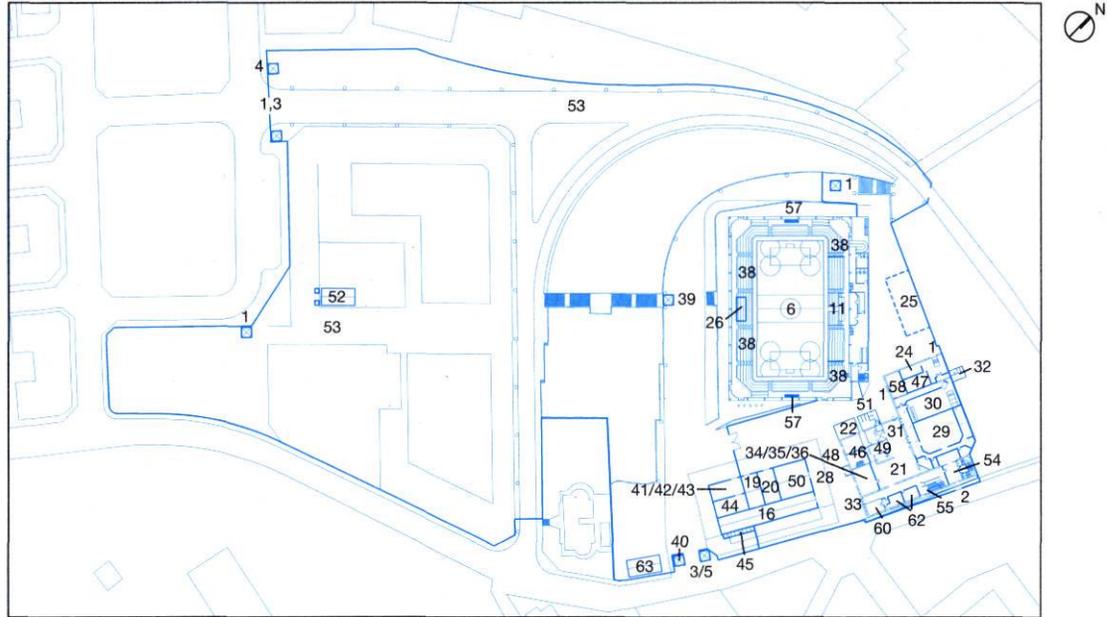
Club Esportiu d'Anoia

Opened

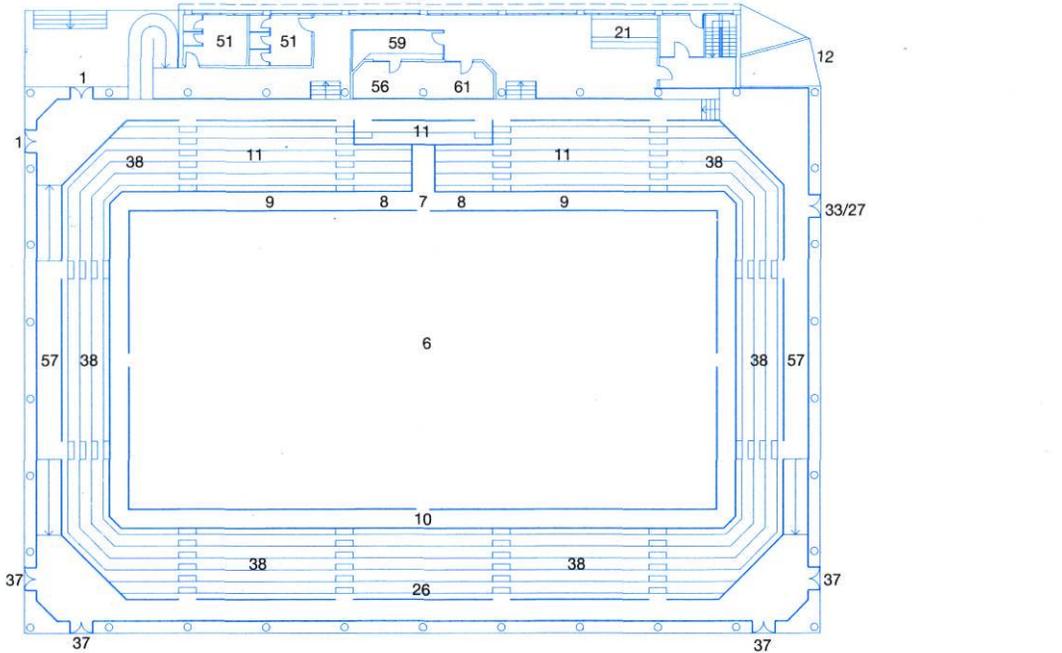
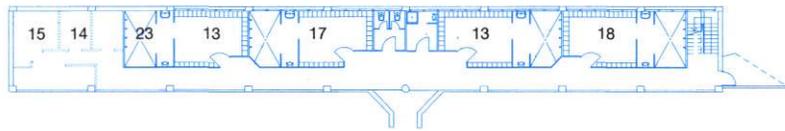
1981

Distances

Olympic Village: 42 km
 MPC and IBC: 39 km
 IOC residence: 38 km



Location plan



Basement and ground floor

Entrances

- 1 Olympic Family
- 2 VIPs
- 3 RTV technical and maintenance vehicles
- 4 Pass management
- 5 Spectators

Competition area

- 6 Competition ground
- 7 Results management
- 8 Judges' and referees' technical table
- 9 Reserves' benches
- 10 Photographers' positions

OF stand

- 11 Seats with accreditation

Competitors' services

- 12 Access
- 13 Changing rooms
- 14 Lockers for skates
- 15 Repair workshop
- 16 Warm-up area
- 17 Massage room
- 18 Call room
- 19 Competitors' clinic
- 20 Doping control
- 21 Lounge and restaurant area

IF services

- 22 FIRS offices
- 23 Referees' and judges' changing rooms
- 24 Referees' work room

RTV

- 25 Mobile units park
- 26 Camera positions

Press

- 27 Access
- 28 Mixed zone
- 29 Press centre
- 30 Interview room
- 31 Rest area
- 32 Toilets

VIPs

- 33 Access
- 34 Reception centre
- 35 Rest area
- 36 Protocol manager's office

Spectators'

- 37 Access
- 38 Stand
- 39 Information
- 40 Ticket sales
- 41 Souvenirs
- 42 Film and video
- 43 Food and drinks
- 44 Medical care
- 45 Toilets

Organisation

- 46 Organisation offices
- 47 Competition offices
- 48 Sports material store
- 49 Maintenance store
- 50 Logistics store
- 51 Toilets
- 52 Drivers' reception centre
- 53 Olympic Family car park

Technology

- 54 Telecommunications room
- 55 Radio control room
- 56 Sound and PA room
- 57 Scoreboards
- 58 Results management room
- 59 Results publishing room

Security

- 60 Security control room
- 61 Surveillance point
- 62 Internal security room
- 63 Spectators' security room



6. The Cultural Olympiad





1

344



2

1, 2 and 3

La Nit, the musical festival held on 8 October 1988 in Montjuïc, opened the Gateway to the Olympiad (2). Freddy Mercury and Montserrat Caballé sang the song Barcelona (1). The next day, the Moll de la Fusta was the venue for La Festa, a street party to celebrate the arrival of the Olympic flag in Barcelona (3).

The Objectives of the Cultural Olympiad

When Barcelona was appointed host city for the 1992 Olympic Games, it not only assumed a commitment to organise the sports events with all their logistical and infrastructure requirements; it also promised to put on a broad four-year programme of cultural events which would culminate in the Olympic Festival of the Arts, a set of activities which customarily accompany the Games.

Barcelona made this project its own and took on the challenge —already explicit in the Candidature Dossier— of providing a programme which would last for the four years of the Olympiad. Complex and ambitious, it included spectacular projects, but it was also intended to provide an impulse for the creative energy of the city and to encourage contact between the cultures and peoples that were to take part in the Games. The Cultural Olympiad, then, was to carry on with the mission of the Olympic Games of the modern era to strengthen the ties between culture and sport in the framework of the Olympic ideals.

3 The programme of the Cultural Olympiad was a group of activities organised along certain guidelines intended to foster relations between the arts and different cultural sectors and to supply a wide range of creative possibilities. Thus, on 10 November 1988, *Olimpiada Cultural S.A.* was founded. Legally it was a private company belonging to COOB'92.

The first step was to formulate proposals connected with the past and present of Barcelona which would bring out the extraordinary value of its artistic heritage —more than two thousand years old—, the active presence of the city in avant-garde art movements and its sensitive commitment to the environment.

The second was to take advantage of the thrust of the Games to set the planned activities in a sphere where the traditional cultural institutions rarely trod: the meeting of thought and art with sport. The exhibitions were therefore designed to bring the public close to the world of sport, whether by going back to classical times or by reflecting on contemporary sport from different points of view.

Lastly, the Cultural Olympiad aimed to stimulate and promote music and theatre though the Autumn Festivals, which would consist of local and international

classic, contemporary and popular music, jazz, theatre and dance events all held together. The festivals were immediately included in the schedule of major international events and culminated in 1992 with the Olympic Festival of the Arts, held during the Games, which provided an excellent artistic counterpoint to the sports events.

The annual programmes

The Cultural Olympiad began on 8 October 1988 with the *Gateway to the Olympiad*, a series of events designed to mark the beginning of the Barcelona Olympiad: *La Nit*, a music festival held in the Avinguda de la Reina Maria Cristina in Montjuïc, which brought together leading figures of opera and rock; *La Festa*, a party for the whole city thrown on the occasion of the arrival of the Olympic flag in Barcelona; and the exhibition *Barcelona, the city and 92*, which presented the projects related to the Olympics and the changes which the city was to undergo between then and the end of the Games.

1989 began with the exhibition *Planeta Esport* in the old Born Market, which aimed to bring the world of sport to the public. At the end of September, the First Autumn Festival put on theatre, music and dance events from all over the world. The *Film chronicle 1989-1992* was also launched; its purpose was to collect, year by year, images of the evolution of town planning in Barcelona over the four years of the Olympiad.

In 1990 the Cultural Olympiad mounted the exhibition *Modernism 1990*, which consisted of two big shows: *The Golden Square* and *Modernism*, both about the splendour of the art of the turn of the century, so characteristic of Barcelona. In the field of drama, the II Autumn Festival carried on from where the first had left off with local and international events. Lastly, the historic signposting project was completed; it consisted of placing commemorative plaques on the outstanding historic buildings of the city.

1991 was the year of the design project *Casa Barcelona* —presented as an exhibition—, which aimed to create a style for Barcelona homes in the nineties. The III Autumn Festival, the last of the cycle, was held; the idea, as usual, was to present a multidisciplinary display of the performing arts: a rich, vital assertion of the value of theatre, music and dance.



In 1992 the project reached its climax. The Cultural Olympiad encouraged and coordinated the efforts made by public and private organisations in Barcelona and the subsites to mark the Olympic event. The activity revolved around three focal subjects: Barcelona, 2000 years; Art and sport; and the Olympic Festival of the Arts. Each one brought together a sector of the contents of the cultural programme. The result was a series of major exhibitions and artistic and theatrical events designed to complement the sports competitions and to show the world the creativity and cultural wealth of the city and the country which were hosting the Games of the XXV Olympiad of the modern era. This programme more than met the commitment made to the IOC, when it placed its confidence in Barcelona.

In Volume IV of the Official Report there is a full account of the cultural programme of 1992. We are now going to describe the exhibitions and other activities which

were on the Cultural Olympiad programme from 1988 to the end of 1991.

The exhibitions

Barcelona, the city and 92

On 8 October 1988 the exhibition *Barcelona, the city and 92*, opened at the Edifici de les Aigües. It was a comprehensive account of the town planning projects in progress which were related directly or indirectly to the organisation of the Games. The exhibition was an unprecedented success and received over 350,000 visitors. The idea of informing the world of the architecture and town-planning works under way in Barcelona prompted the organisers to choose an itinerant exhibition. It was presented for the first time in the Econocenter in Rotterdam, where it was the inaugural exhibition. It continued its journey around the capitals of the Spanish

¹
The king and queen of Spain, accompanied by Pasqual Maragall, opened the exhibition Barcelona, the city and 92, on 8 October 1988 in the Edifici de les Aigües.



2,3 and 4

The exhibition, to which people flocked over the months that it was open, presented all the town-planning, technological and cultural projects and the changes that the city was to undergo before the Games.

autonomous communities and the Olympic subsites.

In November 1990, also in the Edifici de les Aigües, the exhibition was reopened to show the further progress and development of the projects. It remained open until March 1991. Designed to explain the impact of the Olympic project on the city, the exhibition was divided into seven areas by subject: highways, public transport, environment, energy and telecommunications, economic promotion, cultural amenities and sports facilities. The second version was also a great success with the public: 100,000 people passed through the doors, including a large number of school parties.

A video made by Manuel Huerga, *Barcelona 1993, Journey to the Future*, explained the contents of the exhibition through an imaginary trip around the Barcelona of the future. A parallel photographic exhibition, *Barcelona'90*, was a compilation of the changes to the

buildings and landscapes of the city in recent years as seen by different authors.

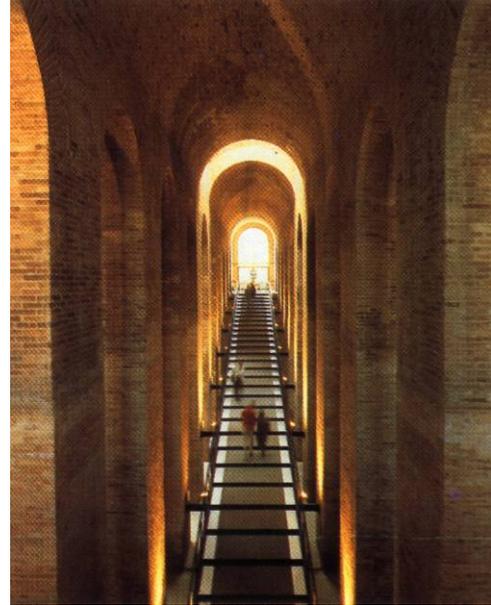
Planeta Esport

1989 was the year of a great exhibition *Planeta Esport*, whose aim was to bring the world of sport to the people of the city. It opened on 12 May and continued until July in the old Born Market. The idea was by Josep Ramoneda and Jorge Wagensberg and the design by the architect Daniel Freixes.

In the "active spaces" of the exhibition, visitors could test their sporting ability against current world records. With the help of mechanical and electronic apparatus, anyone could run the 100 metres against Ben Johnson —the record holder at the time— or try to break the world long jump record set by Bob Beamon at the Mexico City Games in 1968. In the "palestra space", 5,461 sportsmen and women and various



2



4



3

Spanish and Catalan federations took part in demonstrations of different sports.

The "passive spaces" contained exhibitions of photographs and objects and audio-visual productions showing different aspects of the world of sport: perfection, chance, violence, advertising, politics, the unexpected and sport in the cinema.

The "communication spaces" provided information about the exhibition in an original and didactic way: a weekly bulletin was published in association with *El Periódico*, and Catalunya Ràdio broadcast from the Born Market. The public television channels TVE and TV3 also broadcast various programmes from the exhibition.

The *Planeta Esport* exhibition received over 250,000 visitors, of whom 30,000 were groups organised by schools and educational centres. Famous sportsmen and women also came, among them the

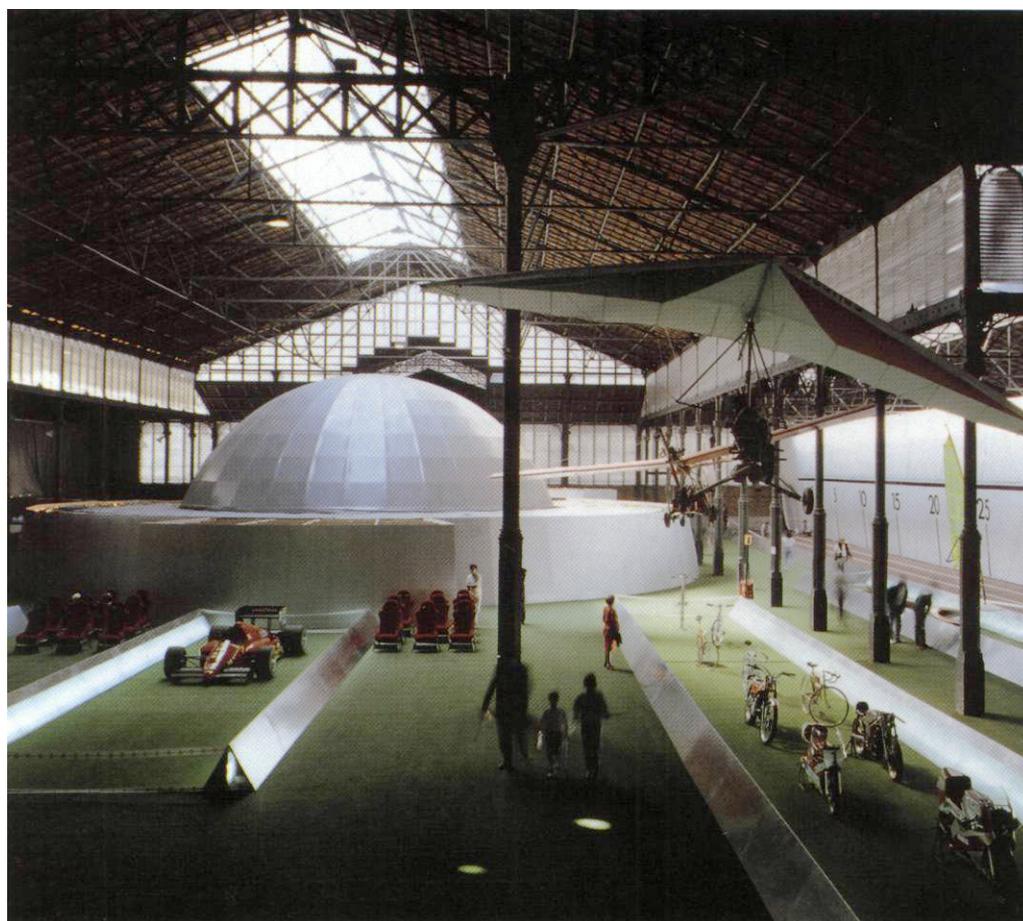
motor cycle racer Sito Pons, the FC Barcelona coach Johann Cruyff and the tennis player Arantxa Sánchez Vicario, who loaned their championship trophies to the exhibition. Foreign television networks also came to do reports.

Last, the book *Planeta Esport* was published with texts on the history, the ideology, the finances, the communication, the medicine, the technique, the practice and the rules of sport, with twenty-three illustrations by young artists on the theme of the sphere and the ring.

Other exhibitions and activities in 1989

In November 1989 Barcelona was home to the *Young European Biennial 89*, organised by the City Council, an exhibition of the outstanding work of young artists from the European

¹
In 1989, the old Born Market was the setting for the exhibition Planeta Esport



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The aim of Planeta Esport was to bring the world of sport and its relation to culture to the public, particularly schools.

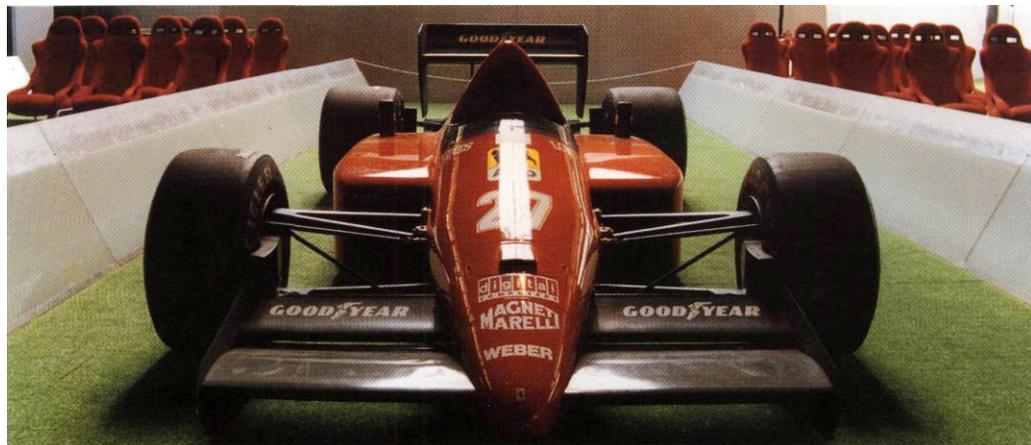
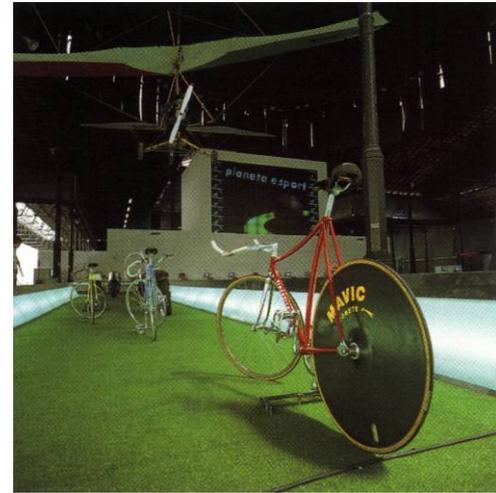
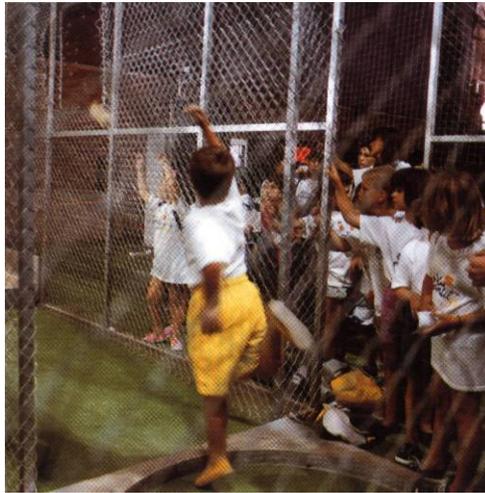
Community. A prize was offered in each of the ten sections of the so-called Open Show. There was also a prize for the outstanding artist of the whole of the Biennial. The Cultural Olympiad financed the prizes and reserved the right to appoint a member of each of the juries which were to award them.

In October and November 1989, the Department of Culture of Barcelona City Council and the Cultural Olympiad, in association with the Barcelona Museum of Contemporary Art and the Museum of Contemporary Art Foundation, organised the exhibition *From Revolution to Perestroika: Soviet Art from the Ludwig Collection*. The exhibition was a selection of major works of Soviet art from two crucial moments: the years immediately following the Revolution of 1917 and the contemporary period.

Modernism 1990

Modernism 1990 was a series of activities focusing on the Modernist movement in Catalonia at the turn of the nineteenth and twentieth centuries. The major ones were two large exhibitions: *The Golden Square* and *Modernism*. The former was held in the Casa Milà —known as "La Pedrera"— from 14 June to 30 November and the latter in the Museum of Modern Art from 10 October to 13 January 1991. The commissioner for both exhibitions was Albert García Espuche.

The two shows were complementary. Whilst *The Golden Square* laid the emphasis on architecture and analysed the formation of a middle-class district in the centre of the Eixample, where a substantial part of Modernist production took place, *Modernism* relegated this aspect to second place and concentrated on other artistic elements of this cultural movement with an exhibition of objects and works of art.





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 In 1990, the Cultural Olympiad mounted the exhibition *Modernism 1990*, which consisted of two big shows: *The Golden Square* in the Casa Milà (1) and the *Eixample district of the city and Modernism in the Museum of Modern Art* (2), both about the splendour of the art of the turn of the century. Since then, the name *The Golden Square* (3) has become part of the cultural heritage of Barcelona.

The Golden Square was in two parts: in "La Pedrera" there was an explanation of the stages of development of the middle-class district in the centre of the Eixample; outside, visitors were invited to look at a hundred and fifty buildings, which conveyed an idea of the high quality of the architecture and the city landscape. The attention paid to the exhibition by the media contributed to its success in terms of the number of visitors: about 330,000.

Another important factor in the success were the publications created specially for the exhibition: the catalogue, which was sold out and reprinted several times, and the guide, published in several languages, which accompanied the tour of the "outdoor museum" of the so-called "Golden Square".

The *Modernism* exhibition, mounted in the Museum of Modern Art, was the most comprehensive one ever organised on the subject. The primary aim was to provide an overview of the Modernist movement and to demonstrate its importance in the history of Catalan art and culture.

The exhibition contained about five hundred items from different fields: painting, sculpture, architecture, furniture, jewellery and industrial crafts. This naturally involved a large number of specialists (over seventy) and an unusually complex montage. The catalogue was a synthesis of the latest studies of Modernism. The exhibition also provided a unique opportunity for the Museum of Modern Art to acquire new works and to restore many of the ones it already had.

Half the items came from private collections, which gave an idea of the popularity of the exhibition in the city: collectors loaned their works because of the confidence that the project inspired and for the satisfaction of taking part in such a major cultural venture. Municipal museums and institutions were no less interested in cooperating. A large number of people offered to sponsor the show with economic support. Schools enthusiastically accepted the offer of educational workshops in spaces set up inside the Museum.

Various activities were organised around *The Golden Square* and *Modernism*. From 7 June to 30 July, the Casa Elizalde hosted a cycle of lectures on the formation of the Eixample, organised in association with the Fundació Caixa de Catalunya. The lectures were subsequently published in book form.

Meanwhile, the Girona City Council, in association with the Catalan Archivists Association and with the support of the Cultural Olympiad and the Nova Informàtica Group, organised *The image and historical research. Debates on the artistic and documentary value of the heritage in images*. The exhibition *The artist in his workshop. Photographs by Francesc Serra*, organised in association with the Department of Culture of Barcelona City Council, was a collection of 68 photographs of artists, most of them Modernist, in their workshops or outdoors. In 1991 the exhibition travelled around the Olympic subsites and other cities.

The visits to the Cercle del Liceu were also appreciated by the public, who had a chance to discover a place which had previously been locked and barred and was therefore unknown to the vast majority.

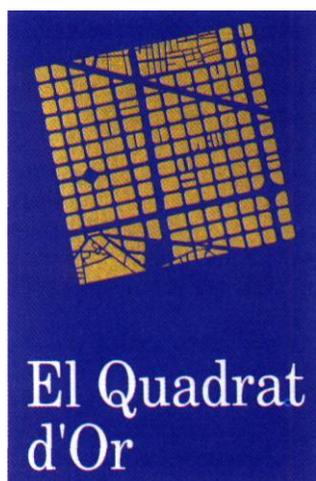
Also within the framework of the exhibition there were lectures on aspects of Modernism, such as: *Modernist literature: subjects for debate*, held in the Ateneu Barcelonès in October 1990 and coordinated by Jordi Castellanos; *Nine Modernist architects*, in association with the Catalan Institute of Architects, which was held in November 1990; *Science and technology in the Modernist era*, in association with the Academy of Medical Sciences of Catalonia and the Balearic Islands, coordinated by Ferran Sabaté; and the monographic course *Music in Modernism*, held at the Fundació Caixa de Pensions Cultural Centre in November and December 1990.

Other exhibitions and activities in 1990

The exhibition *Ancient and Modern in Twentieth Century Art* was organised jointly with the Fundació Joan Miró in December 1990. The show consisted of works done between 1914 and 1990 and there were two selection criteria: they had to belong to modern times, but to refer, in terms of iconography, to Greco-Roman antiquity. A catalogue of the exhibition was published.

In June the Cultural Olympiad supported the *VII Exhibition of Contemporary Catalan Art* organised by the Galeria Canals in Sant Cugat. The exhibition was later presented at the subsites.

Also in June, the chapel of the old Hospital de la Santa Creu housed the



exhibition *Albéniz and his Times*, organised by the Fundació Isaac Albéniz. Images, records and videos about the world famous Catalan musician were on show.

In May 1990 in Terrassa, in association with the town council, the photographic exhibition *Fotosport* was held. It later visited other towns in Catalonia.

Casa Barcelona

The *Casa Barcelona* project, launched in 1990, promoted the creation of objects for household use with the overall aim of producing a style of design which would identify Barcelona with the historic event of the Olympic Games.

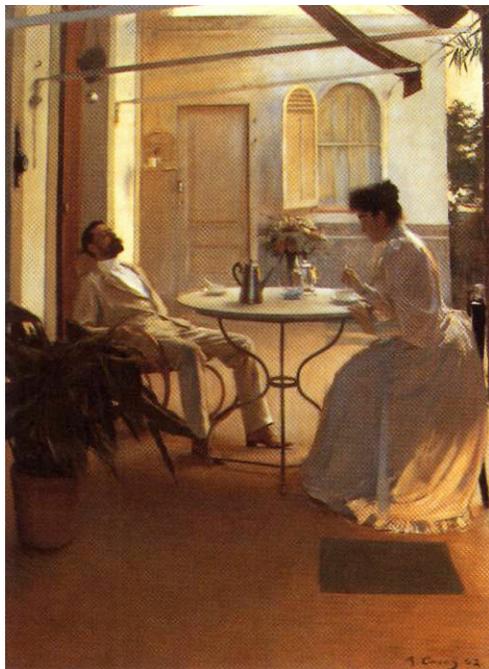
The first phase of the project, which was inspired by the commission given to Mies van der Rohe to design the "Barcelona chair" for the Universal Exhibition in 1929, consisted of selecting a number of

everyday articles and commissioning the design to different professionals in the country. The commissioners of the project, Juli Capella and Quim Larrea, chose the designers who were to supply the objects. Five large items were allocated to designers who had won the National Design Prize and thirty-three small ones to the most innovative designers in the country.

The next step was to encourage the production companies to manufacture and distribute the objects. *Casa Barcelona* was not intended to be just a highbrow experiment which would end up inside a museum; on the contrary, the idea was for everyone who wanted a *Casa Barcelona* object to be able to acquire one. From December 1991 to February 1992 an exhibition of the objects designed was held at the Sala Marquès de Comillas in the Drassanes Reials de Barcelona.

A catalogue of the *Casa Barcelona* exhibition was published; it was entitled

1, 2, 3 and 4
The exhibition Modernism in the Museum of Modern Art brought together over five hundred items, including paintings, sculptures, jewellery and the applied arts by artists such as Santiago Rusiñol, Ramon Casas (I), Josep Clara, Pau Gargallo and Isidre Nonell.



5, 6, 7 and 8

The Casa Barcelona project promoted the creation of objects for household use in a style which would identify Barcelona with the historic event of 1992. From December 1991 to February 1992, the leading designers in the country exhibited objects in the Sala Marquès de Comillas in the Drassanes Reials in Barcelona.

38 designs for 92 and was sponsored by the Institute of the Small Business and the Ministry of Industry, Commerce and Tourism.

Other exhibitions and activities in 1991

In May 1991 the IX Barcelona Comic Fair was held in the old Born Market. The Cultural Olympiad sponsored an exhibition within the Fair called *The Cities of the Future in the Comic*. The show included works by Javier Mariscal, Daniel Torres, Alfons Font, Bilal, Druillet, Moebius and Schuiten.

Zoomsport, an exhibition of photographs which accompanied the exhibition *Planeta Sport*, began a journey round the Olympic subsites and other cities which had expressed an interest in mounting it there.

Activities

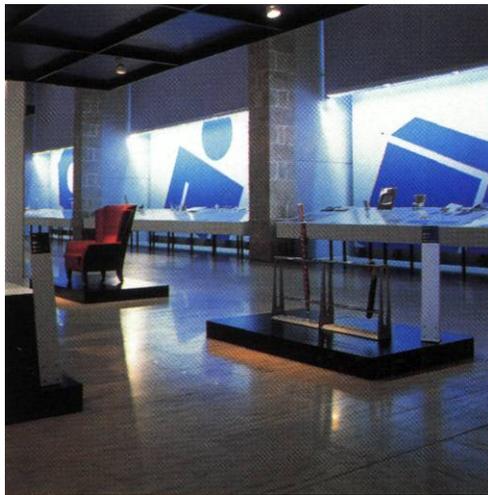
Historic signposting of the city

The Cultural Olympiad launched a programme of historic signposting in the city of Barcelona and the Olympic subsites. The idea was to draw attention to buildings where important events had taken place or where people associated with them had lived. The plaque chosen to identify the buildings was of high quality, displaying unity of criteria and morphology.

In the case of the city of Barcelona, the advisers to the project were Josep M. Carandell, Josep M. Huertas Clavería and Lluís Permanyer. The Municipal Institute of History of Barcelona and the Monumental and Historic Heritage Operational Conservation Unit of the Barcelona City Council were also involved. The plaques were designed by André Ricard and Yves Zimmermann.



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The first phase of the campaign focused on the outstanding historic monuments and buildings in the city of Barcelona; 73 were signposted altogether.

On 9 May 1991, the first plaque was officially placed on the Lleó Morera house in the Passeig de Gràcia, the work of Domènech i Montaner. Over the rest of the year 51 more plaques were placed on buildings around the city.

In 1992 the second phase of the programme was got under way with the signposting of buildings connected with illustrious people who had been born, lived or worked there. 65 such people were selected and the first plaques placed were dedicated to Enric Morera, coinciding with the 150th anniversary of his birth; the writer Jaume Vidal Alcover and the writer and Barcelona city councillor, or Maria Aurèlia Capmany.

Among the Olympic subsites, Viladecans joined the project and six

plaques were placed on notable buildings in the town.

When the activities of the Cultural Olympiad came to an end, the original of the plaque designed by André Ricard and Yves Zimmermann and the documents which had made the project possible were given to the Barcelona City Council.

Cinema, video and TV

The Cultural Olympiad made its contribution to the Barcelona Film Festival in 1989 by sponsoring the opening session on the Moll de la Fusta with a showing of *The Black Pirate*, directed by Albert Parker in 1926.

In support of various international ventures in the audio-visual field, the Cultural Olympiad took part in film and video productions such as *Despertaferro*, a cartoon film with Gaudiesque sets and the character of the legendary warrior Roger

^{1 and 2}
The Cultural Olympiad launched a programme of historic signposting in the city of Barcelona, with the idea of marking out important buildings. On 9 May 1991 the first plaque was officially placed on the Casa Lleó Morera in Passeig de Gràcia.



³
The Pavelló de la República, built for the Paris Universal Exhibition of 1937, was reconstructed in the Vall d'Hebron in Barcelona. Inside was an exhibition about the transformation of the city. The sculpture outside the building, "Mistos" by Claes Oldenburg, adds a special touch to the new sports and residential complex and complements the other works of sculpture in the Vall d'Hebron Area.

de Llúria as hero. Directed by Jordi Amorós and with drawings by Enrique Ventura, the film had its commercial release in December 1990.

The Cultural Olympiad also worked on the video Diagonal, which was part of the exhibition *Home and City*, organised by the Catalan Institute of Architects in May 1989.

In October 1989, the Cultural Olympiad took part in two other international festivals: the XIX International Amateur Film Festival in Badalona and the International Fantastic Film Festival in Sitges. The association with the Badalona Festival was repeated in 1990 and 1991.

In October the Catalan Film Theatre organised three seasons to complement the cultural activities going on in Barcelona at the time: the Ingmar Bergman Company, Jiri Menzel and Oskar Schlemmer. All three seasons were

linked to the programme of the I Barcelona Autumn Festival.

The Cultural Olympiad was also twice winner of the Gold Medal of the New York International Film & TV Festival for *La Nit* and *The Golden Square*.

Historical and artistic heritage

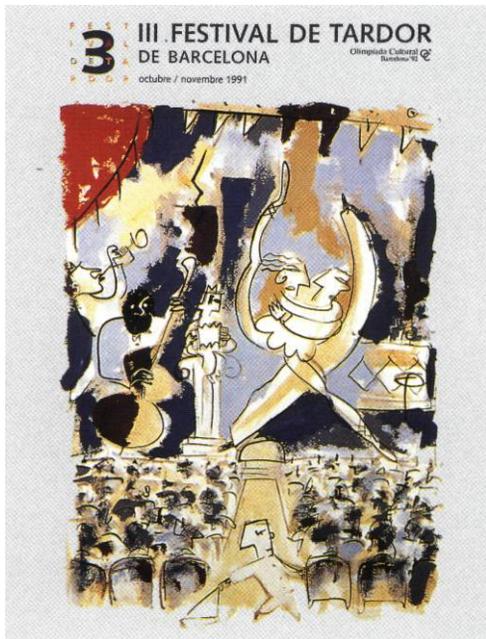
In the field of the historical and artistic heritage, the Cultural Olympiad programme provided support for activities to promote the creation and cession of works of art for the national heritage.

The L'Hospitalet Art'89 International Workshop—organised through the Alexandre Cirici Art Centre in L'Hospitalet de Llobregat— was the third of a series of street exhibitions of facilities designed and manufactured for particular spaces in the Bellvitge district of L'Hospitalet. At the 1990 exhibition, six artists were able to produce their

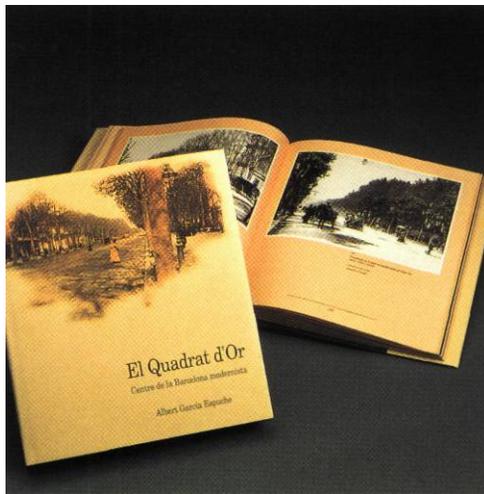




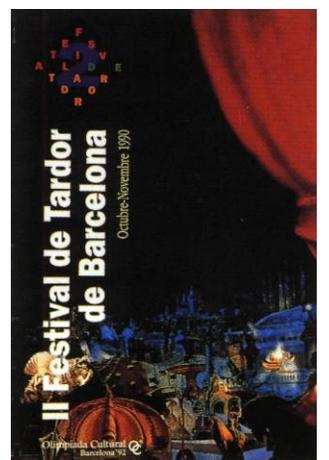
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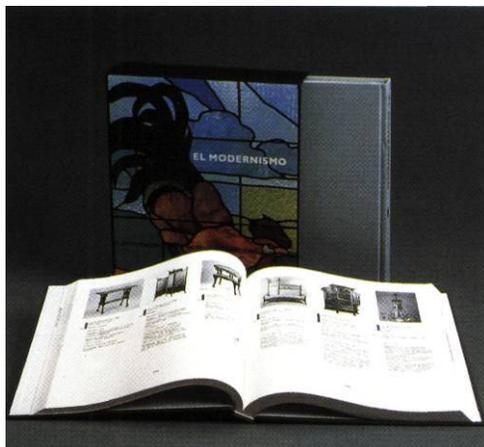
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Over the four years, the Cultural Olympiad produced a number of publications: catalogues, programmes and posters, plus gift articles, videos and pins, which were sold mainly in the shops at the exhibitions. Some of these products, especially the catalogues, have become useful reference works.

work with a grant of up to a million pesetas each.

In October 1989, on the initiative of the Joan Prats art gallery in Barcelona, there was an exhibition of the work of the Greek artist Jannis Kounellis at the Espai Poble Nou. The aim of that experiment was for the Cultural Olympiad to provide support for foreign artists who were working in Barcelona and in contact with art production in the city.

In 1990, the Cultural Olympiad, UNESCO and the official Spanish institutions organised the European Biennial of the Cultural Heritage, a film, video and television competition for new productions which aimed to raise audiences' awareness of the issue. 150 productions were received from 19 European countries and the United States. Lastly, in the field of art we should mention the III International Biennial of Sportsmen in Art, which brought together works by sportsmen and women who were also amateur artists.

Publications

In 1989, apart from providing support for the projects on its basic programme, such as the *Planeta Esport* exhibition, the Cultural Olympiad contributed to the publication of the number of the magazine *Revista de Occidente*, devoted to Barcelona, Catalonia and Spain.

In 1990 the Cultural Olympiad produced or was associated with the following publications:

- the catalogue *The Golden Square, centre of Modernist Barcelona. The formation of a privileged urban area*
- the guide *The Golden Square. 150 houses in the centre of Modernist Barcelona*
- the catalogue *Modernism*
- the catalogue *Barcelona, the city and 92*
- the catalogue *Barcelona'90*, a collection of photographs which were part of the exhibition *Barcelona, the city and 92*
- *The formation of the Eixample in Barcelona. Approaches to an urban phenomenon.* A collection of the lectures given as part of the cycle of the same title
- facsimile editions of *La Festa modernista del Cau Ferrat*, in the anthology of Modernist poetry, and the book, *La*

Fada, by Enric Morera and Jaume Massó, published by L'Avenç as part of the "Opera" collection.

Lastly, we should mention the issues of magazines wholly or partly devoted to Modernism, such as *The Únesco Post* (no. 148, September 1990) and *Barcelona, Metròpoli Mediterrània* (no. 16, 1990).

In 1991 the Cultural Olympiad published the catalogue *Casa Barcelona* with a collection of pictures of the objects from the project and an explanation of each designer's work process with drawings, sketches and models from the concept to the final product.

In 1992 the Cultural Olympiad published three standard information programmes about its activities and the catalogues for all the exhibitions mounted in association with the institutions. Among them were:

- *Great Works at the National Museum of Catalan Art*
- *Mediaeval Catalonia*
- *The Avant-gardes in Catalonia*
- *Tropisms*
- *City Patterns*
- *Beloved Earth*
- *Fifteen Contemporary Artists*
- *Sport in Ancient Greece*
- *Olympic Design*
- *X Biennial of Sport in the Fine Arts*
- *Art and Sport in Catalonia*
- *The Virtual Olympiad*
- *The Origins of Sport in Spain*
- *Hans Erni*
- *Xavier Miserachs*
- *Olymphillex'92*
- *Festival of Local Sports*

October 1989 saw the start of negotiations between UNICEF and the Cultural Olympiad to organise a competition for illustrations for the slogan "Barcelona'92", open to all Spanish illustrators. The winning works were published in the form of a Christmas card for 1991-92 through the usual UNICEF channels.

Congresses, symposia and debates

Parallel to the *Planeta Esport* exhibition, a series of symposia and seminars on the sporting event were held: the international symposium "Health and Sport" (organised by the Public Health and Sports Departments of the Barcelona City Council); the seminar "Law and Sport" (organised by the Menéndez y Pelayo International University); the Paralympics Games meetings (organised by the Fundació Institut Guttmann); and the "Cinema and Sport" season (organised by the Generalitat of Catalonia Film Theatre).

In February 1989 the Casa Llotja de Mar in Barcelona was the venue for the meeting on "New technologies and audio-visual language".

In 1989 there were study meetings and an exhibition on the theme of "Women and sport", organised by the Women and Young Women's Document Centre.

In April the International Eurocities Conference was organised by the Barcelona City Council with the sponsorship of the European Parliament. The people invited to take part were specialists in town planning who had connections with the Barcelona City Council and the councils of other European cities.

In May 1989, the Fundació Caixa de Pensions and the Cultural Olympiad worked on the organisation of the international symposium "The Museum of the Future", dedicated to the cultural potential of Barcelona and its future. It was held at the Science Museum.

In 1989, on the occasion of the Bicentenary of the French Revolution, the Barcelona Institute of Humanities organised a number of meetings to consider the consequences of that historic event in Europe under the title "The French Revolution seen from outside".

Within the programme for the Year of the Future, 1991, the Mathematics Research Centre of the Institute of Catalan Studies organised a symposium on "The present and future state of mathematics", in which 150 people took part.

The Orthopaedic Surgery and Traumatology Service of the Hospital de l'Esperança in Barcelona organised the

International Knee Surgery Meeting in March 1991.

Over the four years of the Cultural Olympiad, the Catalan Pen Club Centre organised its 57th World Congress, which was held in Barcelona in April 1992. 376 writers representing 77 pen club centres around the world attended.

Training and participation

"Barcelona, sea and mountains"

The "Barcelona, sea and mountains" competition was aimed primarily at schools and the sporting and cultural bodies and organisations in the city. The aim was to introduce the people of the city to the physical reality and socio-cultural background of the Catalan capital in order to arouse curiosity about the urban and natural spaces in Barcelona. The competition covered aspects of culture and sport designed to make people aware of such spaces in the city and their conservation and social use. There were two basic sectors: "Ideas" and "Implementations".

In the "Ideas" sector 177 proposals were received, 16 of which (10 from organisations and 6 from groups of students) were awarded prizes of 100,000 pesetas. In the "Implementations" sector 132 proposals were presented, of which 16 were chosen (9 from organisations and 7 from groups of students) to be developed later; each one received a prize of 500,000 pesetas.

On 6 March 1990 the diplomas and the cash prizes were given out. From the spring to the summer of the same year the resulting activities were carried out in different parts of the city, with the participation of a large number of people. All the "Implementations" were filmed on video to be kept as a visual record.

1 and 2

Nosi, the mascot of the Cultural Olympiad, accompanied Cobi on his Olympic adventures (1). The involvement of schools, through guided tours of the exhibitions or workshops, was a fundamental objective of the Cultural Olympiad. At the exhibition Modernism, a large number of pupils took part in art workshops in the courtyard of the Museum of Modern Art (2).

School Workshop - Dipòsit de les Aigües Barcelona'92

The explicit intention of the team in charge of the Cultural Olympiad was to use the four years of activity to improve the cultural infrastructure of the city, not only in terms of equipment, but also in the training and qualification of a large number of specialists in cultural administration and the popularisation and conservation of the cultural heritage. For that reason, on 26 December 1989, in agreement with the INEM in Barcelona, the School Workshop - Dipòsit de les Aigües Barcelona'92 was set up.

In its first year of operation, after six months of training, 55 students from the cultural administration and popularisation module worked on the three exhibitions organised by the Cultural Olympiad: *The Golden Square*, *Modernism* and the second *Barcelona, the city and 92*, the latter in association with the IMPU, a body which was also involved in the

organisation and management of the School Workshop.

In 1991, the activities of the School Workshop focused on three exhibitions: the continuation of *Barcelona, the city and 92*; the design exhibition *Casa Barcelona* and *Cities of the Future in the Comic*, an exhibition conceived and produced exclusively at the School Workshop. It also worked with the Department of Culture of the Barcelona City Council, the City History Museum, the Museum of Ethnology, the Museum of Archeology, the Fundació «la Caixa» and the Fundació Tàpies.

In 1992 the students took part in various exhibitions, such as *Mediaeval Catalonia*—which included itineraries around the city and visits to important buildings, such as the Cathedral, Santa Maria del Mar, the Palau Reial and the mirador of the Rei Martí Tower—, *The Avant-gardes in Catalonia*, held at the Casa Milà, *The City Renewed*, at the Pavelló Sert,



and *Great Works from the National Museum of Catalan Art*, at the museum itself.

The results were very positive on balance. Over the three years, 133 young people took part in training courses and did practical work at 33 major exhibitions and cultural events related to the city, history and art. A total of 71 of them were hired by the School Workshop to perform tasks in their new speciality.

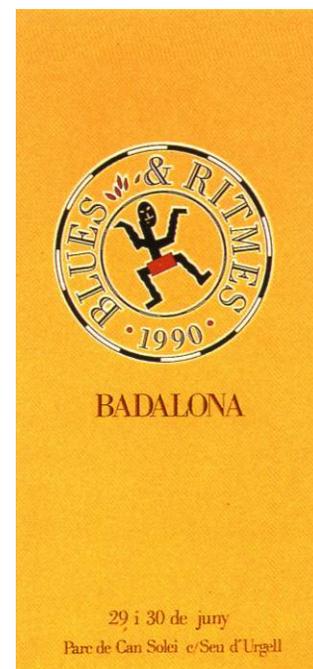
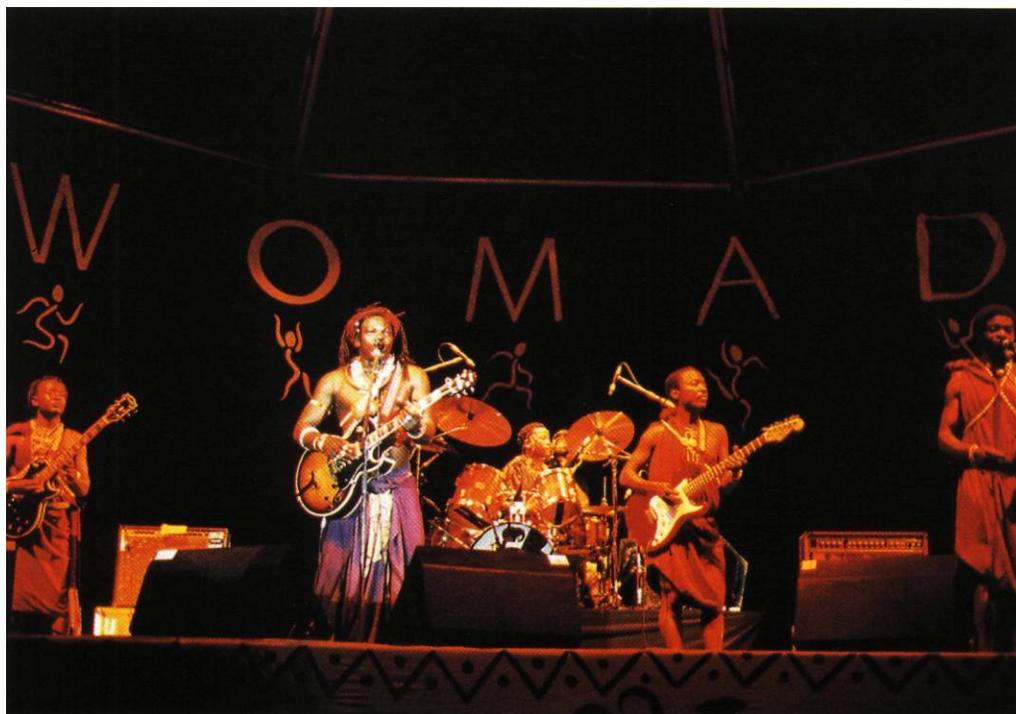
Once the School Workshop was over, a cultural services company —The Ciut'art Cooperative— was founded. It had 28 partners (student-workers and teaching staff), thanks to an INEM initiative, which included the project in its programme of aid for local job creation ventures.

Music and the performing arts

To encourage the creation and production of new shows by Spanish and Catalan authors and companies, the Cultural Olympiad was involved in commissioning the opera *Gaudí*, with libretto by Josep M. Carandell and music by Joan Guinjoan and on the production of *Vador, Dalí de Gala*, by Joan Oller and Josep M. Muñoz i Pujol. In 1989 Josep M. Carandell wrote the libretto for the opera from which Joan Guinjoan composed the score. In 1992 the opera was officially handed over to the Cultural Olympiad.

The festival of music, art and dance BarceWomad'89 was held in July that year in the Parc de la Ciutadella in Barcelona. The groups and artists taking part were: Geoffrey Oryema (Uganda), S. E. Rogie (Sierra Leone), Super Diamono (Senegal), Sarafina (Burkina Faso), Guo Brothers (China), Sabicas (Spain), The Oyster Band (Great Britain), Orquesta Revé (Cuba), Houria Aichi

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The festival of music, art and dance BarceWomad'89 was held for the first time in 1989 in the Parc de la Ciutadella in Barcelona. It brought together musicians and artists from all over the world. Together with the Badalona Festival of Rhythm and Blues, it introduced the Catalan public to ethnic music. Musicians from Sierra Leone, Uganda, Senegal, Burkina Faso, China, Algeria, India, Gambia, Tanzania and Pakistan shared the stage with performers from Britain, South Africa, Ireland, Spain and the United States; BarceWomad was the most open and cosmopolitan festival of the Cultural Olympiad.



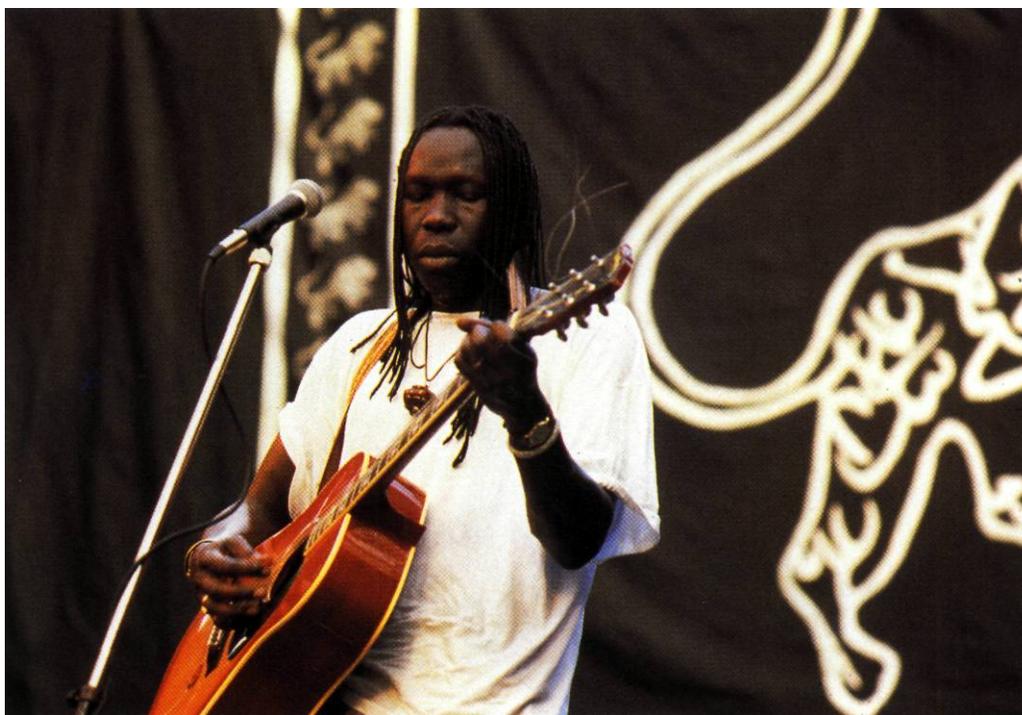
(Algeria), Najma Akhtar (India), Amadou Bansang Jobarteh (Gambia), Enrique Morente y la familia Carbonell (Spain), Krishnamurti Shridar (India), Arrow (Island of Montserrat), Alpana Sengupta (India), Etta James (USA), Shikisha (South Africa), Sabri Brothers (Pakistan), Kathryn Tickell (Great Britain), Remmy Ongala and the Super Matimila orchestra (Tanzania), Mayte Martin (Spain) and Van Morrison (Ireland).

Around the festival BarceWomad'89, the Cultural Olympiad worked on the I Carmen Amaya International Flamenco Seminar in Begur, the Badalona Festival of Rhythm and Blues and the IX International Popular and Traditional Music Festival in Vilanova i la Geltrú; all three were held in July. The distribution of these events away from Barcelona was a prelude to the cultural activities which were held at the Olympic subsites as part of the Olympic Festival of the Arts.

The II Badalona Festival of Rhythm and Blues, held in June 1991, included performances by Big Chief with Raimundo Amador, Fela Kuti, Nusrat Fateh Ali Khan, Laurel Aitken & The Pressure Tenants, Thomas Mapfumo & The Black Unlimited and Elvin Bishop.

In July 1990 came the X International Popular and Traditional Music Festival, in which bands from the five continents took part. There were parallel activities which added to the importance of the festival.

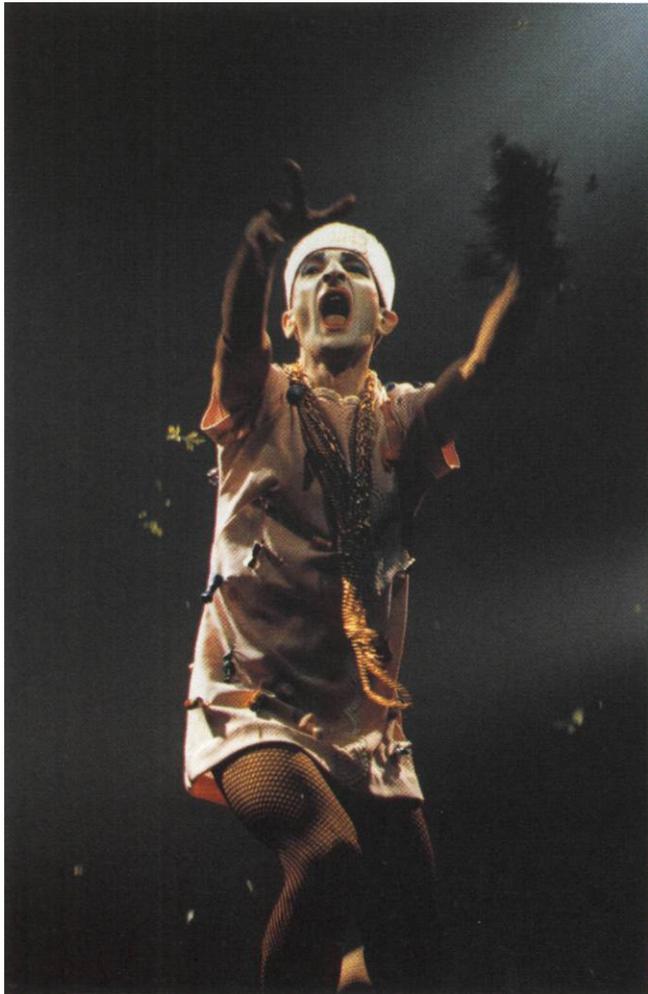
The Cultural Olympiad was associated with the first performance of the opera *Rèquiem*, by Xavier Benguerel, dedicated to the memory of Salvador Espriu, at the Palau de la Música Catalana in Barcelona in October. The programme also included the Cornelia International Festival of Clowns - Memorial Charlie Rivel; over 30 groups of clowns from all over Spain and abroad took part in the 1990 festival.



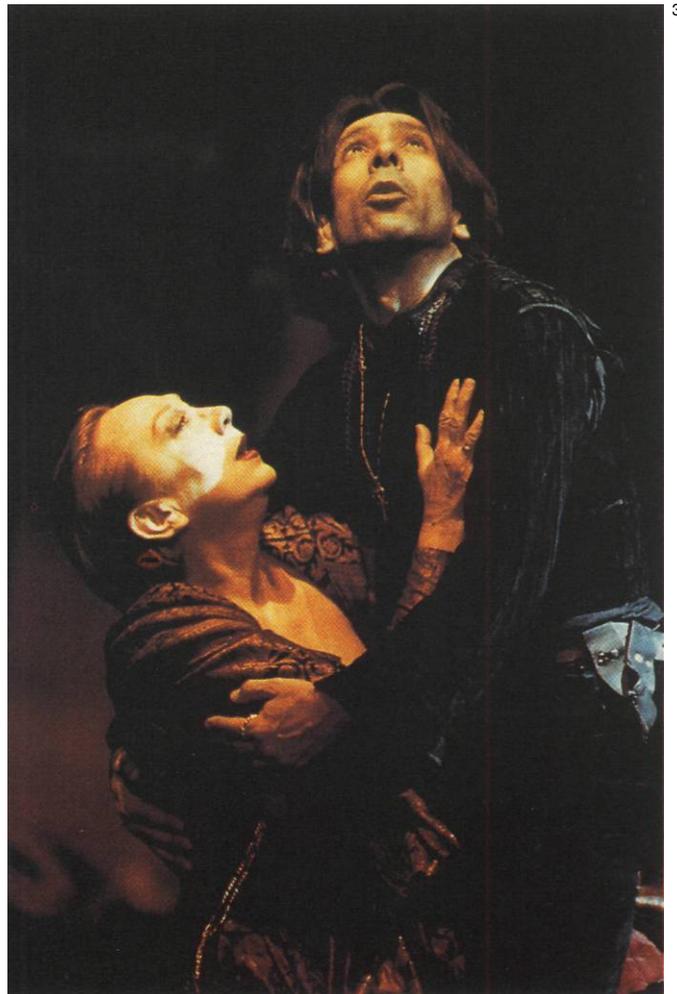


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3

1, 2, 3, 4 and 5

The Autumn Festivals in 1989, 1990 and 1991 aimed to promote and coordinate the events in the performing arts on the programme in Barcelona in that season of the year. Most of the theatres and other spaces in the city put on first rate international shows: Flamenco singers (1), show-women such as Las Katalíticas (2), plays such as Hamlet (3), musicians like Van Morrison (4) and theatre companies such as Els Joglars (5); just five examples of the variety of cultural events available.

The Cultural Olympiad worked on the Ninth Terrassa Jazz Festival in May 1990 and continued for the Tenth the following year.

In July came the XI Castelldefels Dance Festival, organised by the town council of the Olympic subsite.

The Cultural Olympiad was present at the second Altaveu Festival, designed to promote and publicise Catalan music. It was held in Sant Boi de Llobregat in September 1990.

In 1990 and 1991 the town council of Sant Sadurní d'Anoia, also an Olympic subsite, and the Cultural Olympiad organised a series of musical events, under the title El Brindis, in which various young people's orchestras from Catalonia took part.

In August and September 1990, La Seu d'Urgell, another Olympic subsite, was the venue for the XV Joan Brudieu International Music Festival, organised jointly by the town council and the Patronat de Música de la Seu.

Number XVI was held the following year.

In October 1990, the town council of another Olympic subsite, Banyoles, the Cultural Olympiad and the Girona Conservatory of Music organised a series of activities in the town under the title *The cobla and music*, whose aim was to discover the traditional Catalan band and its musical possibilities.

The Banyoles programme also gave prominence to dance. In July 1991 a course of dance education was held there under the direction of Miquel Montes, with teachers from Alicia Alonso's Cubana Ballet School. Simultaneously, there was a dance festival with companies from Catalonia and the rest of Europe.



The Autumn Festivals

On 6 July 1991, Barcelona City Council, the Department of Culture of the Generalitat of Catalonia and the Cultural Olympiad signed an agreement committing themselves to organise three Autumn Festivals in Barcelona between 1989 and 1991 to coordinate and promote the events in the performing arts which would be on in the city in that season. The three Festivals may be considered as the three panels of a triptych leading up to a top level Olympic Festival of the Arts in the summer of 1992. The programme was directed by Mario Gas.

One of the guidelines for the organisation of the festivals was cooperation with the largest possible number of theatres and other spaces in the city—even the smallest ones—in order to make their presence felt in the life of Barcelona. One of the novelties consisted of putting up a marquee known as "Bardelona", where

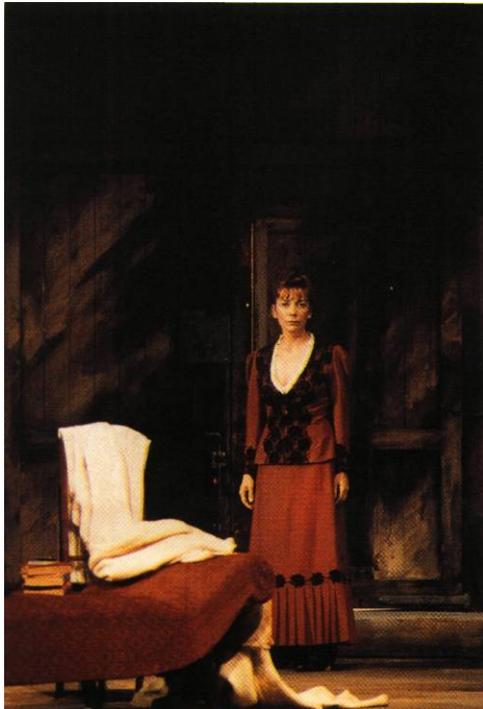
shows of all kind were staged, in the Rambla de Santa Mònica.

The theatre and dance programme was organised in three blocks: the first focused on performances of new works, with special attention to local ones; the second consisted of works which had been performed before, of proven and unquestionable quality, which were brought for the city to discover; and the third was devoted to writers and creators who were little known in the country.

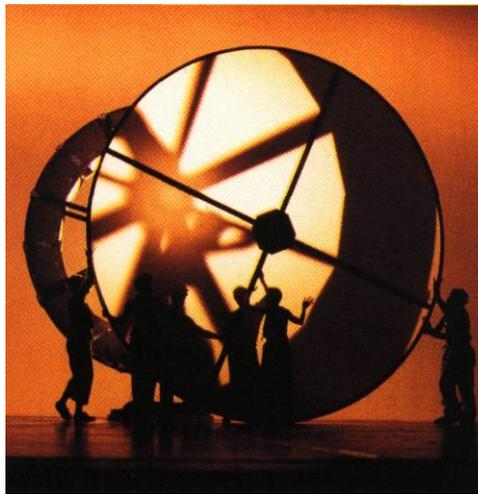
On the music programme, there was a blend of traditional and avant-garde, with popular music, experimental music and shows characterised by an exchange of influences between these two broad areas.

At the II Autumn Festival, the music programme included the "Contemporary Classics" series, which brought together well-known artists, such as Philip Glass or Laurie Anderson, the BarceWomad and

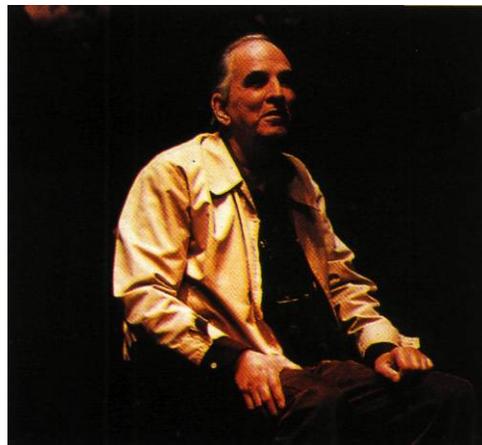
1, 2 and 3
Encouraging the creation of shows by authors and performers from the country was one of the guidelines of the Autumn Festivals. Another was inviting high-flying writers, actors and producers who were rare visitors to Spain. Rosa Novell played the leading role in Restauració by Eduardo Mendoza (1) and Plan K put on a performance of La caiguda d'Icar (2). Ingmar Bergman (3) presented productions at three Festivals.



1



2



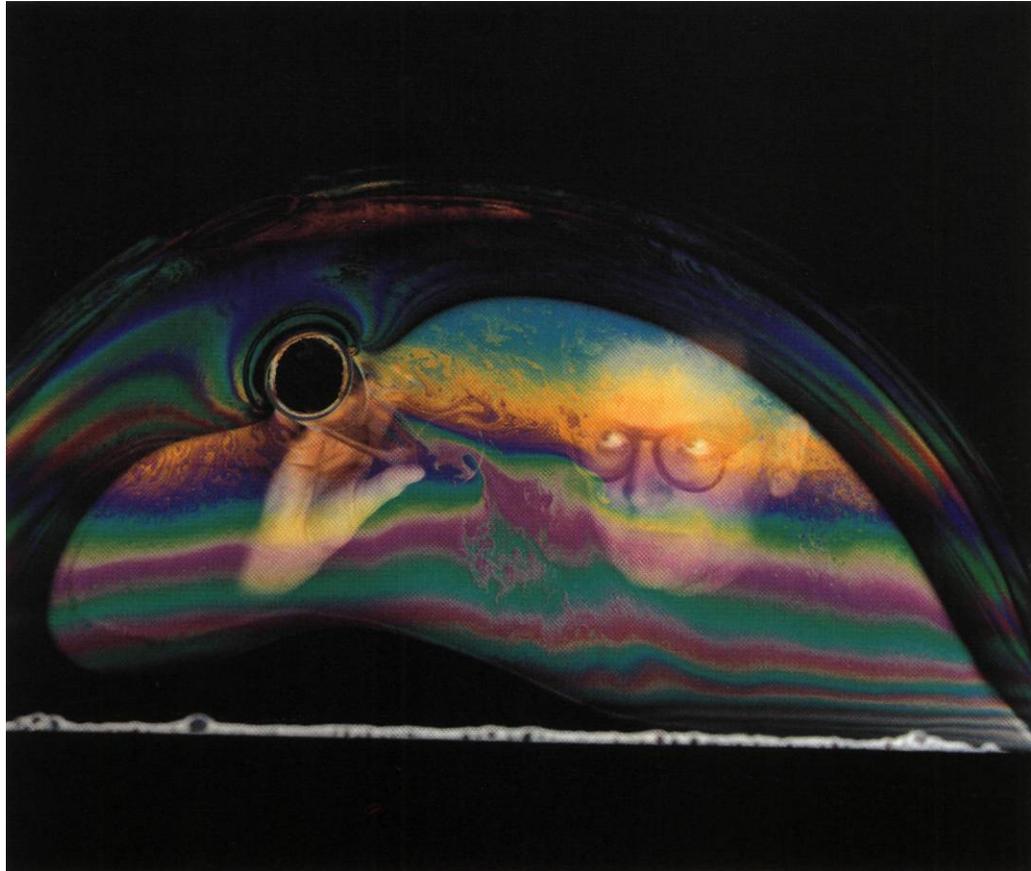
3

4 and 5
Núria Espert (4) took part in the Autumn Festivals and the Olympic Festival of the Arts as actress and director. Pep Bou filled the stages where he performed with magic in his Bufaplanetes (5).

Novíssims, a platform for musicians who were difficult to classify and not widely performed.

At the III Autumn Festival it was agreed to follow a new line: the promotion of joint productions by artists from Catalonia and outside. The first one was *Oedipus Tyrannus*, from the version by Hölderlin, adapted by Heiner Müller and directed by the Swiss director Matthias Langhoff. The cast was Catalan.

Lastly, we should say that the idea behind the Autumn Festivals was that once the Games were over the city of Barcelona would be endowed with the tradition —both in terms of audiences and the cultural events available— of a festival with a capacity to develop and consolidate without loss of quality and vitality.







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Mr Ángel María Villar Llona	President of the Royal Spanish Football Federation

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Mr Joan Mas i Cantí	

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	Mr Pedro Walch den Tuinder	President of the Spanish Life-Saving Federation
	Mr Pedro Ybarra Macmahon	Honorary Member of the IOC
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The staff of COOB'92

On the following pages is a list of the people on the permanent staff of COOB'92 on 31 December 1991 who also continued until the end of the Olympic Games.

The name of the director appears on the list after the name of each division or director general. The other staff are listed in alphabetical order within their departments.

In this appendix the COOB'92 divisions and departments are grouped as follows:

Chief Executive Officer

Chief Executive Officer's Cabinet

Legal Affairs

Image and Communication

Audio-visuals and Photography
Ceremonies and Torch
Identity, Design and
Signposting
Public Information
Media Information (Alcatel)
Press
Public Relations
External Relations

Directorate General of Operations

Catering

Accommodation

Olympic Family Services

Accreditations
Medical Services
Hosts
Language Services

Logistics

Materials Logistics
Transport

Press Operations

Security

Operational Units

Villages

Ràdio-televisió Olímpica (RTO'92)

Administration
Booking
Information
Logistics
Production

Human Resources
Technical

Directorate General of Resources

Administration and Finance
Administration and Accounts
Buying and General Services
Budget Management

Commercial

Construction

Data-processing
Results Management
Internal Data-processing
Operations and Systems Support

Infrastructures

Planning and Control

Publications

Special Projects

Insurance
Tickets

Human Resources

Administration
Selection and Training

Telecommunications and Electronics

Electronics
Technology Operations
Electronic Security
Telecommunications

Volunteers

Paralympics

Sports
Marketing
Planning and Control
Services
Technology
Operational Units
Volunteers

Directorate General of Sport

Sports Logistics

Competition Organisation

Cultural Olympiad

Direction
Administration and Resources
School Workshop
Festivals and Exhibitions
Image, Communication and
Commercialisation

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Agulló, M. Teresa

Bosch, Alfred

Fusté, Cecília

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Molinario, Julio

Regola, Elena

Santacana, Josep Lluís

Assessoria Jurídica

Adell, Jorge

Bergós, Raimon

Capella, Mariano

Casanovas, Roser

Creus, Jaume

Milian, Montserrat

Vilardebó, Mireia

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Villoria, M.Teresa

Viñas, Albert

Mur, M. José

Pointu, Raymond

Puig, Imma

Vila, Joan

Luna, Adolf

Macaya, Ignasi

Matas, Fabià

Sitjà, Lourdes

Solsona, Montserrat

Veiga, Sofia

Arisó, Inés

Cañas, Concepción

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López, Cristina

Mas, Assumpta

Masferrer, Jaume

Muñoz, Xavier J.

Nialet, Marta

Roig, Montserrat

Serra, Jordi

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Bosch, Àngela

Ferrer, Montserrat

Gonzalez, Ignasi

Manté, Antoni

Matas, Cèlia

Monés, Jaume

Thomas, Norberto

Press

Casòliva, M. Goretti

Díaz, Gemma

Guardiola, Inés

Hernández, Antonio

Liman, Adrian-Mac

López, Miguel Angel

Morte, Xavier

Mur, Carlota

Palacios, Pedro

Pons, M. Isabel

Reixa, M. Caridad

Rodríguez, Carmen

Roncero, Margarita

Serrano, Luis

Viladomat, Ramon

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Masferrer, Ignasi

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Climent, Anna

Comabella, Elisabeth

Fornell, Josep

Gómez, M. Luz

Guix, M. Teresa

Larrotcha, Beatriz

Rovira, Anna

Serra, Alicia

Sicart, Bernardo de

Tuñí, Eulàlia

Villamore, Elena

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Giménez, Mireia

González, Miquel

Martin, Agar-Silena

Sagrera, Albert

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Gràcia, Esther

Tomás, Cristina

Urgell, Sílvia

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Godoy, M. Isabel

Peñalver, Carlos

Roca, Josep

Segarra, Elena

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Corbera, Margarita

Garrido, Albert

Litchfield, Carolyn

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Cabot, Sònia

Catalán, Antoni

Fernández-Caleya, Miriam



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Calvo, Armand

Camps, M. Victoria
Martín, M. Carmen
Matta, Manel de la

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Caulfield, Margaret
Duarte, Héctor

M. García, Mònica
García, Beatriz
Herrero, Maria Neus
Homs, Gabriel

Jerez, Concepció
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Regàs, Daniel
Santesmases, Joan Ramon

Serra, Joaquín
Torrens, Xavier
Vila, Jordi

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Alarcón, Antonio
Alonso, Cristina
Castellà, Carmina

Closa, Víctor
Colell, Joan Josep
Creus, Cristina
Cuní, Maria
Jover, Àngela

Meyniel, Núria
Montanyà, David
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Puig, Maria Nòel
Roures, Cristina

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Vallet, Manel
Zapata, Dídac
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Baranda, Begoña
Beykirch, Anna M.
Casademont, Marta
Mejino, Llorenç

Accreditations
Álvarez, Amador
Celma, Isabel
Cobos, Paola
Funes, Esther
Gaya, Ramon
Interiano, Roberto
Juanós, Sergi

Kramer, Darko
Martín-Benito, M. Rosa
Mas, Pau
Miquel, Cristina
Molina, Pilar
Puig, Jordi
Ramon, Roger de
Sitges, Mireia
Vázquez-Dodero,
M. Teresa
Vilanova, Laura

Medical Services
Bellavista, Teresa
Farrés, Josep

Martínez, Esther
Mauri, Alba
Roigé, M. Teresa
Vinué, Josep M.

Hosts
Cambra, Josefina
Creus, Agnès
Cuevas, Joan
García, Isabel
Llopis, Maria
Llorens, Jordi
Marlés, Conxita
Martí, M. Dolors

Masó, Sara
Mestre, Oriol

Language Services
Carbonell, Oriol
Di Masso, Gerardo
Findlay, Heather
Gibert, Miquel Àngel
Humm, Jeffrey
Lataillade, Barbara de
Legrand, Henri
Oliva, Mireia
Ribas, Núria
Ribera, Maria
Riu, Paloma



Logistics

Mascarell, Xavier	Giraldo, Fco. Javier	Transport	Grau, M. Montserrat
Materials Logistics	Grifoll, Josep	Alabau, Anton M.	Lledó, M. Concepció
Aguilar, Miguel Àngel	Llugany, Jaume	Alvarez, José Francisco	Navarrete, Francisco
Albasanz, Salvador	Margarit, Ana Maria	Ballester, Miguel	Pérez, Marc
Benedicto, Imma	Pinasa, Rosa Maria	Benjumeda, Agustín	Prat, Jordi
Buzenet, Sandrine	Roig, Antoni	Boza, Germán	Ramírez, Ricardo
Elizalde, Jesús	Sala, Josep	Camarasa, Francesc	Rojas, Manel
Folch, M. Àngels	Urrea, Carlos	Cano, Rosa Maria	Unzeta, Eduard
Franco, Jesús	Vancells, Mireia	Cartoixà, Albert	Vidal, Josefa
		Cruz, Mercedes	Vila, Mar

Press Operations

Perarnau, Martí	Fonollosa, Robert	Pérez, Arseni	Torroella, Rosa M.
Bagaria, Teresa	Gallén, Carles	Regull, M. Antònia	Tubau, Montserrat
Cardoner, Anna	García, Rafael	Rodrigo, Fco. Javier	Valentini, Ludovica
Cebado, Cristina	Garriga, Rosa M.	Rubio, Neus	Vila, Carles
Diestro, Albert del	Jover, Cristina	Salient, Arnau	Vila, Josep
Edo, Ana	Martínez, Ana Izaskun	Serrahima, Mònica	Zeichen, Renée
	Parera, Marta	Simó, Francesc	

Security

Sicart, Santiago de	Calderón, Àngel	García, Núria	Menent, Juan Adolfo
Abad, Àngel	Campos, José Luis	García-Carellán, Camilo	Moralejo, Ramón
Adrià, Joaquim	Carnicero, Olga	Gatius, Núria	Pach, M. Alba
Amieiro, Carlos Alberto	Carretero, Francisco José	Giráldez, Àngels	Pociello, Immaculada
Arias, Manuel	Coll-Vinent, Anna	Hernández, Josep Antoni	Pujol, M. Esther
Ayestarán, Mximo	Cortés, José Antonio	Lacruz, Josefa	Torres, Eduardo
Balmori, César	Cristina, Manuel	Marí, Àngels	Zavala, Juan
Bonich, M. Glòria	Esteban, Enrique	Martín, Jesús	
	Gallardo-Bravo, Juan Luis	Martínez, Juan Antonio	

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Operational Units

Duran, Ferran	Calvo, Julio	Julià, Francesc	Sáez, Francesc
Abel, Jordi	Comaposada, Denise	Martínez, José	Torné, Angels
Ademà, Jordi	Escolano, Josep	Moreno, José Luis	Turón, Esteve
Agnew, Gil	García, Dionisio	Ortín, Miquel	Urgellés, Montserrat
Benedé, Santiago	Hernández, Gregorio	Pérez, Sònia	Zurriaga, Elvira
Boix, Ricard	Jiménez, Josep Anton	Pérez, Núria	
	Jofre, Josep	Rey, Albert	

Villages

Carbonell, Jordi	Figueras, Agustín	Juncà, Manela	Murcia, José Manuel
Aleman, Núria	Filella, Josep Oriol	Lejarcegui, Eva María	Parcerisa, Anton-Joan
Aymamí, Imma	Fradera, Carlos	Mansilla, Antonio	Parellada, Laura
Borniquel, Pedro-Luis	Fradera, Joaquín	Martí, Josep	Paz, Miquel de
Chambon, Véronique	Franquesa, M. Dolors	Masllorens, Martha	Planellas, Alejandro
Dalmau, Josep Maria	González, Luisa María	Mayolas, Enric	Puig, Teresa
Devinat, Bernadette	Gracia, Manuel	Mayordomo, M. Teresa	Ramos, Vicenç
Ferrer, M. Dolors	Hernández, Pere	Mínguez, German	Rius, Deborah
Fierro, Rosa	Iceta, Núria	Miranda, Antoni	Rodríguez, Carlos Luis
	Josevich, Bernardo	Morillas, Manuel Àngel	Rodríguez, J. Ignasi

Villages

Romero, Juan Manuel
Sanza, Alicia

Tardà, Josep
Tormo, Joan

Urgellés, Carolina
Vila, Jordi

Vives, Núria
Wegner, Maren

RTO'92

Romero, Jesús Manuel

Balaguer, Isabel
Gutiérrez, Nair
López, José
Magaña, Marta
Nicolau, Elisa

Administration

Alberdi, M. José
Eguía, M. Carmen
Flo, Mònica
García, Gonzalo
Garrido, Conxita
Martínez, Lúdia
Serrat, Rosa Maria
Solé, Enric

Booking

Bandrés, Cristina
Barahona, Montserrat
Bou, M. Isabel
Efdé, Marguerite
Freixas, Elena
Marcos, Esther
Nedialkova, Velitchka
Periago, M. Àngels
Ráfols, Sílvia
Sanahuja, Gisela
Tomari, Takako

Information

Carbone, Kevin
Faus, Montserrat
González-Aller, Gabriel
Luis
Llinàs, Teresa

Matías, Luisa
Portal, Luis
Rodríguez, Meritxell
Termens, Xavier
Tomasí, Juan Carlos
Tymkow, Eva
Vallès, Sílvia
Vila-San Juan, Rafael
Vilaplana, Cristina
Weighton, David

Logistics

Alonso, Marcos
Amescua, Francisco de
Blanquer, Gemma
Calleja, M. Isabel
Capella, Patricia
Carbajo, José
Deglané, Eduardo
Esquiros, Gonzalo de
Llopart, Conxita
Marín, Alfonso
Montraveta, Jordi
Plasencia, Marta
Redondo, Leticia
Tubert, Susana

Production

Aparicio, Ana
Balagué, Elena
Ballesteros, Pere R.
Barres, Núria
Bastida, Joan
Bernabé, Josep Lluís
Blankers, Fanny
Canal, Raquel
Cañete, M. Soledad

Carbajo, Antonia
Díez, José Ramon
Dopino, Elena
Farreras, Elena
Fernández-Marcote, J. Manuel
Frigola, Carme
Garasa, Xavier
Gómez, Monica
Grima, Pedro Luis
Hvala, Beno
Martínez, M. Beatriz
Martínez, Jordi
Medina, Albert
Montaña, Ignacio
Nogués, Luis Àngel
Pérez-Mínguez, Rocío
Puig, Anahí
Quiroga, M. Luisa
Rosales, Nicolás
Rozas, Pedro
Rúbies, Josep
Ruíz, David
Sabater, Miquel Àngel
Townley, Peter Glyn
Trejo, Eva María
Urrutia, Emilio

Human Resources

Cervelló, Alícia
Cubero, Antonio
Gerbolés, Natividad
Salsas, Carles de
Sánchez, M. Francisca
Sánchez, Ana María
Solsona, Yolanda

Technical

Albi, Norman Josep
Ardèvol, Henri
Arno, Ester
Aymerich, Esteve
Camina, Elías
Camprodón, Ricard
Canal, Juan
Cañas, Ignacio
Celma, Francisco
Clavera, Jaume
Connolly, Martin
Corominas, Ana
Cuñado, Nestor
Dakic, Nenad
Davies, Nicky
Díaz, Manuel
Dumic, Slobodan
Elson, Cristina
Fermín, José
Fernández, Pilar
Ferrer, Leonor
Ferrerias, Javier
Fondevila, Joan Maria
Frutos, Miguel Àngel de
Galán, Esteban
García, Celestino-Juan
Giménez, Francisco
González, Anna Maria
Hugas, Albert
Kraft, Herbert
Liaño, Lucio
López, Manuel
López, Francesc
Llanes, Manuel
Llobera, Miguel



RTO'92

Marco, María José
Marcos, Gervasio
Mariño, Carmen
Marqués, Eva
Martín, Jaume
Martín, Juan José
Martorell, Xavier
Mateu, Alfons
Mejías, Fulgenci

Miguel, Luis de
Montoya, José Joaquín
Moñino, Francisco
Moreno, Joaquín
Moreno, Isidoro
Muñoz, Javier
Muñoz, Juan Francisco
Murciano, F. Xavier
Nicolau, Jordi

Ortega, Luis
Payo, Jordi Miquel
Pellissa, Miquel
Pérez, Cristina
Pino, Javier del
Polo, Francisco Javier
Pons, Gerard
Prado, Luis de
Pueyo, Jordi

Puig, Jordi
Puig, M. Àngels
Pujol, Francesc
Pujol, Jaume
Ramon, Jordi
Serra, Joan
Solé, Xavier
Subirà, Sònia
Urquijo, Eva

Directorate General of Resources

Vilà, Josep M.
Botella, Miquel

Hochart, Sylvie
Llucià, M. Teresa
Roca, Carolina

Administration and Finance

Verrié, Pau

Vives, Lola

Administration and Accounts

Atik, David
Bertran, Anna
Cid, Jordi
Closas, Montserrat
Expósito, Josefa
Font, Montserrat
García, Carolina
Gurrera, Josep Manuel
Jacas, Rosa M.
León, Immaculada
Llopart, Maite

Mónaco, Tina
Nebot, Emili
Rexach, Ramon
Rocamora, Antoni
Rodríguez, M. Lourdes
Román, Pilar
Romero, Carlos
Sánchez, Cristina
Sánchez, Núria
Serra, Lluís
Vila, Núria
Viñals, Tina

Buying and General Services

Ariño, Miguel
Calvera, Carlos

Camargo, Eva
Cavanillas, Cristina
Delgado, M. José
Farrando, Enrique
Ferré, Jaume
Gonzalez, José Luis
Martí, Esther
Martínez, Olga
Martínez, Jordi
Martínez, Pedro
Molins, Esther
Monset, Joan
Moreno, David
Navarro, Daniel
Organista, Celeste
Rius, Marta
Silvestre, Daniel

Sobrepera, Antoni
Tiemblo, Eugeni
Valero, Jesús
Vazquez, Josep Maria
Viladot, Judith

Budget Management

Altemir, Elena
Burrel, Esther
Costa, Ester
Cubebes, Xavier
Frigola, Ricard
López, Maxim
Raventós, Olga



Commercial

Rossich, Antoni	Clos, Isabel	Knape, Ingrid	Sabadell, Emili
Agustí, Albert	Cristià, Sònia	López, Jaume	Valle, Núria
Agustí, Pere	Esteve, Esperanza	Mas, Sílvia	Vera, Carmen
Anento, Olga	Fernández, Carme	Morató, Cristina	Vilaseca, Àgueda
Badia, Marta	Font, Carles	Pardell, Victòria	Ylla, Andreu
Brotos, Concepció	Font, Marta	Rendé, Mercè	
	Gil, Antoni	Rosell, Alexandre	

Construction

Trullén, Francesc	Dimas, Marta	León, Sandra	Pujol, Jordi-Joan
Abad, Ferran	Duelo, Miquel	Longoria, Joffre	Roca, Jorge
Alfaro, José Luis	Escarp, Pilar	López, M. Fe	Sabador, Josep M.
Amat, Alèxia	Fernández, José	Lladó, Francesc	Salvador, Ruth
Aventín, Juan Manuel	Ferrando, Jaume	Lloret, Antoni	Santamaria, Enric
Bardina, Enric	Ferrer, Blanca	Marco, Alberto	Santín, Aurora M.
Biosca, Gemma	Ferrer, M. Antònia	Martí, Guillermo	Sedó, Carme
Bruni, Aldo Hugo	Galván, Juan Carlos	Navarri, Joaquim	Solà, Josep Maria
Campón, Amalio	García, M. Isabel	Ortiz, Patricia	Tejado, José Luis
Carrero, Juan	Garuz, José Luis	Otero, Javier	Vall, Teresa
Colomina, M. Sílvia	Godoy, Luis	Palencia, Luis	Vives, Victor M.
Díaz, Antonio	Jori, Montserrat	Palma, Manel	Zwecker, Heinz
	Juan, Rosa Maria	Parramon, Luis	

Data-processing

Pastor, Ferran	Pont, Ramon	Olayo, M. Luz	Macau, J. Rafael
Llovera, Isabel	Quer, Pere	Oiler, Jorge	Mallofré, Montserrat
Zaragoza, Sílvia	Riera, Joan	Parrilla, Josep Enric	Marimon, Ignasi
	Tintoré, Antonio	Pijoan, Frederic	Mateu, Olga
	Ymbern, Cristina	Tarragó, Mariano	Oliver, Maria Carlota
Results Management	Internal Data-processing	Operations and Systems Support	Palacios, Joana M.
Bertran, Josep	Arqués, Anna M.	Añaños, Albert	Pallejà, Albert
Cabanes, Vicenç	Fervienza, José Antonio	Carballo, Jesús	Rojo, Facundo
Castellà, Miquel	Infiesta, Manuel M.	Francès, Josep	Santamaria, Lluís
Casulà, Antoni	Monmany, Manuel		Sarroca, Joan
Gregorio-Rocasolano, Luis			Viñas, Jordi

Infrastructures

Millet, Lluís	Cavero, Jordi	Manzano, José Maria	Serra, Jordi
Calvó, Anna	García, Ángel	Nonell, Carme	Solé, Anna
Casado, Montserrat	López, Rosa	Queralt, Elvira	Ventura, Joan
	Llorens, Ada	Segovia, Margarita	Vergés, Robert

Planning and Control

San Miguel, Carme	Hernández, Núria	Publications	Riambau, Joan
Arnedo, Sílvia	Huerta, Isidre	Aguilar, Roser	Roig, Josep Maria
Campi, Núria	Lahosa, Joaquim	Cornudella, Jordi	Solanilla, Maribel
Camps, Enric	Omedes, Montserrat	Ferrer, Jaume	Sort, Ramon
Casadó, F. Xavier	Pallejà, Eduard	López, Emili	Tarrida, Joan
Condud, Rosa Maria	Rafel, Ignasi	Melero, Josep	Zanón, Jordi
Galcerán, Ignasi	Salvador, Pere	Merino, Anna M.	
		Osoro, Itziar	

Special Projects

Serra, Oriol	Tickets	Deulofeu, Eulàlia	Poblet, Albert
Olivella, Anna M.	Alabart, Laura	Florensa, M. Lluïsa	Rebull, M. Antònia
Insurance	Ayala, Carmen	Guindulain, Joan Ignasi	Torres, Josep
Martínez, Sílvia	Basterfield, Claire	Lozano, Aurora	Vallés, M. Lluïsa
Parrizas, F. Xavier	Baulenas, Carme	Llinàs, Santiago	
	Bellés, Francesc Xavier	Llorens, Cristina	
	Caballer, Francesc	Oller, Montserrat	

Human Resources

Tàpia, Josep Lluís	Administration	Selection and Training	Soler, Marta
López, Agustí	Aguilar, Núria	Bondia, Rosa Maria	Terés, Sílvia
Llongueras, Imma	Binefa, M. Jesús	Gutiérrez, Susana	Zafra, M. Carmen
Sedó, Anna	Bonafé, Daniel	Matute, M. Montserrat	
	Canillas, Natàlia	Mínguez, Javier	
	Folch, Xavier	Puntí, Carme	
	Rodríguez, Francesc	Rafel, Joan	

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Telecommunications and Electronics

López, Jordi	Carrión, Antoni	Molins, Carles	Telecommunications
Albella, Alicia	Cereceda, Carles	Pla, Jaume	Forest, Joan
Cabutí, Jordi	Miserachs, Jordi	Electronic Security	Fuentes, Ildefonso de
Fronoso, Anna Maria	Negreira, José Manuel	Cachadiña, Fernando	Giménez, Hermenegild
Mir, Glòria	Riera, Luis María	Magriñá, José	Ginot, Francisco
Vara, Àngels	Roca, Enric	Requejo, Tomás	Grau, Josep
Electronics	Serra, Juli	Roigé, Joan	Ritort, Francesc Xavier
Afonso, Joan Antoni	Technology Operations	Tarragó, Salvador	Ruíz, Domingo
Bernat, Gemma	Clotet, Xavier	Vilà, Núria	Sabater, Carles
Biedma, Antonio	Lanaspa, Nicolás		Torras, Jordi
	Mearrelli, Roberto		Vallverdú, F. Xavier

Volunteers

Segura, Francesc	Cabarrocas, Anna	Lara, Veronica	Salarich, Maria
Albet, M. Monica	Cabré, Marta	Lladó, Helena	Sanz, Pilar
Arqué, Núria	Camps, M. Clara	Mirapeix, Laia	Serrano, Àngel
Bernad, Montserrat	Cases, Benet	Muñoz, Josep	Torres, Cristina
Bisbal, Antònia	Clapés, Andreu	Pérez, M. Teresa	Valls, Neus
	Herrero, Anna M.	Pijuan, Núria	

Paralympics

Coll, Joan F.

Company, Pilar
Costa, Eulàlia

Sport

Alvarez, Armando
Bestué, M. del Carme
Cabezas, Victoria
Cañabate, Manuel
Cañellas, Antònia
Colominas, Dolça
Cortes, José Manuel
Cruz, Hector
Díaz, Josep Manel
Esparz, Raquel
Félez, Jesús
Font, Xavier
Gil, Àngelo
Gironés, Xavier
González, Xavier
Goñi, Manuel
Gotzens, Jordi
Jofre, Alberto
Lanau, Pere
Lorenzo, Nuria
Llàcer, Jordi
Llopart, Josep
Lloveras, Pere
Martínez, Josep Oriol

Martínez, Alberto
Moreno, José Ricardo
Moro, Mónica
Parés, Roser
Pérez, Fulgenci
Pey, Ivonne
Planes, José Maria
Pruneda, Rosa Maria
Romano, Immaculada
Sánchez, Francisco Javier
Sanz, Santiago
Segura, Jordi
Ventura, Alexandre
Ventura, José Javier
Werring, Ana Cristina

Marketing

Alzamora, Elena
Bajuelo, Enric
Fernandez, Carmen
García-Junceda, Ana
Hernando, Teresa
Mezquida, Agustí
Mireles, José Javier
Ortega, Isabel
Pellicer, Susanna
Puértolas, Marta
Sanvisens, M. Dolors
Sensat, Sergio
Tarruella, Raquel

Torelló, Esther
Vernís, Anna

Planning and Control

Castillo, Maden
Ferré, Sílvia
Francesch, Jordi
Guitart, Josep M.
Peix, Jordi

Services

Bertran, Àngels
Borrell, Xavier
Cantariño, Lluís
Coderch, Elvira
Cuatrecasas, Anna
García, F. Javier
Gorgot, Beatriz
Grau, Carles
Hektoen, Brita
Martínez, Maria
Massagué, Montserrat
Mens, Marcus
Petit, Pilar
Sala, Anna
Segú, Anna
Serra, Teresa
Teixell, Maria Rosa
Umbert, Montserrat
Valls, Ricard

Vallverdú, Imma
Varela, Jordi

Technology

Argelich, Agustí
Conesa, Pilar
Freixa, Miriam
García, Andres
Gené, Josep M.
Hermoso, Mercedes
Ligorio, José M.
Lupon, Jordi
Lluch, Joan Francesc
Rodríguez, Xavier
Rovira-Beleta, Enric
Roy, Ramon
Urgel, Montserrat

Operational Units

Abellán, Consol
Boquera, Pasqual
Marqués, Luisa

Volunteers

Calaf, M. Pilar
Febrer, Antònia de
Mainou, Montserrat
Roca, Roser
Serrano, Avel·lí
Xifré, Pilar



Directorate General of Sport

Fonseca, Manuel
Miró, Pere

Birk, Ruth
Bonareu, Marta
Cruz, Montserrat
Font, Isabelle Anne

Forcadell, Anna M.
García-Carbonell, Daniel
Hernández, Mari Cruz
Kosanovich, Maritsa

Lluch, Montserrat
Nasarre, Elena
Ruíz, Pedro
Tàsias, Beatriz

Sports Logistics

Rigau, Isidre

Amat, Mercedes
Baraldés, Joan
Bonet, Roser
Capllonch, Marta
Carballo, Luis Javier

Casarramona, Montserrat
Ferrer, Mercè
Gavaldà, Cristina
Giménez, Immaculada
González, Aracel-li
González, Mercedes
Hernández, Manuel

Jain, Mònica
Masanas, Jaume
Payés, M. Rosa
Polo, Esther
Ponsa, Sandra
Puig, Núria
Reiffs, Carmen

Rovira, Joan Antoni
Sanmartí, Judith
Santigosa, Sergi
Santos, Josep M.
Tintoré, Berta
Vidal, Marta
Virgili, Guillem

Competition Organisation

Manuel, Pere

Alberich, Josep M.
Andrade, Beatriz
Andrés, Adriana
Aparicio, Luis
Ardiaca, Blanca
Arnau, Joan
Báguena, Luis
Ballbé, Josep M.
Baronet, Albert

Basiana, Ramon
Bilbao, M. José
Bladas, Jaume
Caballé, Lourdes
Calvera, Pedro
Castañer, Adriana
Català, Anna
Cerdà, Juan Carlos
Díaz, Jordi
Estalella, Joan Antoni
Fargas, Ireno

Farran, Judith
Fernández, Julio
Forn, Ramon
Fraile, José
Fuertes, Juan Antonio
Galí, Mireia
Ganyet, Francesc
García, Osvaldo
García-Mussons, Pablo
Gil, Ricardo
Guerra, Francisco

Ibáñez, Ramon
Iglesias, Xavier
Iturralde, Olegario
Jané, Joan
Klingenberg, Gabriela
León, Diego
López, Ángel
Lucas, Julio-Rafael
Llauradó, José María
Lluch, Josep Maria
Mañas, Manel



Competition Organisation

Marcé, Pilar	Mumbrú, Isabel	Rabadà, F. Xavier	Serra, Andor
Marco, Montserrat	Noblom, Alejo	Ramírez, Albert	Serra, Jordi
Marcos, Julio	Nualart, Blanca	Roca, Miquel	Serrano, Marta
Martín, Miguel Ángel	Orofino, Rafael	Rodríguez, Josep Lluís	Sistaré, Isidre
Martínez, Juan José	Osa, Ana de la	Rodríguez, Manel	Suárez, Margarita
Martínez, Ruben	Paluzie, Meritxell	Rogent, Gloria	Subirana, Montserrat
Martínez, Juan	Paraiso, Valentin	Rojas, Francisco José	Taixés, Joaquim
Méndiz, Elena	Parra, Teresa	Rubert, Antoni	Tomás, Olga
Michavila, Marta	Pedreira, Manuel	Ruíz, Mireia	Torné, Lluís
Mirapeix, Sergi	Perelló, Gemma	Saladie, Luis Fco.	Torres, Miquel
Molina, M. Isabel	Peris, Ruben	Sánchez, Josep	Vidiella, Joaquín
Montesinos, Manuel	Pola, Marta	Sarquella, Josep	Vilanova, Mireia
Moreno, Mariano	Povill, Josep Maria	Saura, Gabriel	

Cultural Olympiad

Direction Cuyàs, Romà Obiols, Margarita	Queixalós, Vicenç Rosal, Rosa Sindreu, Marisa Torres, Alicia	Festivals and Exhibitions Anglès, Teresa Beltran, Lluís Carvajal, Rosa Casas, Anna Cuyàs, Manel Gas, Mario Gutiérrez, José Antonio Lomas, Núria Majench, Montserrat Moll, Gabriel Peralta, Sara Rovira, Laura Sureda, Berta	Image, Communication and Commercialisation Bayona, Lidia Cabero, Bernardino Carrasco, Rosa M. Font, Eulàlia Forasté, Manuel Niubó, Josep Oriol Pérez, Teresa Purtí, Neus Sabartés, Eulàlia Vilanova, Olga
Alba, Carmen Dalmau, Teresa	School Workshop Álvarez, Carmen Espelt, Ramon Grasa, Fernando Jiménez, M. Carmen Joaquín, Manuel Romero, Juan Pedro		
Administration and Resources Alonso, Miguel Balcells, Clara Cebrián, Mercè Freixa, Francesc Peregrín, Lucía			



The management of the territorial units

This appendix contains a list of the managerial staff of each of the territorial units which were in operation during the Games of the XXV Olympiad.

Units which had few staff and depended directly on one of the ones in the list, such as the training facilities, are not included here.

The criterion has been to include only the first level of management below the director or assistant director. The sole exception to this rule is the Olympic Village, where, owing to the size of the unit and the scope of its operations, the second level also appears.

Only one manager has been included for each department, except for the ones where two people performed the same function in shifts and the Olympic Village, where the first level assistants are mentioned.

The units are grouped in the following order:

Chief Executive Officer and staff

Main Operations Centre (CPO)

COOB'92 Central Services

Torch

Competition venues

Montjuïc Area

Olympic Stadium
Palau Sant Jordi
INEFC
Bernat Picornell Swimming Pools
Montjuïc Swimming Pool
Palau de la Metal·lúrgia
Palau d'Esports, Barcelona
Pavelló L'Espanya Industrial
Modern Pentathlon Central Office

Diagonal Area

FC Barcelona Stadium and RCD Espanyol Stadium
Palau Blaugrana
Real Club de Polo

Vall d'Hebron Area

Velòdrom and cycling circuits
Archery Field

Pavelló de la Vall d'Hebron
Tennis de la Vall d'Hebron

Parc de Mar Area

Olympic Harbour
Pavelló de la Mar Bella
Estació del Nord
Frontó Colom

Subsites

Palau d'Esports, Badalona
Pavelló Club Joventut Badalona
Palau d'Esports, Granollers
Banyoles Lake
Mollet Shooting Range
Terrassa Hockey Stadium
Nova Creu Alta Stadium, Sabadell
L'Hospitalet Baseball Stadium
Viladecans Baseball Stadium
Castelldefels Olympic Canal
El Montanyà Equestrian Centre
Parc del Segre, La Seu d'Urgell
La Romareda Stadium, Zaragoza
Luis Casanova Stadium, Valencia
Pavelló d'Esports, Reus
Pavelló del Club Patí Vic
Pavelló de l'Ateneu de Sant Sadurní

Residences

Barcelona Olympic Village
Banyoles Olympic Village
La Seu d'Urgell Olympic Village
Parc de Mar Village
Vall d'Hebron Village
Montigalà Village
Headquarter Hotels
Accommodation Exchange
Port of Barcelona Operations Centre
International Youth Camp

Service and Support Centres

Main Press Centre (MPC)
International Broadcast Centre (IBC)
Technology Information and Operations Centre (CIOT)
Airport Reception Centre
Accreditation and Accommodation Centre
Sponsors Reception Centres
Coordinating Medical Centre
Olympic Village Polyclinic
Meteorological Support Centre
CEMAN 3
Transport Centre
Logistics Centre
Palau de Victoria Eugenia Restaurant
Protocol Support Centre
Ceremonies Centre
Volunteers Support Centre
Construction Support Centre

Chief Executive Officer and Staff

Chief Executive Officer	Abad, Josep Miquel	Director of Protocol	Coderch, Josep
Director of Communication	Palacios, Pedro	Director of Security	Sicart, Santiago
Director of Image	Giménez-Salinas, Miquel	Head of Secretariat	Bosch, Alfred

Main Operations Centre

Director General of Operations	Fontana, Pedro	Area Director	Duran, Ferran
Director General of Sport	Fonseca, Manuel	Area Director	Miró, Pere
Area Director	Botella, Miquel	Area Director	San Miguel, Carme

COOB'92 Central Services

Director General	Vilà, Josep Maria	Economic Administration	Rocamora, Antoni
Director of Administration and Finance	Verrié, Pau	Commercial	Agustí, Pere
Director of Tickets and Insurance	Contracting and General Services	Martí, Esther	
Publications	Serra, Oriol	Budget Control	Frigola, Ricard
Director of Human Resources	Director of Infrastructures	Millet, Lluís	
Director of Legal Affairs	Tàpia, Josep Lluís	Director of Paralympics	Coll, Joan
Director de Serveis Jurídics	Bergós, Raimon	Human Resources Administration	Rodríguez, Francesc

Torch

Director	Rossich, Antoni	Operations	Sabadell, Emili
Marketing	López, Jaume	Security	Gallardo-Bravo, Juan Luis
Relations with Institutions	Serra, Jordi	Press	Fábregas, Ita

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Competition venues : Montjuic Area

Olympic Stadium

Director	Cambra, Sixte	Medical Services	Ventura, Josep Lluís
Deputy Director	Boix, Ricard	Protocol	Marco, José Pascual
Deputy Director	Jofre, Josep	RTO	Labrada, Fernando
Assistant Director	Vallverdú, Jordi		
Athletics	Baronet, Albert	Olympic Ring	
Technology	Sanz, Luis	Director	Gallego, Sebastià
Internal Organisation	Albet, Mònica	Assistant Director	Vergés, Ana
Services	Urgellès, Montserrat	Venue Management	Martínez, Eduardo Antonio
Venue Management	García, Francesc		
Internal Security	Torres, Eduardo	Circuits	
Press	Fonollosa, Robert	Director	Cos, Emilio
Medical Services	Serra, Robert	Medical Services	Pujol, Pere

Palau Sant Jordi

Director	Mas, Ramon	Volleyball	Rojas, Francisco
Assistant Director	Rey, Albert	Technology	Pericàs, Jordi
Gymnastics	Marcos, Julio	Internal Organisation and Services	Sanz, Pilar

Palau Sant Jordi

Handball	Roca, Miquel	Venue Management	Santamaría, Enric
Internal Security	Marí, Josep Francesc	Protocol	Matellanes, Ignacio Jesús
Press	Zeichen, Renée	RTO	Grima, Pedro M.
Medical Services	Sancho, Ramón		

INEFC

Director	Abel, Jordi	Internal Security	Medrano, Carlos
Assistant Director	Forn, Ramon	Press	Bosch, Mercè
Wrestling	López, Àngel	Medical Services	Mestre, Carlos
Technology	Capo, Enric	Protocol	Costa, Josep
Internal Organisation	Pérez, Fulgenci	RTO	Alarcón, Antonio
Venue Management	Ferrer, M. Antònia		

Bernat Picornell Swimming Pools

Director	Torres, Miquel	Internal Security	Barbero, Alberto
Assistant Director	Gotzens, Jordi	Press	Torroella, Rosa M.
Swimming	Subirana, Montserrat	Medical Services	Cardenal, Ferran
Technology	Vilches, Joan	Protocol	Matas, Fabià
Internal Organisation	Pérez, Francisco	RTO	Monreal, Jaime
Venue Management	Pallejà, Ramon		

Montjuïc Swimming Pool

Director	Segura, Francesc	Internal Security	Arias, Agustín
Assistant Director	Rovira, Joan Antoni	Press	Bassas, Antoni
Swimming	Carmona, Jordi	Medical Services	Martí, Josep
Technology	Colomer, Albert	Protocol	Gómez, Marcos
Internal Organisation	González, José Rafael	RTO	Zardoya, Tomás
Venue Management	Pla, Tomàs		

Palau de la Metal·lúrgia

Director	Rodríguez, Jaume	Internal Security	Navarro, Antonio
Assistant Director	Camps, Enric	Press	Godall, Ramon
Fencing	Paraiso, Valentin	Medical Services	Bàlius, Ramon
Technology	Zamarreño, Jesús	Protocol	Escobar, Ignacio
Internal Organisation	Trillo, Antonio	RTO	Esquide, Eduardo
Venue Management	Colomer, Llorenç		

Palau d'Esports, Barcelona

Director	Lahosa, Joaquim	Venue Management	Zwecker, Heinz
Assistant Director	Lluch, Josep Maria	Internal Security	García, Demetrio
Gymnastics	Marcos, Julio	Press	Martínez, Francesc
Technology	Sabaté, Josep Maria	Medical Services	Salvador, Àngels
Internal Organisation	Vidal, Marta	Protocol	Valera, Gustau
Services	Pérez, M. Teresa	RTO	Álvarez, Blanca

Pavelló L'Espanya Industrial

Director	Sánchez, Josep	Weightlifting	Ibáñez, Ramon
Deputy Director	Font, Xavier	Technology	Argila, Jaume
Assistant Director	Rodríguez, Manel	Internal Organisation	Luna, Núria de
Venue Management	Balaguer, José	Medical Services	Camprubí, Esteve
Internal Security	Reinares, José Luis	Protocol	Durán, Manuel
Press	Kotnik, Mitzi	RTO	Blasco, Miguel

Modern Pentathlon Central Office

Director	Montesinos, Manuel	Shooting	Espejo, Antonio
Assistant Director	García-Mussons, Pablo	Cross country	Lapedra, Ernesto
Fencing	Martínez, Albert	Riding	Perote, Juan
Swimming	Ojeda, José	Technology	Tintoré, Antonio

Diagonal Area

FC Barcelona Stadium and RCD Espanyol Stadium

Director	Cruylles, Santiago de	Venue Management	Pujol, Jordi Joan
Assistant Director	López, Agustí	Internal Security	Gálvez, Miguel Ángel
Assistant Director	Moreno, José Luis	Internal Security	Hertfelder, Javier
Football	Moreno, Mariano	Press	Miravittlas, Ramon
Football	Martínez, Joan	Medical Services	Anglés, Francesc
Technology	Barba, Eduard	Protocol	Barcia, Emilio
Technology	Ochoa, Pedro	Protocol	Segura, Joan
Internal Organisation	Mauri, José	RTO	Berraondo, Eduard
Venue Management	Otero, Javier		

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Palau Blaugrana

Director	Escolano, Josep	Venue Management	Ribas, Ricard
Assistant Director	Gutierrez, Susana	Internal Security	Gallego, Gerardo
Judo	Báguena, Luis	Press	López, Maria Acacia
Taekwondo	Fargas, Ireno	Medical Services	Blanch, Josep Maria
Roller Hockey	Basiana, Ramon	Protocol	Domínguez, Carlos
Technology	Bombi, Jorge	RTO	Moreno, Ángel
Internal Organisation	Valls, Llorenç		

Real Club de Polo

Director	Ballbé, Josep M.	Venue Management	Nevado, José
Assistant Director	Llucià, M. Teresa	Services	Puig, Berta
Equestrian	Klingenberg, Gabriela	Internal Security	Moralejo, Francisco Javier
Equestrian	Guerra, Francisco	Press	Brozgol, Leonor Victoria
Care of Horses	Birk, Ruth	Medical Services	Barri, Joan
Veterinary Services	Alonso, Silvia	Protocol	Fuentes, Jorge
Technology	Solé, Joan	RTO	Morín, Jean Claude
Internal Organisation	Cabré, Marta		

Vall d'Hebron Area

Velòdrom and cycling circuits

Director	Armenter, Xavier	Services	Chimeno, José Gabriel
Assistant Director	Turón, Esteve	Internal Security (Velòdrom)	Fuente, Alfonso
Deputy Director	Saura, Gabriel	Internal Security (St. Sadurní)	García, Jesús
Cycling	Peris, Ruben	Internal Security (A-17)	Calderón, Elías
Technology	Boldo, M. Dolors	Press	Colomé, Gabriel
Internal Organisation	Macià, Casimir	Medical Services	Olivé, Ramon
Venue Management (Velòdrom)	Acon, Joan	Protocol	Albiñana, Miguel
Venue Management (St. Sadurní)	Mas, Antoni	RTO (Velòdrom)	Castillo, Juan José
Venue Management (A-17)	Cervantes, Jordi	RTO (circuits)	Griner, Leonardo
		RTO (circuits)	Fischina, John

Archery Field

Director	García, Osvaldo	Internal Security	Cardós, Javier
Assistant Director	Marqués, Luisa	Press	Zoeller, Barbara
Archery	Gil, Ricardo	Medical Services	Arquer, Andreu
Technology	Baranera, Ramón	Protocol	Batalla, Caridad
Venue Management	Sedó, Carme	RTO	Rodríguez, J. A.

Pavelló de la Vall d'Hebron

Director	Manuel, Pere	Venue Management	Díaz, Antonio
Assistant Director	Cruz, Hector	Internal Security	Ariza, José
Assistant Director	Nualart, Blanca	Press Volleyball	Ibañez, M. Eugenia
Pelota	Vidiella, Joaquín	Press Pelota	Zudaire, Francisco Javier
Volleyball	Rojas, Francisco	Medical Services	Portabella, Federico
Technology	Martín, Guillem	Protocol	Albero, Miguel
Internal Organisation	Castellví, Josep	RTO	Rodríguez, José A.

Tennis de la Vall d'Hebron

Director	Conti, Ferran	Venue Management	Martí, Guillermo
Assistant Director	Calvo, Julio	Internal Security	Ardanaz, José Manuel
Tennis	Torné, Lluís	Press	Font, Carles
Technology	Guilló, Anna	Medical Services	Biosca, Paco
Internal Organisation	Soler, Francisco	Protocol	Solsona, Montserrat
Services	Correro, Rosario	RTO	Vilá, Miguel

Parc de Mar Area

Olympic Harbour

Director	Guardiola, Jaume	Internal Security	Castro, Gonzalo de
Assistant Director	Cases, Benet	Press	Bertrán, Albert
Yachting	Serra, Andor	Medical Services	Llobet, Miquel
Technology	Verdura, Josep	Protocol	González-Camino, Fernando
Internal Organisation	Calvera, Pedro	RTO	Lorenzo, Feliciano
Venue Management	Lloret, Antoni		

Pavelló de la Mar Bella

Director	Ramírez, Albert	Press	Martínez, Ferran
Assistant Director	Sistaré, Isidre	Internal Security	Echegaray, Braulio
Badminton	Lucas, Julio Rafael	Medical Services	Comaposada, Jordi
Technology	Benach, Joan	Protocol	Cortés, Silvia
Venue Management	García, Juan	RTO	López, Segundo

Estació del Nord

Director	Serra, Jordi	Internal Security	Molina, Rafael
Assistant Director	de la Matta, Manel	Press	Badia, Jordi
Table Tennis	Arnau, Joan	Medical Services	Klamburg, Jordi
Technology	Barenys, Juan Ignacio	Protocol	Cano, Carmen
Internal Organisation	Giner, Enric	RTO	Torest, Antonio
Venue Management	Bruni, Aldo Hugo		

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Frontó Colom

Director	Vidiella, Joaquín	Venue Management	Iraegui, Juan José
Assistant Director	Polo, Esther	Internal Security	Alonso, Ricardo
Pelota	Albanell, Jorge Juan	Press	Matesanz, Carme
Technology	Hernanz, José Ramon	Medical Services	Lanau, Josep Lluís
Internal Organisation	Valls, Neus	Protocol	Aguilera, Francisco
Services	Cavanillas, Cristina		

Subsites

Palau d'Esports, Badalona

Director	Borrell, Esteve	Venue Management	Crisol, Francesc
Assistant Director	Boquera, Pasqual	Internal Security	Carretero, Francisco José
Basketball	Alberich, Josep M.	Press	Vilà, Carles
Technology	Valor, Josep	Medical Services	Paya, Josep M.
Internal Organisation	Pruna, Jaume	Protocol	Arjona, Francesc
Services	Acín, Francesc	RTO	Rapallo, Carlos

Pavelló Club Joventut Badalona

Director	Julià, Paco	Internal Security	Montojo, Miguel Ángel
Assistant Director	Moreira, Jesús	Press	Cerdà, Joan
Boxing	Martínez, Ruben	Medical Services	Novell, Josep
Technology	Renalias, Josep	Protocol	Pérez, Lope
Venue Management	Roca, Jorge	RTO	Herrero, Pedro

Pulau d'Esports, Granollers

Director	Ragàs, Josep	Internal Security	Morales, Luis Francisco
Assistant Director	Agnew, Gil	Press	Pérez, Arseni
Handball	Roca, Miquel	Medical Services	Balcells, Manel
Technology	Trius, Joan	Protocol	Serra, M. Montserrat
Internal Organisation	Closas, Montserrat	RTO	del Santo, Julian
Venue Management	Romea, Jordi		

Banyoles Lake

Director	Malagelada, Joan	Internal Security	Cuadrado, Faustino
Assistant Director	Salvador, Pere	Press	Boladeras, Rosa
Rowing	Orofino, Rafael	Medical Services	Palomer, Jordi
Technology	Sellarés, Joan Antoni	Protocol	Panisello, Roser
Internal Organisation	Serra, Lluís	RTO	Liras, Virgilio
Venue Management	Duelo, Miquel		

Mollet Shooting Range

Director	Camí, Ignasi	Internal Security	Laíz, Jesús
Assistant Director	Galcerán, Ignasi	Press	Domínguez, Elena
Shooting	Bladas, Jaume	Medical Services	López, Francesc Xavier
Technology	Marcelo, Julian	Protocol	Prats, Antonio
Internal Organisation	Hernández, Núria	RTO	Hidalgo, Miguel
Venue Management	Campón, Amalio		

Terrassa Hockey Stadium

Director	Fournier, Julio	Internal Security	Navarrete, José
Deputy Director	Rafel, Joan	Press	Viladomat, Ramon
Assistant Director	Colomer, Martí	Medical Services	Rosell, Josep
Hockey	Noblom, Alejo	Protocol	Galindo, Manuel
Technology	Ribera, Josep	RTO	García, Francisco
Venue Management	Serrahima, Francesc		

Nova Creu Alta Stadium, Sabadell

Director	Vinyeta, Jaume	Internal Security	Alonso, Enrique
Assistant Director	Casarramona, Montserrat	Press	Canet, Francesc
Football	Moreno, Mariano	Medical Services	Girvent, Francesc
Technology	Torres, Bartomeu	Protocol	Comas, Josep
Internal Organisation	Farrando, Enrique	RTO	Pous, Antonio
Venue Management	Carrero, Juan		

L'Hospitalet Baseball Stadium

Director	Ortín, Miquel	Internal Security	Matas, Manuel
Assistant Director	Jiménez, Josep Anton	Press	Herrera, Pablo
Baseball	Martínez, Juan José	Medical Services	Barjau, Ramon
Technology	Santcovsky, Hector	Protocol	Sánchez, Dolores
Venue Management	Martínez, Pedro	RTO	Pablos, Ángel de

Viladecans Baseball Stadium

Director	Ortín, Miquel	Internal Security	Mohamed-Chej, Hamadi
Assistant Director	Povill, Josep Maria	Medical Services	Colomer, Jordi
Baseball	Martínez, Juan José	Protocol	Kirkpatrick, Guillermo
Technology	Guilaña, Delfín	RTO	Marín, José

Castelldefels Olympic Canal

Director	Buyse, Xavier	Internal Security	Morillas, Miguel
Assistant Director	Fernández, Julio	Press	del Río, José Antoni
Canoeing	Suárez, Margarita	Medical Services	Martín, Carlos
Technology	Diego, Joaquim de	Protocol	Montesino, Borja
Internal Organisation	Casafont, María Ángeles	RTO	Arévalo, Ángel
Venue Management	Moral, Antonio		

El Montanyà Equestrian Centre

Director	Ballbé, Josep Maria	Services	Sierra, Roland
Assistant Director	Taixés, Joaquim	Venue Management	Alfaro, José Luis
Equestrian	Klingenberg, Gabriela	Internal Security	Sanjurjo, Fernando
Equestrian	Márquez, Fernando	Press	Trull, Carme
Care of Horses	Cendoya, Inés	Medical Services	Riba, Jaume
Veterinary Services	Fernández, Matías	Medical Services	Yunta, Alejandro
Technology	Defez, Albert	Protocol	Fuentes, Jorge
Internal Organisation	Puig, Josep		

Parc del Segre, La Seu d'Urgell

Director	Ganyet, Ramon	Internal Security	Sebastià, Josep
Assistant Director	Martínez, José	Press	Vilajosana, Manel
Canoeing	Ganyet, Francesc	Medical Services	Badia, Antoni
Technology	Bastida, Daniel	Protocol	Bregolat, Eugeni
Venue Management	Domenjo, Isidre	RTO	Sánchez, Antonio

La Romareda Stadium, Zaragoza

Director	Lozano, Fernando	Internal Security	Calles, Manuel Federico
Assistant Director	Santacana, Josep Lluís	Press	Merino, Vicente
Football	Moreno, Mariano	Medical Services	Gago, Abel
Technology	Tudela, José Luis	Protocol	Perez, Ángel
Venue Management	Aventín, Juan Manuel	RTO	Asensio, Eugenio

Luis Casanova Stadium, Valencia

Director	Miguel, Juan Alberto	Internal Security	Solís, Julián
Assistant Director	Pallejà, Eduard	Press	Balanza, Vicente
Deputy Director	Caballero, Francesc	Medical Services	Yarza, Manuel
Football	Moreno, Mariano	Protocol	Benavent, Pepa
Technology	Martínez, Manuel	RTO	Alberola, Enrique
Venue Management	Rodríguez, Manuel		

Pavelló d'Esports, Reus

Director	Barberà, Enric	Venue Management	Jarayhi, Mohamed Mazen
Assistant Director	Ademà, Jordi	Internal Security	Bozalongo, Antonio
Roller Hockey	Basiana, Ramon	Medical Services	Miralles, Rodrigo
Technology	Berasategui, Tomás	Protocol	Sánchez, Eduardo
Internal Organisation	Bros, Jordi		

Pavelló del Club Patí Vic

Director	Orozco, Emilio	Venue Management	Muñoz, Javier
Assistant Director	Cubeles, Xavier	Internal Security	de los Santos, Francesc Xavier
Roller Hockey	Basiana, Ramon	Press	Sanfiz, Josep
Technology	Arumí, Josep	Medical Services	Morera, Oriol
Internal Organisation	Portell, Joan	Protocol	Puig, Pere

Pavelló de l'Ateneu de Sant Sadurní

Director	Bonet, Pere	Internal Security	León, Alfonso
Assistant Director	Capella, Mariano	Press	Pérez, Gabriel
Roller Hockey	Basiana, Ramon	Medical Services	Feliu, Josep
Technology	Escursell, Jaume	Protocol	López, Joan
Internal Organisation and Services	Quesada, Jordi		

Residences

Barcelona Olympic Village

Director	Calvo, Armand	Hosts	Llorens, Jordi
Assistant Director	Carbonell, Jordi	Pass Management	Perramon, Antoni
Protocol	Torres-Dulce, Antonio	Medical Services	Mir, Lluís
Internal Security	Palacios, Antonio	Sports Information Centre	Rigau, Isidre
Relations with the NOCs	de Paz, Miquel	Staff	Morillas, Manel
Relations with the NOCs	Soler, Lluís	Administration	León, Imma
Operations	Sáez, Francesc	Information	Juncà, Manela
Operations	Goula, Francesc	Training Facilities	Romero, Manel
Organisation	Parcerisa, Anton Joan	Press Centre	Rius, Jaume
Support Centres	Hernández, Gregorio	Broadcast Centre	Payo, Jordi M.
Residence	Martí, Josep	Concessions	Franquesa, Lola
Catering	Prieto, Josep Maria	Accommodation	Mansilla, Antoni
Catering	Santesmases, Joan R.	Culture and Recreation	Rodríguez, Ignasi
Installations	Figueras, Agustí	Religious Services	Íceta, Núria
Installations	Fierro, Rosa	Production and Services	Vilà, Jordi
Reception	Tardà, Josep	Logistics	Horns, Gabriel
Accreditations	Gaya, Ramon	Adaptation and	Fradera, Carles
Public Relations and		Maintenance	
Ceremonies	Mateu, Carme	Materials Management	Franco, Jesús
Services Centre	Joselevich, Bernardo	Telecommunications	Sabater, Carles
Transport	Boza, German	Computers and Systems	Oliver, Carlota

Banyoles Olympic Village

Director	Murcia, José Manuel	Accreditations	Interiano, Roberto
Residence	Boya, Fernando	Internal Security	Luzón, Antonio
Organisation	Ramos, Vicenç	Relations with the NOCs	Chambón, Véronique
Telecommunications	Xirgu, Lluís	Medical Services	
Computers	Francés, Josep	at the Polyclinic	Masià, Rafael
Adaptation and			
Maintenance	Batló, Tony		

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La Seu d'Urgell Olympic Village

Director	Romero, Juan Manuel	Accreditations	Celma, Isabel
Assistant Director	Martínez, José	Internal Security	Huertas, Efreem
Residence	Olivé, Alex	Relations with the NOCs	Bordera, Xavier
Organisation	Planellas, Alejandro	Medical Services	Badia, Antoni
Technology	Bastida, Daniel		
Adaptation and			
Maintenance	Villagrasa, Juan Carlos		

Parc de Mar Village

Director	Ferrer, M. Dolors	Installations	Miranda, Antoni
Deputy Director	Pérez, Pau	Services	Gracia, Manuel
Assistant Director	Santos, Josep M.	Adaptation and	
Residents Management	Casadó, F. Xavier	Maintenance	Sanz, Felipe
Management	Rodríguez, Carlos Luis	Internal Security	Montañés, José

Vall d'Hebron Village

Director	Gil, Antoni	Installations	Alemany, Núria
Assistant Director	Bravo, Antoni	Services	Tormo, Joan
Assistant Director	Hernández, Pere	Adaptation and	
Technology	Bueso, Carlos	Maintenance	Gálvez, Julio Ignacio
Internal Organisation	Bataller, María José	Internal Security	Ruano, José Arturo
Catering	Guijt, Robert Jan	Medical Services	Pons, Lluís
Management	Filella, Josep Oriol		

Montigalà Village

Director	Mayolas, Enric	Adaptation and	
Assistant Director	Vidal, Jordi	Maintenance	Fernández, Cristobal
Management	González, Luisa María	Residents Management	Delic, Zlatko
Installations	Torija, José	Reception	Ramchand, Ramesh
Services	Masllorens, Martha	Internal Security	Crespo, Ignacio
Telecommunications	Oiler, Josep	Press	Castillo, Magdalena
Computers	de las Heras, Artur	Medical Services	Valencia, Juan

Headquarter Hotels

Director	Arqué, Montserrat		
Hotel Princesa Sofia		Hotel Melià	
Director	Benedé, Santiago	Director	Adell, Jorge
Assistant Director	García, Dionisio	Assistant Director	Pont, Beatriz
Personal Hosts	Cambra, Josefina	Protocol	Lluch, Montserrat
VIP Reception	Santacana, Francesc	Internal Organisation	Regola, Elena
Protocol	Camuñas, Antonio	Services	Bonfill, Lluïsa
Hotels Activities	Beykirch, Anna M.		
Accreditations	Ramon, Roger de	Hotel Hilton	
Computers	Bellés, Xavier	Director	Mas, Assumpta
Telecommunications	Vallet, Jordi	Assistant Director	Collart, Alex
Maintenance	Serrano, J. Manuel	Protocol	García, Daniel
Organisation	Marlés, Conxita	Internal Organisation	Creus, Jaume
Internal Security	Cayetano, Fernando	Services	Andreu, Monica
		Personal Hosts	Renom, Montserrat

Accommodation Exchange

Director	Colell, Joan Josep	Booking	Roures, Cristina
Logistics/Procedures	Jover, Ángela	Control	Alarcón, Antonio

Port of Barcelona Operations Centre

Director	Closa, Victor	Internal Organisation	Huerta, Isidre
Assistant Director	Zapata, Dídac	Maintenance	Duro, Miguel Ángel
Telecommunications	Gutiérrez, Manuel	Internal Security	García de Carellán, Camilo
COOB Centre	Ylla, Andreu		
Zones Operations			
Manager	Caballer, Francesc		

International Youth Camp

Director	Fradera, Joaquim	Venue Management	Roig, Joan
Services	Vilaseca, Isabel	Internal Security	García, Javier
Activities	Vives, Núria		

Service and Support Centres

Main Press Centre (MFC)

Director	Perarnau, Martí	Telecommunications	Pla, Jaume
Assistant Director	del Diestro, Albert	Computers	Marimón, Ignasi
Operations	Garriga, Rosa M.	Internal Management	Tubau, Montserrat
Organisation	Salient, Arnau	Technical Management	Marco, Alberto
Media Services	Rodrigo, Javier	Internal Security	Bellón, Alfonso
Photography	Simó, Francesc	Protocol	García, Fernando
Information	Bagaria, Teresa		

International Broadcast Centre (IBC)

Director	Romero, Manuel	Information	González-Aller, Luis
Computers	Casulá, Antoni	Information	Vila-San Juan, Rafael
Computers	Mora, Martí	Administration and Staff	García-Gispert, Gonzalo
Telecommunications	Nicolau, Jordi	Administration and Staff	Salses, Carles de
Booking	Marcos, Esther	IBC Technician	Galán, Esteban
Production	Rozas, Pedro	Broadcasts and	
Production	Díez, José Ramon	Telecommunications	Aymerich, Esteve
Technician	Moñino, Francisco	Broadcasts and	
Technician	Serra, Joan	Telecommunications	Pellissa, Miquel
Logistics	Carbajo, José	Internal Security	Rodríguez, Juan Manuel

Technology Information and Operations Centre (CIOT)

Computers Director	Macau, Rafael	Telecommunications	
Telecommunications		Director	Clotet, Xavier
Director	López, Jordi	Venue Management	Sarroca, Joan
Computers Director	Pastor, Ferran		

Airport Reception Centre

Director	de Tord, Manuel	Reception and Departure	Sisternes, Xavier
Assistant Director	Mestre, Oriol	Transport	Alabau, Anton
Management	Cuevas, Joan	Internal Security	Bouzas, Bernardo Francisco
Internal Organisation	Martí, M. Dolors	Press	Balsells, Sandra
Accreditations	Bastos, Philip	Protocol	Larrotcha, Beatriz
Reception and Departure	Llopis, Maria		

Accreditation and Accommodation Centre

Director	Álvarez, Amador	Internal Organisation	Molina, Pilar
Assistant Director	Puig, Jordi	Internal Security	Sánchez, Ángel

Sponsors Reception Centres

Director	Agustí, Albert	Internal Security	Pey, Martín
Assistant Director	Rosell, Alexandre	Internal Security	Galván, Joaquín
Assistant Director	Pardell, Victoria		

Coordinating Medical Centre

Director	Cuervo, Josep I.	IMIM Olympic Laboratories	
Assistant Director	Farrés, Josep		Camí, Jordi
Medical Care	Martínez, Maria	Emergencies and Transport	Carrera, Núria
Medical Controls	Vinué, Josep M.	General Services	Bruel, Antonio

Olympic Village Polyclinic

Director	Mir, Lluís	Nursing Assistant	Elías, Teresa
Assistant Director	Soler, Diana	Admissions	Serrasolsas, Rosa Maria
Nursing	Roigé, M. Teresa		

Meteorological Support Centre

Director General	Bautista, Manuel	Executive Director	Terradellas, Enrique
Assistant Director	Salvador, Ángel		

CEMAN 3

Director	Esteban, Enrique	Area Manager	Balmori, César
Assistant Director	Moralejo, Ramon	Area Manager	Calderón, Angel
Area Manager	Zavala, Juan	Area Manager	Cristina, Manuel
Area Manager	Arias, Manuel	Area Manager	Martínez, Juan Antonio

Transport Centre

Director	Mascarell, Xavier	Fleet Management	Ramírez, Ricardo
Deputy Director	Sabadell, Emili	Bus Fleet	Ballester, Miquel
Assistant Director	Prat, Jordi	Light Vehicles	Cartoixà, Albert
Installations and Services	Unzeta, Eduard		

Logistics Centre

Director	Sala, Josep	Uniforms	Roig, Antoni
Assistant Director	Grifoll, Josep	General Stores	Llugany, Jaume

Palau de Victòria Eugènia Restaurant

Director	Serra, Joaquín	Assistant Director	Pi, Josep
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Protocol Support Centre

Director	Fornell, Josep	Protocol	Urbina, José Antonio de
Assistant Director	Sicart, Bernardo	Protocol	Mulet, Xavier

Ceremonies Centre

Ceremonies Unit	Roca, Josep	Medals Operation	Peñalver, Carlos
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Volunteers Support Centre

Director	Clapés, Andreu	Assistant Director	Bisbal, Antònia
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Construction Support Centre

Director	Trullén, Francesc	Montjuïc Area	Sabater, Josep
Coordinator	Ferrando, Jaume	Subsites Area	Galván, Juan Carlos
Barcelona Area	Organai, Fabrizio		

I Autumn Festival (1989)

Theatre

A.I.D.A.: <i>Verso Oz... All'orizzonte un mondo incantato</i> by Frank Baum	Pentación: <i>Amado monstruo</i> by Javier Tomeo*
Acte Únic: <i>Report to an Academy</i> by Franz Kafka*	Rajatabla: <i>El coronel no tiene quien le escriba</i> by Gabriel García Márquez
Agustí Fernández: <i>Les nenes no en tenen mai prou</i>	Talleret de Salt: <i>El Príncep de Dinamarca</i> by Torsten Letser*
Aula de Cant del Conservatori de Música del Liceu: <i>El telèfon o l'amor a tres</i> and <i>L'empresari teatral</i>	Teatre de l'Ocàs: <i>Estimat Bruce Springsteen</i> by Kevin Major*
Azufre y Cristo: <i>En mi fin está el principio</i>	Teatro del Aire: <i>Huis Clos</i> by Jean-Paul Sartre*
Centre Dramatic de la Generalitat de Catalunya: <i>El viatge o els cadavers exquisits</i> by M. Vázquez Montalbán*	Teatro Fronterizo: <i>Bartleby</i> by Herman Melville*
Christian Plézent: <i>Histoire d'un idiot</i> by Felix de Azúa*	The Committed Artists: <i>Sarafina! The Music of Liberation</i> by Mbongeni Ngema
Cinoherní Klub of Prague: <i>Bedtime story</i> by Sean O'Casey and <i>Ivanov</i> by Anton Chekov	Theatre Nanterre-Amandiers: <i>Hamlet</i> by William Shakespeare and <i>Dans la solitude des champs de colon</i> by Bernard-Marie Koltès
Compañía La Bicicleta: <i>Pinocchio</i> by Carlo Collodi (version by Julio Fischtel)	Theatre National de la Coline: <i>Opérette</i> by Witold Gombrowicz*
Faulty Optic: various shows	Theatre Vidy-Lausanne - Cie. Matthias Langhoff: <i>Miss Julie</i> by August Strindberg
GAT: <i>Clàxon</i> by Dario Fo*	Tiranpalán: <i>Makinavaja, el último choriso</i> by Ivà*
Giorgio Barberio Corsetti: <i>Durante la costruzione della muraglia cinese</i> by Franz Kafka*	Trinidad Iglesias: <i>La Trini</i>
Kungliga Dramatiska Teatern of Stockholm: <i>Long Day's Journey into Night</i> by Eugene O'Neill	Y Ypsilon Studio: <i>Mateu l'honrat</i> by Arnost Dvorak and Ladislao Klima and <i>El suïcida</i> de Nikolai R. Erdam
Pedro Reyes: <i>Pedro mío</i>	

Music

Arditti Quartet	Gabinete de Música Electroacústica de Cuenca	Lliure
Balanescu String Quartet	Grup Bartok de Barcelona	Plásticos Palacios
Cobla la Principal de La Bisbal	Josep Maria Escribano	Academy of Prague Wind Quintet
Coral Polifònica de Puig-reig	Les Misérables Brass Band	Ricciotti Ensemble
Cuarteto Arcana	Luis Paniagua Quinteto/Septeto	Steve Reich
Diamanda Galas	Max Roach	The Hilliard Ensemble
Dirty Dozen Brass Band	Michael Nyman Band	Thomas Beckman & Kayoko
Duo Mosca-Zulián	Orquestra Ciutat de Barcelona	Matsushita
Durutti Column	Orquestra de Cambra del Teatre	Yomo Toro
Fundació Phonos		

Dance

Ballet de Víctor Ullate	Berger Tanzgroup	Danseurs de Force et d'Acrobatic
Ballet Triàdic	Carbone 14	Thai Classical Theatre-Dance

Performances

Joan Brossa	Marie Kawazu	Serge III Oldenbourg
Juan Hidalgo	Nigel Rolfe	Ulrike Rosenbach

Carpa Bardelona

Circunstanxias	Inflables Al Víctor	Justo Thaus
Emma Quer	Jack Magia	Las Veneno
Enric Pous	Jango Edwards	Leo Bassi
Esther Formosa, <i>La Cañi</i>	Joan Ferrerons (automata)	Lluís Fernández
Flip	Johnny Melville	Marionetas La Universal
Gustave Parking	Justin Case	

* Coproduction Festivals de Tardor - Olimpíada Cultural

Carpa Bardelona

Moisés Moisés Concert	Produsto d'Espanya	Tortell Poltrona and la Banda de
Muguy Buguy Claque	Sabashka Claque	Clowns
Nessun Dorma	Sergei Pavlov	Universal
Numeroh!	Musicians workshop (Aphoteque	Zènit Teatre
Pilar Massa	Quartet projecte)	
Poliphonètica Dinàmica	Tina Grey & Alex Guinness	

Rambles

Bony & Caroli	Petit circ de carrer	Trampolins Candy
La Cubana	Pocions Magi	Trastóbilis Teatre
Marceline & Silvestre	Sator Animació	

Others

Carles Santos	Pilis Trapezi	Station House Opera
Clouni	Pirotècnia Igual	

II Autumn Festival (1990)

Theatre

AFAA: <i>First Love</i> by Samuel Beckett	<i>La Diablada</i> by Oruro
Assondelli e Stecchettoni: <i>Appartamento con figure</i> by Lui Angellini and Paola Serafini	La Fura dels Baus: <i>Noun*</i>
Azufre y Cristo: <i>El ser de la cera*</i>	La Galafronie: <i>Le piano sauvage</i> by D. de Neck
Círculo de Bellas Artes de Madrid: <i>Nana</i> by Samuel Beckett	<i>La Gatomaquia</i> by Lope de Vega
Companyia La Trepa: <i>El cas de la torxa olímpica</i> by M. Agustina Solé*	La Zaranda: <i>Vinagre de Jerez</i>
Companyia Núria Espert: <i>Maquillaje</i> by Hisashi Inoue	Línia Dèbil: <i>Passos</i> by Samuel Beckett
Companyia Rosa Novell: <i>Restauració</i> by Eduardo Mendoza*	Marceline & Sylvestre: <i>Bugaboo*</i>
Companyia Teatre de Nit: <i>Strip-tease de butxaca</i>	Odéon-Théâtre de l'Europe: <i>Comedia sin título</i> by Federico García Lorca
Companyia Teatre Lliure: <i>Terra baixa</i> by Àngel Guimerà*	Ola & Tse, Cia. de dansa: <i>Una mosca en el mar</i>
Cosmos Kolej Theatre: <i>La cité cornu (50°40'N/3°09'E)</i> by W. Znorko*	Palabras por Dentro: <i>Silencio Dépois</i> by Samuel Beckett
Der Kreis Theater: <i>Hamlet</i> by William Shakespeare	Pep Bou: <i>Sabó, sabó*</i>
Edith Clever and Hans Jürgen Syberberg: <i>Die Marquise von O...</i> by Von Kleist	Pepin Tre (musical comedy show)
El Teatro Fronterizo: <i>Perdida en los Apalaches</i> by José Sanchís Sinisterra*	Pierre Chabert: <i>Krapp's Last Tape</i> and <i>The Unnameable</i> by Samuel Beckett
Elan Teatre: <i>Escurial</i> by Michel de Ghelderode*	<i>Primer Amor</i> by Samuel Beckett
<i>Foils i enamorats</i> : Shakespeare-Collage	Puppet Theatre Triangel: <i>Trio for Pierrot</i> by Henk Boerwinkel
Institut d'Experimentació Teatral (UB): <i>Antígona o la sement enterrada</i> by Alberó*	Teatre de Barcelona: <i>Mai Viatge</i> by Francesc Lucchetti
Knuk Teatre: <i>Waiting for Godot</i> by Samuel Beckett	Teatre de l'Ocàs: <i>Red Line</i> by Volker Ludwig and Birger Heymann
Kungliga Dramatiska Teatern d'Estocolm: <i>House of Dolls</i> by Henrik Ibsen	Teatre de la Huchette: <i>La Cantatrice Chauve</i> by Eugene Ionesco
La Canyí: <i>Jo no em quedo per vestir Sants</i> by Esther Formosa	Vol-Ras: <i>Insòlit</i>
La Cuadra de Sevilla: <i>Crónica de una muerte anunciada</i> by Gabriel García Márquez	Zampanó Teatro: <i>Con quien vengo, vengo</i> by Calderón de la Barca

Music

21 Japonesas	David Hykes / Harmonic Choir and	Michael Heupel
A.R.C. Gospel Choir	Djamshid Chemirani	Pascal Comelade & Bel Canto
Agustí Fernández & Reisinger /	David Linton	Orquestra
Mitterer / Terenzi	Jah Wobble & Invaders of the Heart	Philip Glass
Amalgama	Jaume Aragall, Symphony Orchestra	Salif Keita
Ayub Ogada	and Choir of the Gran Teatre del Liceu	Tabu Ley Rochereau
Barcelona 216	Jordi Savall and the Choir and Orchestra	The Fall
Burning Spear	of La Capella Reial de Catalunya	The Jolly Boys
Carles Santos with the Banda	Kölner Saxophon Mafia	Tom Cora
Simfònica Unió Musical de Llúria	Koniec plus Big Ensemble Taller de	Zé Eduardo Music featuring Steve
Cecil Taylor Quartet	Musics	Lacy
Cheb Khaled	Laurie Anderson	

Dance

Cía. de Danza Contemporánea Avelina Argüelles: <i>Ahora me toca bailar con la más fea*</i>	Nats Nus Dansa: <i>Newton*</i>
Cullberg Ballet: <i>Giselle</i>	Plan K: <i>The Fall of Icarus</i>
Gelabert/Azzopardi Companyia de Dansa: <i>Solos*</i>	Transit Companyia de Dansa: <i>Entre asesinos</i>
Hnos. Méndez: <i>Una balada para Lucio Mannini*</i>	<i>Un mes a la recerca d'una obra*</i>

Carpa Bardelona

Andrés Villarrosa	Hausson Marimar	Paolo Cananzi
Àngel Pavlovsky	Hinchables Al Victor	Pau Riba and Toti Soler
Betty Gerona and Mercè Saumell	Jack Màgia	Pepe o Tal
Chipén	Jango Edwards & The Little Big Nose	Pilis Trapeci
Cia. de Herta Frankel	Band	Professor Kirman
Claret Clown	Justo Thaus	Ramon Colomina*
Companyia la Tal	L'Orquestra de la Finestra	Salto a la Carpa
Cruel-la de Vil	Las Katalíticas	Scheinbar Variété
El Gran Wyoming and El Reverendo	Las Veneno	Solubles Teresa
Esperanza Argüelles and Rosi Vaselina	Leo Bassi	Stupendams
Fl!p	Li Chang	Susanna Sentís
Fuego	Oriol Tramvia	Trinidad Iglesias and El Maestro Zamit
Gloxards	Oro y Plata	

Exhibitions

<i>Photographs</i> by Albert Fortuny	Lleó Fontova, <i>The actor's trade</i> (1838-1890)
<i>The lighted stage</i> , photographs by Carmen Rodríguez M.	<i>Moscou-París, 15.000 km de Teatre</i> , Circ Perillós

III Autumn Festival (1991)

Theatre

Al Victor: <i>Profesoral*</i>	Centro Hispano-Árabe de Teatro: <i>Yerma</i> by Federico García
Atthis Theater: Aeschylus' <i>The Persians</i>	Lorca
Centro Dramático Nacional: <i>Comedias bárbaras</i> by Valle-Inclán	Comediants: <i>Mediterrània</i>
Centro Dramático Nacional: <i>Hamlet</i> by William Shakespeare	Companyia Joan Baixas: <i>Arbre Tremulant*</i>

Theatre

Companyia Julieta Serrano: *Long Day's Journey into Night* by Eugene O'Neill*

Companyia La Trepà: *Aladí i la llàntia meravellosa* by Carlo Formigoni*

Companyia Teatre Lliure: *Timon of Athens* by William Shakespeare*

Deliciosa Royala: *¿A dónde?*, by Carlos López

Deliciosa Royala: *Yo, Pierre Rivière....* testimony collected by Michel Foucault

Oedipus Tyrannus: Directed by Matthias Langhoff*

El Teatro Fronterizo: *El Gran Teatre Natural d'Oklahoma*, by José Sanchis Sinisterra*

Els Joglars: *Yo tengo un tío en America* by Albert Boadella

Gloria Muñoz: *Paciencia Ficción* by Giancarlo Cabella*

Goliardos: *Don Juan Tenorio*, by Angel Facio*

Heiner Müller: *Aeschylus' Prometheus*

IET Universitat de Barcelona: *Aeschylus' The Persians**

Katona Józseph Theatre: *Ubu Roi* by Alfred Jarry

Kungliga Dramatiska Teatern: *Gertrude Stein, Gertrude Stein, Gertrude Stein* by Marty Martin

L'Unran'altre: *Peep* by Ella Stirling*

La Fanfarra: *Carmen*, version by Joan Casas and Toni Rumbau*

La Gran Scena Opera Company

Marduix Teatre: *En Joan de l'Ós**

Peter Sellars: *Le Nozze di Figaro* by W.A. Mozart

Pocket Opera Company: *The Bear*, opera in one act by William Walton

Rafael Alvarez "El Brujo": *Lazarillo de Tormes*, version by Fernando Fernán-Gómez

Ramon Colomina and Silvia Genovés: *Rodolfo y Margarita**

Ravenna Teatro: *Le Aventure di Ginocchio* by Hugo e Inés

Stuffed Puppet Theatre: *Macbeth* by William Shakespeare

Suripanta Teatro: *Tragicomédia de Don Cristóbal* and *La seña Rosita* by Federico García Lorca

Teatre a la Deriva: *Sota un vel d'estrelles* by Manuel Puig*

Teatre Area: *Espectre*

Teatre de Barcelona: *Final d'estiu amb tempesta* by Francesc Luchetti*

Teatre Invisible: *L'Alfa Romeo i Julieta* and other works by Josep Palau i Fabre*

Théâtre de la Huchette: *La leçon* by Eugene Ionesco

Théâtre National de la Colline: *Comédies barbares* by Valle-Inclán*

Troika Teatre: *La vida perdurable* by Narcís Comadira*

Zitzània Teatre: *Negróni de Ginebra* by M. Antònia Oliver*

Music

Agustí Fernández & BETM: <i>Aura</i>	Grup Instrumental Phonos	Orquestra de Cambra del Palau de la Música
Ali Farka Touré	Hossam Ramzy	Orquestra de Cambra del Teatre Lliure
Arthur H	John Paul Hammond	Orquestra Simfònica del Vallès
Barcelona 216	Jordi Sabatés: <i>Nosferatu</i>	Ray Lema
Carles Santos: <i>10 Anys de piano</i>	L. Subramanian	Samba Mapangala & Orchestra
Chaba Fadela	Laboratorio de Informática y Electrónica musical del CDMC	Virunga
Charles Trenet	Linton Kwesi Johnson	Taj Mahal
Coral Càrmina	M. Lourdes i Lluís Pérez-Molina	Take 6
Die Vögel Europas	Música d'Avui	Zap Mama
Drümmele Maa	Música XXI	
Ensemble Neue Musik	Orquestra Ciutat de Barcelona	
Galliano	Orquestra de Cadaqués	
Gil-Scott Heron and The Amnesia Express	Orquestra de Cambra de l'Empordà	

Dance

Balanza Danza: <i>Columpio</i> *	Gelabert-Azzopardi Cia. de dansa: <i>El somni d'Àrtemis</i> *
Ballet Folklòric Afrocubà de Santiago de Cuba: <i>Cutumba</i>	Lanònima Imperial: <i>Afanya't a poc a poc</i> *
Ballet Víctor Ullate	Paca Rodrigo: <i>Dampa</i>
Búbulus Companyia de Dansa: <i>Búbulus Sanctus</i> *	Ziryab Danza: <i>La fuerza del destino</i>

Carpa Bardelona

Al Victor	Faemino and Cansado	Forty Boys
Andres Villarrosa & Brothers	Cecilia Rossetto	Inspector Tuppence & The Sexy Firemen
Angel and Fredy	Cia La Tal	Jango Edwards & The Little Big Nose Band
Balanza Danza	Dr. Calipso	
Boleros	Enric Magoo	

Carpa Bardelona

Julio Zurita and Paula Canals	Marcel Gros	Rumbeat
La Tia	Marceline & Sylvestre	Sabashka
Las Gambas	Miguel Gila	Scheinbar Variété
Las Katalíticas	Montse Sánchez and Mabel Romero	Somos novios
Las Veneno	Ola & Tse	Stripteusse
Les Étoiles d'Houet	Oro y Plata	Stupendams
Li Chang	Pepelú Guardiola and El Maestro Duran	Teresa Urroz
Loco Brusco	Pilis Troupe	Trinidad Iglesias y el Maestro Zamit
Los Galindos	Por Peteneras	Txiqi
Los Tobayolas	Rafael and Luis Mendez	

The Street Festival

Circ Perillós: <i>És aquest ocell una rulot?</i>	Marceline & Sylvestre: <i>La balsa a la deriva</i>
Cutumba a les Rambles	Teatro Núcleo: <i>Quijote!</i>

Symposia

3rd International Symposium on the History of the Theatre: "The non-Aristotelian Theatre", organised by the Institut del Teatre (Diputació de Barcelona)	Symposium "Theatre and Festivity", in association with the Institut del Teatre del Mediterrani
Tribute to Josep Palau i Fabre, organised by the Institut del Teatre (Diputació de Barcelona)	

Exhibitions

Flashtival de Tardor, Photographs by Ros Ribas and Pau Ros
of the I, II and III Barcelona Autumn Festivals

Olympic Festival of the Arts (1992)

Theatre

Alfredo Alcón: <i>Los caminos de Federico</i>	Companyia Teatre Lliure: <i>Les Noces de Figaro</i> by Caron de Beaumarchais (Grec'92)
Bernhard Minetti: <i>Tales</i> by Grimm	Companyia ínfima La Puça: <i>Güitxi-Güitxi</i>
Bibi Andersson: <i>Aphrodita's daughters</i>	Dagoll Dagom: <i>Flor de Nit</i>
<i>Cabaret</i> , version and direction by Jerome Savary	<i>Don Quijote: Fragmentos de un discurso teatral</i> , from the work by Miguel de Cervantes
Centre Dramatic d'Osona: <i>El sarau</i> by Joan Brossa	<i>Time and the Conways</i> by J.B. Priestley
Centre Dramatic de la Generalitat de Catalunya: <i>El Desengany</i> by Francesc Fontanella	El Tricicle: <i>Slàstic</i>
Cinoherní Klub of Prague: <i>I served the King of England</i> by Bohumil Hrabal	Els Joglars: <i>Yo tengo un tío en America</i>
Cocotte Minute: <i>Mándame</i>	Fernando Fernán Gómez: <i>Recital de otoño</i>
Comediants: <i>Mare Nostrum</i>	GAT Companyia Teatral: <i>La Mort de Woody Allen</i>
Compañía del Teatro San Martín de Buenos Aires: <i>Hamlet o la Guerra de los Teatros</i>	Geneviève Page: <i>Les Grandes Forêts: paroles de poètes</i>
Companyia de Pupi Sicilians Teatroarte Cuticchio: <i>Storia dei Paladini di Francia</i>	<i>Gumbo Ya-Ya: Labor of Love for Barcelona 92</i>
Companyia La Trepa: <i>El cas de la torxa olímpica</i>	<i>Isabel, tres caravel·les i un embolicador</i> by Dario Fo (Grec'92)
Companyia La Trepa: <i>The Caucasian Chalk Circle</i> , based on a story by Bertolt Brecht	La Cubana: <i>Cubana Marathon Dancing</i>
	<i>Medea</i> by Euripides
	Núria Espert: <i>Poetes Catalans contemporanis</i>

Theatre

Odéon Theatre de l'Europe: *Tirana Banderas* by Ramón del Valle-Inclán
Pep Bou: *Antologia*
Rafael Subirachs: *Cants de la partença, l'absència i el retorn*
Schiller Theater Werkstatt de Berlín: *Macbeth* by William Shakespeare

Stuffed Puppet Theatre of Hollana: *Manipulator / Underdog*
Teatro de la Plaza: *Lope de Aguirre, Traidor* by José Sanchis Sinisterra
Ute Lemper: *Kurt Weill*
Vol-Ras: *Pssssh...*
Zotal Teatre: *Z*

Dance

Ballet Lírico Nacional: *Trece gestos de un cuerpo / Rassemblement / Mediterrània / Coming Together / Stamping Ground*
National Music and Dance Company of Korea: *The sound of the millennia*
Danat Dansa: *I quedaré davant dels murs immensos esperant que finalment vingui algú a buscar-me. A Kaspar*

Gelabert-Azzopardi Cia de Dansa: *Kaalon Kaakon*
Lanònima Imperial: *El temps necessari / Só um biocadinho / Auguris per a H. / Afanya't a poc a poc*
Min Tanaka: *Loosely aligned with my species*
Nats Nus Dansa: *Somcinc*
Trànsit Cia de Dansa: *El pols de l'àngel*

Music

50 Campanes Olímpiques: concert of carillon and metal band
Angelique Kidjo
Aschkehabad
Atlanta Super Choir & Gladys Knight
Ayub Ogada
B.B. King (Grec'92)
Brand New Heavies
Cecilia Bartoli
Concert by Jaume Aragall and Miriam Gauci
Concert by Marilyn Home and Leila Cuberli
Extraordinary concert for *Cobla*, Choir and Piano
Concert Folk (Grec'92)
Concert by the Orquestra Simfònica i Cor del Gran Teatre del Liceu
Concert by the Minsk Philharmonic Orchestra and
State Choir of the Chapel of Minsk
Cor Juvenil Mundial de Joventuts Musicals
Daniel Barenboim and the Berlin Philharmonic Orchestra
Eddie Reader
Elton John

Emmylou Harris & The Nash Ramblers
Esbart Dansaire de Rubí and Cobla La Principal del Llobregat
International Festival of Young Talent (5 sessions)
Frank Sinatra
Grupo Olodum
Hassan Hakmoun and Zahar
Homenatge a Miles Davis (Grec'92)
Jin Long Ensemble
Joan Manuel Serrat: *Utopies* (Grec'92)
Jordi Savall and La Capella Reial de Catalunya
Jordi Savall and Le Concert des Nations
Ketama (Grec'92)
Laurie Anderson
Little Village: Ry Cooder, Nick Lowe, John Hiatt & Jim Keltner
Maria del Mar Bonet: *La Grècia de Theodorakis*
Mayte Martin Grup
Narciso Yepes: *Guitar recital of Spanish and Latin American music*
Nit de Salsa (Grec'92)
Nits de Fados with Luz Sa de Bandeira, Fernando Alvim and João Torre do Valle

Olimpiade, concert version of the opera by Antonio Vivaldi
Orquestra de Cambra del Teatre Lliure: *Kurt Weill (1900-1950)*
World Youth Orchestra and World Youth Choir: *Gala Olímpica*
Montreal Symphony Orchestra and Orfeó Català
Papa Wemba
Presuntos Implicados (Grec'92)
Sau: *El més gran dels pecadors*
Sheila Chandra
Taraf of Haidouks
Terem Quartet
Toto La Momposina, sus tambores y su compañía de baile
U Srinivas and Party
Van Morrison (Grec'92)
Victoria de los Angeles
Twelfth Barcelona Festival of Flamenco
Fifteenth Barcelona Festival of Ancient Music (10 concerts)
Zap Mama

Opera

Asdrúbila by Carles Santos
Les pêcheurs de perles by Georges Bizet (Grec'92)

Soirée Offenbach: Un marit a la porta / Pepito o la noia d'Elizondo

Tides and Waves by Joanna Bruzdowicz-Tittel

Carpa Bardelona

Al Víctor	Izzygual	Niki Nali
Andrés Villarrosa	Jango Edwards & The Little Big Nose Band	Orquestra Plateria
Angel Pavlovsky	Jeff McBride	Oxidroxs
Arthur H.	Johnny Melville	Paco Clavel
Barcelona Hot Seven	Juanillo Lolailo	Patrick Martin
Big Mama & The Blues messengers	La Gran Scena Opera Co.	Pilistrup
Chris Lynam	La Ribot Danza	Raúl Torrent
Chrome	Las Gambas	Sabor de Barrio
Claret Clown	Las Veneno	Sam Angelico
Companyia de Dansa Alhambra	Leo Bassi	Scheinbar Variété
D.A.A.S	Les Bubb	Solubles Teresa
Desoxy Theater	Les Estrelles de Gràcia	Stretch MK1
Dr. Calypso	Li Chang	Stupendams
Enric Magoo	Loco Brusca	The Crazy Idiots
Escarlata Circus	Los Galindos	The Flanelettes
Faemino y Cansado	Los Tobayolas	The Frigidaires
Fakir Kirman	Mapapa Acrobats & Mandingo	The Mint Juleps
Fred Garbo & Daielma Santos	Marceline & Sylvestre	The Railtown Bottlers
Fuego	Mayito Fernández y su Salsa Picante	The Waldo Woodhead Show
Goc i Magoc	Mayte Martin Sextet	Yes / No People
Gustave Parking	Michael Menes	
Hermanos Llonovoy	Mika	
Inspector Tuppence & The Sexy Firemen	Moncho	

Synapsis

Boni and Caroli	Jeff McBride	Nathalie Enterline
Francis Brunn	Les Bubb	Paul Morrocco
Fratelli Zuchinni	Marceline & Sylvestre	The Crazy Idiots
Fred Garbo	Michael Menes	The Flying Dutchmen
Herr & Frau Peterson	Moshe Cohen	Waldo Woodhead Show

Cultural Olympiad Exhibitions

1988-1991

<i>Barcelona, the city and 92</i> (1988 version) <i>Planeta Esport</i> (1989)	<i>The Golden Square</i> (1990) <i>Modernism</i> (1990)	<i>Barcelona, the city and 92</i> (1990 version) <i>Casa Barcelona</i> (1991)
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1992

Two Thousand Years of Barcelona

City Routes
Mediaeval Catalonia
The City Renewed
Twelve walks through the history of Barcelona
City Patterns
City Report: a Film Chronicle
The Avant-gardes in Catalonia
Tropisms: a collection of contemporary art
Beloved Earth: Change to Live

Art and Sport

Sport in Ancient Greece
Olympic Design
X International Biennial of Sport in the Fine Arts
Art and Sport in Catalonia
Catalan Sport
Virtual Olympiad: the record-holders of evolution
The Origins of Sport in Spain
Hans Erni
Olympilex'92

Chronology of COOB'92

1987

30 March 1987

First meeting of the COOB'92 Executive Board, at which the chief executive officer's competences are approved and the division directors appointed.

5 April 1987

The president of the IOC, Juan Antonio Samaranch, visits the works at the Olympic Ring.

10 April 1987

Opening of the exhibition *How we won the Games* at the University of Barcelona.

20 April 1987

Twinning of Barcelona, site of the Summer Olympic Games, and Sevilla, site of the 1992 Universal Exhibition.

15 June 1987

First meeting of the Olympic Games Security Committee, chaired by Rafael Vera, secretary of state for Security.

29 July 1987

The minister of sport of the People's Republic of China, Li Mengua, visits the Olympic facilities in Barcelona.

29 August 1987

A COOB'92 delegation attends the World Athletics Championship in Rome as an observer.

14 September 1987

The president of the Seoul Olympic Organising Committee (SLOOC'88), Park Seh-jik, visits Barcelona.

19 September 1987

Montserrat Caballé and Freddy Mercury take part in the TVE programme "Ibiza 92", singing the song *Barcelona*.

21 September 1987

A restricted competition is announced to select the mascot and logotype of the Barcelona Olympic Games.

20 October 1987

First visit to Barcelona of the IOC Coordination Commission, chaired by Gunnar Ericsson.

27 October 1987

A COOB'92 delegation visits Seoul and holds work meetings with representatives of SLOOC'88.

13 November 1987

Badalona City Council chooses the project by Esteve Bonell and Francesc Rius for the construction of the Palau d'Esports in the city.

1 December 1987

The jury selects Josep Maria Trias' design as the official logotype of the Barcelona Olympic Games.

4 December 1987

The IOC agrees to include pelota and roller hockey as demonstration sports at the Games.

The COOB'92 Executive Board approves the Facilities Plan.

11 December 1987

A COOB'92 delegation presents a progress report to the IOC Executive Board.

14 December 1987

The Municipal Institute of Urban Promotion (IMPU) is created.

1988

20 January 1988

The president of Portugal, Mario Soares, and the president of the Coca-Cola company, Roberto Goizueta, visit COOB'92 headquarters.

21 January 1988

Meeting of the Security Commission, at which it is decided to draft the Olympic Security Plan.

26 January 1988

Signing of the agreement between COOB'92 and the International Archery Federation (FITA).

29 January 1988

COOB'92, the Autonomous University of Barcelona and the Department of Culture of the Generalitat of Catalonia sign an agreement for the official languages of the Olympic Games and for cooperation on language services.

The COOB'92 Executive Board chooses the Cobi design by Javier Mariscal as the Olympic mascot.

5 February 1988

Signing of the agreement between COOB'92 and the International Weightlifting Federation (IWF).

8 February 1988

A COOB'92 delegation with nineteen members visits Calgary for the Winter Olympic Games.

11 February 1988

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, presents a progress report at the 93rd Session of the IOC in Calgary.

12 February 1988

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, presents to the International Yachting Federation a proposal to construct the Olympic Harbour opposite the Barcelona Olympic

13 February 1988

COOB'92 signs a letter of intent in Calgary with the IOC and the Organising Committee of the Albertville Games to set up a new round of the world sponsorship programme, TOP-2.

24 February 1988

A conference on "Electronics Techniques at the Barcelona Olympic Games" is held at COOB'92 headquarters.

25 February 1988

Signing of the agreement between COOB'92 and the International Basketball Federation (FIBA).

2 March 1988

Signing of the agreement between COOB'92 and the International Fencing Federation (FIE).

3 March 1988

Signing of the agreement between COOB'92 and the International Badminton Federation (IBF).

4 March 1988

Signing of the agreement between COOB'92 and the International Canoeing Federation (FIC).

8 March 1988

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, visits the prime minister of Spain, Felipe González, at the Palacio de la Moncloa in Madrid.

Signing of the agreement between COOB'92 and the International Judo Federation (IJF).

10 March 1988

Signing of the agreement between COOB'92 and the International Basque Pelota Federation (FIPB).

12 March 1988

A hundred correspondents from foreign newspapers and magazines in Madrid visit the Olympic Ring.

A COOB'92 delegation sets off for Seoul, site of the 1988 Summer Olympic Games.

15 March 1988

The mascot and logotype of the Barcelona'92 Games are officially presented at the Fundació Miró.

16 March 1988

Olympic Games volunteers attend the official presentation of the training programme and the first pilot courses begin.

18 March 1988

Members of the consular corps accredited in Barcelona visit the Olympic Ring and the Olympic Village.

19 March 1988

Signing of the agreement between COOB'92 and the International Wrestling Federation (FILA).

21 March 1988

Signing of the agreement between COOB'92 and the International Rowing Federation (FISA).

23 March 1988

Signing of the agreement between COOB'92 and the International Baseball Federation (IBA).

28 March 1988

Signing of the agreement between COOB'92 and the International Taekwondo Federation (WTF).

29 March 1988

Signing of the agreement between COOB'92 and the International Equestrian Federation (FEI).

6 April 1988

The president of the Generalitat of Catalonia, Jordi Pujol, and the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attend the laying of the foundation stone of the new National Institute of Physical Education of Catalonia (INEFC).

Constitution of the Liaison Committee between COOB'92 and the Organising Committee of the Albertville Winter Olympic Games.

7 April 1988

Signing of the agreement between COOB'92 and the International Roller Hockey Federation (FIRS).

9 April 1988

Signing of the agreement between COOB'92 and the International Handball Federation (IHF).

11 April 1988

The IOC Coordination Commission pays a second visit to Barcelona.

13 April 1988

Signing of the agreement between COOB'92 and the International Yachting Federation (IYRU).

21 April 1988

Signing of the agreement between COOB'92 and the International Boxing Federation (AIBA).

Signing of the agreement between COOB'92 and the International Table Tennis Federation (ITTF).

22 April 1988

A COOB'92 delegation presents a new progress report to the IOC Executive Board and the Association of Summer Olympic International Federations (ASOIF) in Lausanne.

9 May 1988

COOB'92 presents the Master Plan for the organisation of the Olympic Games.

13 May 1988

Signing of the agreement between COOB'92 and the International Athletics Federation (IAAF) stipulating the requirements for the Olympic Stadium in Montjuïc.

19 May 1988

Presentation of the revised version of the report *Barcelona, Data-processing and Telecommunications 1992 (BIT'92)*.

20 May 1988

The chief executive officer of COOB'92, Josep Miquel Abad, opens the *Olympic Terrassa* exhibition in the city.

25 May 1988

The project by the architect Norman Foster wins the competition for the building of the Collserola telecommunications mast.

26 May 1988

The Official State Gazette (BOE) publishes the Tax Benefits Law for the Universal Exhibition in Sevilla, the state company for the Quincentenary and the Barcelona Olympic Games.

1 June 1988

Signing of the agreement between COOB'92 and the International Modern Pentathlon and Biathlon Federation (UIPMB).

8 June 1988

The prime minister of Spain, Felipe González, visits IOC headquarters in Lausanne to express the government's formal support for the Barcelona Olympic Games.

12 June 1988

End of the first phase of building works at the Olympic Village.

17 June 1988

The bases of the Cultural Olympiad are approved.

Meeting of the COOB'92 General Assembly and the COOB'92, S.A. Board of Shareholders.

22 June 1988

A delegation from the US television network ABC visits Barcelona.

24 June 1988

A COOB'92 delegation presents a progress report to the Association of European National Olympic Committees (ACNOE) in Malta.

27 June 1988

Signing of the contract between COOB'92 and the automobile company SEAT for the supply of the vehicles for the Barcelona Olympic Games.

1 July 1988

Signing of the agreements between COOB'92 and the International Cycling Federation (FIAC) and the International Tennis Federation (FIT).

The Gimnasiada'88 is held in Barcelona with the assistance of Olympic volunteers.

12 July 1988

The directors general of Youth and Sport of the Spanish autonomous communities visit COOB'92 headquarters.

13 July 1988

Signing of the draft contract between COOB'92 and Banesto, the banking group, designating it joint partner.

19 July 1988

Signing of the agreement between COOB'92 and Terrassa City Council appointing the town an Olympic subsite.

27 July 1988

The IOC, the Albertville Organising Committee and COOB'92 sign the world sponsorship programme TOP-2 in Lausanne.

29 July 1988

The Generalitat of Catalonia, the Barcelona Provincial Council and COOB'92 sign the financing agreement for the Olympic facilities.

A Barcelona'92 delegation arrives in Seoul to observe the organisation of the Games of the XXIV Olympiad at first hand.

2 August 1988

Signing of the agreement between COOB'92 and the International Gymnastics Federation (FIG).

15 September 1988

COOB'92 presents the third progress report at the 94th Session of the IOC in Seoul.

17 September 1988

Opening ceremony of the Seoul Olympic Games.

2 October 1988

A representation of Barcelona'92 takes part in the closing ceremony of the Seoul Olympic Games. The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, receives the Olympic flag from the hands of the mayor of Seoul.

3 October 1988

Presentation of the first issue of pre-Olympic stamps with the logotype of the Barcelona'92 Games and depictions of athletics, badminton and basketball, designed by Josep Maria Trias and Pere Torrent, *Peret*, respectively.

5 October 1988

The president of the German Democratic Republic, Erich Honecker, visits COOB'92 headquarters.

8 October 1988

The king and queen of Spain open the exhibition *Barcelona, the city and 92* at the Edifici de les Aigües in Barcelona, as part of the Gateway to the Olympiad.

In the evening the musical show *La Nit* is performed by the fountains of Montjuïc. Freddy Mercury and Montserrat Caballé sing the song *Barcelona*.

9 October 1988

The Gateway to the Olympiad closes with street parties all over the city with over 100,000 people joining in to celebrate the arrival of the Olympic flag in Barcelona.

17 October 1988

The COOB'92 General Assembly and the COOB'92, S.A. Board of Shareholders approve the statues of the Cultural Olympiad.

21 October 1988

King Juan Carlos and Queen Sofia of Spain and Queen Elizabeth of England visit COOB'92 headquarters.

27 October 1988

The logotype of the Barcelona Olympic Games is awarded the gold medal at the XII International Design Exhibition in the Yugoslavian city of Ljubljana.

4 November 1988

First meeting of the management of the Barcelona'92 Radio and Television Organism (ORTB'92).

10 November 1988

The companies Olimpiada Cultural S.A. (OCSA) and Nova Icaria S.A. (NISA) are founded.

21 November 1988

Directors of the US television network CBS visit COOB'92 headquarters.

23 November 1988

Third visit of the IOC Coordination Commission, which inspects the facilities of the Olympic subsite Terrassa.

28 November 1988

Start of the raising of the roof of the Palau Sant Jordi.

1 December 1988

COOB'92 sets an historic record by selling the television rights for the USA to the NBC network for 416 million dollars.

2 December 1988

The president of the Association of National Olympic Committees (ACNO), Mario Vázquez Raña, visits the Olympic Ring.

9 December 1988

COOB'92 presents a progress report to the IOC Executive Board and attends the ACNO General Assembly in Vienna.

Signing of the contract between COOB'92 and the Argentfi company for the manufacture and commercialisation in Spain of the official commemorative medals of the Games.

12 December 1988

Presentation of the first series of commemorative coins of the Games at the Melcior Colet Museum.

15 December 1988

The chief executive officer of COOB'92, Josep Miquel Abad, addresses the Parliament of Catalonia Culture Committee.

19 December 1988

Signing of the contract between COOB'92 and IBM, designating the company joint partner in technology and computers.

COOB'92 awards the Games telecommunications project to Telefónica and chooses three supplier companies: Intelsa (exchanges), Telettra (radiocommunications equipment) and Amper (telephones and peripherals).

Eritel, Sema Group T&G and EDS are selected as official supplier companies for the software packages for information management, operations management and results management, respectively.

20 December 1988

The LAUS'88 prizes are awarded to the pre-Olympic stamps at the dance hall Zeleste.

27 December 1988

Third meeting of the Higher Olympic Security Committee.

8 January 1989

The exhibition *Barcelona, the city and 92* closes after receiving 350,000 visitors.

16 January 1989

Meeting of the COOB'92 General Assembly and the Board of Shareholders of COOB'92, S.A.

19 January 1989

In New York, the Australian network Channel 7 is awarded the Barcelona'92 television rights for Australia for a sum of 33.75 million dollars.

24 January 1989

The roof on the grandstand at the Montjuïc Olympic Stadium is installed. It is 40 m wide and 130 m long.

27 January 1989

The sports director of SLOOC'88, Moon Dong Hoo, visits the Olympic Ring.

1 February 1989

Presentation of the project for construction of the Barcelona'92 communications tower, which will be 260 m high.

14 February 1989

COOB'92 and Coca-Cola sign the world sponsorship programme TOP-2 in Atlanta.

23 February 1989

Signing of the agreement between COOB'92 and the International Volleyball Federation (FIVB).

27 February 1989

The mayors of the Olympic subsites meet the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, in the Palauet Albéniz.

2 March 1989

COOB'92 and the Catalan Red Cross sign an agreement for the provision of medical services during the Barcelona'92 Olympic Games.

7 March 1989

Presentation of the second issue of pre-Olympic stamps: four designed by the painter Rafael Batolozzi representing four Olympic sports: boxing, cycling, equestrian sports and handball.

9 March 1989

Signing of the agreement between COOB'92 and the Anfil Philatelic Fair for the commercialisation of the Barcelona'92 stamp issues.

10 March 1989

The president of the Parliament of Catalonia, Joaquim Xicoy, visits the Olympic Ring.

14 March 1989

COOB'92 and the Barcelona Hotels Association sign an agreement to reserve 15,000 places in three, four and five star hotels for the Games.

15 March 1989

COOB'92 and the Spanish Red Cross sign an agreement for the provision of first aid on the route of the Olympic torch.

16 March 1989

The flag of Barcelona'92 is handed over to the president of the autonomous community of Castilla y León, José María Aznar.

19 March 1989

A group of Olympic volunteers take part in the XII Marathon Catalunya'89.

29 March 1989

Signing of the agreement between COOB'92 and the International Football Federation (FIFA).

An agreement is signed between Badalona City Council, Montigalà S.A. and COOB'92.

The IOC, the European Broadcasting Union (EBU) and COOB'92 sign an agreement for the exclusive European television rights for the 1992 Olympic Games. COOB'92 is to receive 90 million dollars.

3 April 1989

The first promotion of the courses for Olympic volunteers receive their end of course diplomas.

Signing of an agreement between COOB'92 and the International Swimming Federation (FINA).

4 April 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, meets the president of the European Commission, Jacques Delors, and the representatives of the Albertville Winter Olympic Organising Committee, Jean-Claude Killy and Michel Banner, in Brussels.

8 April 1989

The Olympic Stadium is opened to the public at weekends.

The president of the Federal Republic of Germany, Richard von Weizsäcker, visits Barcelona.

10 April 1989

Signing of the agreement between COOB'92 and the Fira de Barcelona for the cession of premises in the trade fair precinct in Montjuïc during the Games.

17 April 1989

The COOB'92 Standing Committee and Executive Board approve the Accommodation Plan, which guarantees 40,000 beds for the Olympic Family.

The IOC Coordination Commission makes its fourth visit to the Olympic Village and the Olympic Ring.

22 April 1989

Mayors from all over Catalonia visit the works at the Olympic Stadium and the Palau Sant Jordi.

24 April 1989

COOB'92 presents a progress report to the IOC Executive Board.

The prince of Asturias, honorary president of COOB'92, presides the opening of the IOC-ASOIF meetings in the Palau de la Música in Barcelona.

25 April 1989

Prince Felipe de Borbón and Constantine of Greece visit the works at the Olympic Village and the Olympic Ring.

The IOC Executive Board visits the Olympic Ring. The COOB'92 delegation and the International Federations attend a dinner at the Generalitat of Catalonia.

26 April 1989

Princess Anne of England, as president of the FEI, visits Barcelona.

COOB'92 presents a progress report to the ASOIF Assembly in Barcelona.

27 April 1989

The official film of the Calgary Winter Olympic Games is shown at the Palau de Congresses in Barcelona.

COOB'92 presents a progress report to the IOC Assembly.

Signing of the contract between NBC and COOB'92.

Presentation of the Meteorological Services Plan for the Games at COOB'92 headquarters.

7 May 1989

Laying of the foundation stone of the Palau d'Esports in Badalona.

8 May 1989

Meeting of the COOB'92 General Assembly and annual general meeting of COOB'92, where the global budget is approved.

12 May 1989

A delegation from France Press visits COOB'92 headquarters and the Olympic Ring.

The exhibition *Planeta Esport*, organised by the Cultural Olympiad, opens in the old Born Market, where it remains until 23 July.

19 May 1989

The president of the Xunta de Galicia, Manuel Fraga, visits the Olympic works.

23 May 1989

Signing of the agreement between COOB'92 and the Corporació Catalana de Radio i Televisió (CCRTV) and the agreement between COOB'92 and Television Española (TVE), for technical cooperation with Radio-televisió Olímpica (RTO'92).

30 May 1989

Pablo Gargallo's restored equestrian sculptures are returned to the Olympic Stadium.

5 June 1989

The COOB'92 Standing Committee creates a new sponsorship category, designated Official Sports Material.

6 June 1989

The president of the Generalitat of Valencia, Joan Lerma, visits COOB'92 headquarters, the Olympic Ring and the Olympic Village.

8 June 1989

In New York an agreement is signed between COOB'92 and the United States Olympic Committee (USOC) for cooperation within the commercial programme of the Olympic Games.

20 June 1989

COOB'92 presents a progress report to the meeting of the ACNOE in the city of Troia (Portugal).

22 June 1989

Signing in Banyoles of the agreement between COOB'92 and Banyoles City council for the use of the lake as the venue for the Olympic rowing competition.

23 June 1989

Signing of the contract between Kodak, the IOC and the Albertville and Barcelona Organising Committees within the TOP-2 commercial programme.

24 June 1989

Special draw of the National Lottery for Barcelona'92.

28 June 1989

The Security Master Plan for the Olympic Games is approved.

30 June 1989

The president of the Higher Sports Council, Javier Gomez Navarro, and sports officials from the European Community visit the Olympic Village and the Olympic Ring.

1 July 1989

The prince of Thailand, Maha Vajiralongkorn, visits COOB'92 headquarters.

2 July 1989

The IOC, New Zealand Television (TVNZ), its associate Sky Network Television and COOB'92 reach an agreement by which the network is awarded exclusive rights for the Barcelona'92 Olympic Games in New Zealand for a sum of 5.9 million dollars.

4 July 1989

Leaders of the main Catalan political parties visit COOB'92 headquarters, the Olympic Ring and the Olympic Village. The president of the autonomous community of Castilla y León, José María Aznar, visits COOB'92 headquarters and the Olympic Ring.

6 July 1989

A COOB'92 delegation travels to Athens to visit the International Olympic Academy.

Signing of an agreement between Barcelona City Council, the Department of Culture of the Generalitat of Catalonia and OCSA to put on the Autumn Festivals.

12 July 1989

Construction work begins on the Palau d'Esports in Granollers, the venue for the men's handball competitions.

14 July 1989

Signing of an agreement between COOB'92, the Lleida Provincial Council and the Generalitat of Catalonia for the financing of the Olympic facilities in La Seu d'Urgell.

17 July 1989

Presentation of the Barcelona'92 Olympic Health Care Plan (PASO'92).

18 July 1989

Signing of a contract between COOB'92 and Campofrío S.A., by which the company becomes sponsor of the Games in the meat products category.

20 July 1989

An Olympic flag is presented to the Catalan mountaineering expedition on Cho-Oyu.

21 July 1989

Official presentation of Cobi with the images of the 28 sports.

25 July 1989

Works on the Olympic Stadium are formally completed, three years before the opening of the 1992 Games.

Representatives of the ACNO Marian Renke and Wolfgang Gitter visit the Olympic Ring, the Olympic Village and the subsites of Badalona and Terrassa.

28 July 1989

BarceWomad'89 (*World of Music, Arts and Dance*) in the Parc de la Ciutadella in Barcelona, with the support of OCSA.

The second round of negotiations between COOB'92 and the Japanese TV network Nippon Hoso Kokai (NHK) for the sale of television rights for the 1992 Games is held in Lausanne.

24 August 1989

The chief executive officer of COOB'92, Josep Miquel Abad, and the councillor for the Interior of the Generalitat of Catalonia, Joan Gomis, sign a protocol of intent for the cession to COOB'92 of the Catalan Police School in Mollet del Vallès to be used as the venue for the shooting events.

29 August 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, presents the fourth progress report at the 95th Session of the IOC in San Juan, Puerto Rico.

30 August 1989

Juan Antonio Samaranch is re-elected president of the IOC for a term of four years at the 95th Session of the IOC in San Juan, Puerto Rico.

7 September 1989

Members of the Norwegian Olympic Committee visit the Olympic Ring and the Olympic Village.

A delegation from the Spanish Sporting Press Association (AEPD) comes to Barcelona and visits the works at the Olympic Stadium.

8 September 1989

King Juan Carlos officially opens the Olympic Stadium on the occasion of the Fifth World Athletics Cup.

A contract is signed between COOB'92 and Philips Ibèrica, by which the company is appointed joint partner.

12 September 1989

COOB'92 and the 3M company sign the world sponsorship programme TOP-2 in Paris.

The Institut Municipal de Promoció Urbanística is constituted as a limited company and adopts the name IMPUSA.

14 September 1989

COOB'92 holds its 22nd Executive Board. A proposal to have golf and Softball as exhibition sports at the 1992 Games is put before the Board.

15 September 1989

Signing of an agreement between COOB'92 and the Club Patí Vic for the preliminary matches of the roller hockey competition.

16 September 1989

Laying of the foundation stone of the Parc del Segre Olympic canal in La Seu d'Urgell.

19 September 1989

Signing of a commercial agreement in Tokyo between Albertville'92 and Barcelona'92, which grants mutual authorisation for the sale of the licensed products in France and Spain.

Matsushita (Panasonic) and the Ricoh sign the world sponsorship programme TOP-2 in Tokyo.

23 September 1989

Signing of an agreement in Seoul with the state television network NHK and a hundred associated private companies for the sale of the rights for the 1992 Games in Japan.

29 September 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the mayor of Granollers, Josep Pujades, and the president of the Barcelona Provincial

Council, Manuel Royes, attend the laying of the foundation stone of the Palau d'Esports in Granollers.

Opening of the I Barcelona Autumn Festival.

3 October 1989

Presentation of the third issue of pre-Olympic stamps, with pictures by the painter Robert Llimós representing fencing, football and gymnastics, at the Drassanes in Barcelona.

10 October 1989

Visit of King Carl Gustav XVI and Queen Silvia of Sweden to the Olympic Stadium.

11 October 1989

Signing of an agreement between COOB'92 and the Real Club de Polo de Barcelona for the use of the facilities and stables for the horses during the Olympic Games.

12 October 1989

Constitution of the Castelldefels Olympic Subsite Committee.

COOB'92 signs the agreement with the International Shooting Federation (UIT).

17 October 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the mayor of Madrid, Antonio Rodríguez Sahagun, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the laying of the foundation stone of the Barcelona Olympic Village.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, hands the Olympic flag to the mayor of L'Hospitalet de Llobregat, Josep Ignasi Pujana.

19 October 1989

COOB'92 presents a progress report to the Spanish Olympic Committee.

Constitution of Holding Olímpic S.A. (HOLSA), originally mentioned in the two agreements signed between the Ministry of Economy and the Treasury and Barcelona City Council in May and September the same year. HOLSA is a merger of the companies Vía Olímpica S.A. (VOSA), Institut Municipal de Promoció Urbanística S.A. (IMPUSA) and Anella Olímpica de Montjuïc S.A. (AOMSA).

20 October 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the opening of the Pau Negre Stadium in the Olympic Ring.

COOB'92 and the International Gymnastics Federation (FIG) sign an agreement for the requirements for the venues.

25 October 1989

The International Cycling Federation (FIAC) visits the Velòdrom in Barcelona.

4 November 1989

The US swimmer Mark Spitz visits the Olympic Ring and the Bernat Picornell Swimming Pools.

6 November 1989

The COOB'92 Standing Committee approves the general Olympic venue plan.

COOB'92 invites six groups of companies to present proposals for the Barcelona'92 ceremonies.

8 November 1989

A COOB'92 delegation presents a progress report to the ACNO in Mexico. The International Equestrian Federation (FEI) visits El Montanyà.

13 November 1989

Signing of the contract between COOB'92 and Rank Xerox, appointing the company joint partner in publishing systems.

14 November 1989

Opening in Madrid of the lectures "Everyone with Barcelona'92", organised by the Spanish Sporting Press Association (AEDP).

15 November 1989

Time, Mars and the USPS (United States Postal Service) sign the world sponsorship programme TOP-2 in the United States.

17 November 1989

Signing of the agreement between the Barcelona Hospitals Consortium, the Municipal Health Care Institute and COOB'92 for Olympic family medical services.

20 November 1989

Fifth visit to Barcelona of the IOC Coordination Commission.

23 November 1989

Signing of an agreement between COOB'92 and Pirelli S.A. appointing the company official supplier of power cables and signals.

27 November 1989

Laying of the foundation stone of the Montigalà Press Village in Badalona.

29 November 1989

The chief executive officer of COOB'92, Josep Miquel Abad, and the mayor of Sant Sadurní d'Anoia, Marcel Gabarró, attend the constitution of the Sant Sadurní d'Anoia Subsite Committee.

30 November 1989

The US athlete Carl Lewis visits the Olympic Stadium and holds a press conference at COOB'92 headquarters.

Start of the training courses for coordinators of the Olympic volunteers in the autonomous communities.

8 December 1989

COOB'92 presents a progress report to the IOC Executive Board in Lausanne.

Signing in Lausanne of the contract for the sale of television rights with the European Broadcasting Union (EBU).

10 December 1989

The German swimmer Kristin Otto visits the Bernat Picornell Pools and the Olympic Stadium.

11-13 December 1989

The first briefings for associate companies of the Barcelona Olympic Games are held in the Palau de Pedralbes.

16 December 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Viladecans, Jaume Montfort, attend the constitution of the Viladecans Subsite Committee.

17 December 1989

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the presentation of the inflatable Olympic Stadium for the travelling exhibition *Barcelona'92. Everyone's goal* in the Plaça Catalunya.

18 December 1989

The International Wrestling Federation (FILA) visits the Olympic Ring.

19 December 1989

Signing of the contract between COOB'92 and Nutrexp S.A., appointing the food company sponsor for soluble cocoa.

20 December 1989

The chief executive officer of COOB'92, Josep Miquel Abad, and the mayor of La Seu d'Urgell, Joan Ganyet, attend the constitution of the Subsite Committee and visit the facilities of the Parc del Segre.

21 December 1989

Signing of the contract between COOB'92 and Alcatel, appointing the company joint partner in equipment for media information services.

26 December 1989

Creation of the School Workshop Dipòsit de les Aigües - Barcelona'92 on the initiative of Cultural Olympiad.

1 January 1990

Signing of the contract between COOB'92 and Danone appointing the company sponsor for yoghurt, desserts and fresh cheese.

3 January 1990

The Ministry of Agriculture, Fisheries and Food informs the International Epizootia Organisation and the European Community that equine fever has been totally eliminated from Spain.

10 January 1990

Signing of the agreement between COOB'92 and the Hospital del Mar declaring it official Olympic hospital.

11 January 1990

In Tokyo, the chief executive officer of COOB'92, Josep Miquel Abad, signs the sales contract with the television company NHK for the TV rights for Japan for 62.5 million dollars.

12 January 1990

The technical delegate of the International Roller-Skating Federation (FIRS), José Castel-Branco, visits the subsites of Reus, Sant Sadurní d'Anoia and Vic.

19 January 1990

The US athlete Bob Beamon visits the Olympic Stadium.

20 January 1990

COOB'92 presents a progress report at the meeting of the International Athletics Federation (IAAF) in Tokyo.

23 January 1990

Meeting of the General Assembly of COOB'92 and the Board of Shareholders of COOB'92, S.A.

25 January 1990

Signing of the contract between COOB'92 and Apple Computer appointing the company official supplier of office automation equipment.

26 January 1990

A delegation from the International Archery Federation (FITA) visits the facilities in the Vall d'Hebron and the Real Club de Polo.

A delegation from the International Hockey Federation (FIH) visits the Olympic Ring.

A delegation from the International Canoeing Federation (FIC) visits the Palau Sant Jordi and the Olympic Stadium.

27 January 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Banyoles, Pere Hernández, attend the constitution of the Banyoles Subsite Committee.

29 January 1990

A delegation from the International Gymnastics Federation (FIG) visits the Palau Sant Jordi.

31 January 1990

Prince Felipe de Borbón attends the opening of the travelling exhibition, *Barcelona'92*, in Madrid. The exhibition remained in the capital until 11 February, when it began its tour of the seventeen Spanish autonomous communities.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, opens a permanent COOB'92 office in Madrid.

8 February 1990

Presentation to the press of the Games Interpretation Project.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Vic, Pere Girbau, attend the constitution of the Vic Subsite Committee.

10 February 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the laying of the foundation stone of the Pavelló L'Espanya Industrial, venue for the weightlifting competitions.

13 February 1990

Signing of the agreement between COOB'92 and Brother under the TOP-2 sponsorship programme.

21 February 1990

Barcelona City Council, the Catalan Athletics Federation and COOB'92 agree that the Organising Committee will take part in the organisation of the IX *Ciutat de Barcelona* Athletics Meeting.

22 February 1990

The president of the International Swimming Federation (FINA), Mustapha Larfaoui, visits COOB'92 headquarters.

23 February 1990

Opening of the travelling exhibition *Barcelona'92* in Sevilla.

1 March 1990

Signing of the agreement between COOB'92 and the Port of Barcelona to reserve the quays where the hotel ships will dock during the Games.

2 March 1990

Opening of the travelling exhibition *Barcelona'92* in Merida.

Presentation of the Barcelona'92 Accreditations Project.

7 March 1990

Presentation at the Palau de Pedralbes of the fourth issue of pre-Olympic stamps, designed by Arranz Bravo, depicting weightlifting, hockey and judo.

12 March 1990

Opening of the travelling exhibition *Barcelona'92* in Toledo.

13 March 1990

Meeting of the COOB'92 Olympic Security Committee, chaired by the secretary of state for Security, Rafael Vera.

15 March 1990

Prince Felipe de Borbón, honorary president of COOB'92, visits the Olympic Ring and the Olympic Village and attends the official presentation of the commemorative coins for the Olympic Games at the Palau de Pedralbes.

16 March 1990

The councillor for Health of the Generalitat of Catalonia, Xavier Trias, attends the handing of the Olympic flag to the subsite hospitals which are working on the Olympic Health Care Plan (PASO).

16 March 1990

The president of the Association of National Olympic Committees (ACNO), Mario Vázquez Raña, visits Barcelona and meets the chief executive officer of COOB'92, Josep Miquel Abad.

A delegation from the International Rowing Federation (FISA) visits venue in Banyoles.

17 March 1990

The president of the Generalitat of Catalonia, Jordi Pujol, and the chief executive officer of COOB'92, Josep Miquel Abad, attend the laying of the foundation stone of the Banyoles Olympic Village.

18 March 1990

A group of Olympic volunteers take part in the XIII Marathon of Catalonia.

19 March 1990

Signing of the contract between COOB'92 and Flex, by which the company becomes official supplier of bedding equipment.

Signing of the contract between COOB'92 and Pesa Electrónica S.A., by which the company becomes official supplier of equipment for Radio-televisió Olímpica'92.

20 March 1990

The executive director of the International Baseball Federation (IBA) visits COOB'92 headquarters.

The executive director of the International Yachting Federation (IYRU) visits COOB'92 headquarters.

22 March 1990

Signing of the contract between COOB'92 and Mizuno, by which the company becomes official sponsor of sports training equipment.

23 March 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Valencia, Clementina Ródenas, attend the constitution of the Valencia Subsite Committee and a the opening of the travelling exhibition *Barcelona'92*.

24 March 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of L'Hospitalet, Josep Ignasi Pujana, attend the constitution of the L'Hospitalet Subsite Committee and the laying of the foundation stone of the Baseball Stadium in La Feixa Llarga.

27 March 1990

Presentation of the project for the Pavelló de la Vall d'Hebron, which consists of the Palau d'Esports and the Municipal Pelota Centre.

29 March 1990

Signing of the agreement between COOB'92 and RCD Espanyol for the use of the Sarrià Stadium for the football competitions.

30 March 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the chief executive officer of COOB'92, Josep Miquel Abad, attend the laying of the foundation stone of the residences of the Vall d'Hebron Media Village.

31 March 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Reus, Josep Abelló, attend the constitution of the Reus Subsite Committee.

Creation of the Government Delegate Commission for the Olympic Games.

2 April 1990

The IOC Coordination Commission visits Barcelona for the sixth time.

3 April 1990

The IOC Coordination Commission attends the official opening of the Olimpia building, the new headquarters of COOB'92, and visits the Real Club de Polo.

4 April 1990

Signing of the contract between COOB'92 and Mondo-Enimont, by which the company becomes official supplier of athletics tracks for the Barcelona Olympic Games.

The Seiko company is appointed supplier of time-keeping and measuring equipment for the Games.

5 April 1990

Opening of the travelling exhibition *Barcelona'92* in Murcia.

6 April 1990

The joint president of the Albertville Organising Committee, Jean-Claude Killy, visits the Olympic Ring and the Palauet Albéniz.

9 April 1990

Presentation of the Motivation Programme for Olympic Volunteers, which will involve 34,000 volunteers from all over Spain visiting the Barcelona'92 Olympic venues.

17 April 1990

First meeting of the Olympic Broadcasting Advisory Committee (OBAC) at the headquarters of the Barcelona Metropolitan Area.

Signing of the contract between COOB'92 and Damm S.A., by which the company becomes sponsor for beer. Opening of the new RTO'92 headquarters in Sant Just Desvern.

18 April 1990

The chief executive officer of COOB'92, Josep Miquel Abad, the theatre company El Tricicle, the designer Xavier Mariscal and the director of Videocomunicación S.A., Carlos Biern, attend the presentation of the Cobi cartoon series in the auditorium of La Font Màgica.

19 April 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Zaragoza, Antonio Gonzalez Triviño, attend the constitution of the Zaragoza Subsite Committee and the opening of the travelling exhibition *Barcelona'92* in the city.

20 April 1990

Presentation of the *Cobi Troupe* cartoon series at the International Television Productions Fair (MIP-TV) in Cannes.

The secretary general of the International Basketball Federation (FIBA), Borislav Stankovic, visits Badalona.

23 April 1990

The Olympic volunteers receive the prize "Trofeo Amor al Deporte".

The chief executive officer of COOB'92, Josep Miquel Abad, and the councillor for Sport of Barcelona City Council, Enric Truñó, sign the agreement between COOB'92 and the Barcelona Promoció company for the use of the Olympic facilities from 23 April 1990 to 31 December 1991.

24 April 1990

Presentation of the 28 official sports pictograms for the Barcelona'92 Olympic Games at the Palau de Pedralbes.

27 April 1990

Presentation of a progress report to the IOC and the ASOIF in Belgrade.

First meeting of the Government Delegate Commission for the Barcelona Olympic Games in Madrid.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the secretary general of Sport at the Generalitat of Catalonia, Josep Lluís Vilaseca, and the president of the Barcelona Provincial Council and mayor of Terrassa, Manuel Royes, attend the constitution of the Terrassa Subsite Committee.

4 May 1990

Opening of the travelling exhibition *Barcelona'92* in Palma de Mallorca.

7 May 1990

Meeting between Felipe Gonzalez and Juan Antonio Samaranch in Madrid. The president of the IOC mentions the possibility of the Spanish Olympic athletes using emblems of the autonomous regions.

9 May 1990

The chief executive officer of COOB'92, Josep Miquel Abad, and the director general of Sport of COOB'92, Manuel Fonseca, present a COOB'92 report to the Spanish Olympic Committee (COE).

10 May 1990

The chief executive officer of COOB'92, Josep Miquel Abad, and the directors of the La Salle College in La Seu d'Urgell sign the agreement for the cession of the building as Olympic Village for the white water canoeists.

12 May 1990

The chief executive officer of COOB'92, Josep Miquel Abad, the mayor of La Seu d'Urgell, Joan Ganyet, and the president of the Lleida Provincial Council, Ramon Companys, attend the laying of the foundation stone of the Parc del Segre building.

15 May 1990

Presentation at the Moll de Sant Bertran in the Port of Barcelona of the liner Royal Viking Sun, which will be used to accommodate the guests of NBC at the Olympic Games.

17 May 1990

The first World Broadcaster Meeting seminar, organised by RTO'92, is held at the headquarters of the Barcelona Metropolitan Area in the Zona Franca.

18 May 1990

Opening of the travelling exhibition *Barcelona'92* in Logroño.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the meeting of Catalan mayors and the volunteers' courses at the Palau de Pedralbes in Barcelona.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Sabadell, Antoni Farrés, attend the constitution of the Sabadell Subsite Committee.

23 May 1990

A delegation from the International Fencing Federation (FIE) visits the Olympic Ring and the Olympic Village.

25 May 1990

A delegation from the International Table Tennis Federation (ITTF) visits Barcelona.

26 May 1990

A group of Olympic volunteers work on the Spanish White Water Slalom Championship in La Seu d'Urgell.

Bassat-Sport & Sponsoring and Ovideo merge to produce the opening and closing ceremonies of the Olympic Games.

28 May 1990

Signing of the contract between COOB'92, the shipping company Costa Crociere, and IBM, for the exclusive use of the ship Danae to accommodate the guests of IBM.

30 May 1990

Opening of the travelling exhibition *Barcelona'92* in Pamplona.

1 June 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Badalona, Joan Blanch, attend the constitution of the Badalona Subsite Committee.

4 June 1990

Opening of the VII General Assembly of the Association of National Olympic Committees in Barcelona.

5 June 1990

Signing of the contract between COOB'92 and Telefónica, by which the company becomes joint partner in telecommunications.

6 June 1990

The International Handball Federation (IHF) visits the subsite of Granollers.

7 June 1990

The taxi drivers of Barcelona are awarded their Olympic guide diplomas.

10 June 1990

Opening of the travelling exhibition *Barcelona'92* in San Sebastian.

11 June 1990

Opening in San Sebastian of the International Olympic Symposium "Sport in the cause of health".

A delegation from the International Baseball Federation (IBA) visits the L'Hospitalet de Llobregat Baseball Stadium and the Olympic Ring.

14 June 1990

Signing of the contract between COOB'92 and Sony, by which the company becomes official supplier of giant screens.

Opening of the exhibition *The Golden Square* in the Casa Milà, within the framework of the Cultural Olympiad.

The president of Poland, Wojciech Jaruzelski, visits the Olympic Stadium.

19 June 1990

The COOB'92 Executive Board approves the general criteria for the route of the Olympic torch and chooses the four official posters of the Olympic Games.

20 June 1990

Signing of the agreement between COOB'92, the Higher Sports Council and the Youth Institute of the Ministry of Social Affairs for the award of 1,000 grants for language courses abroad for Olympic volunteers.

21 June 1990

Signing of the contract between COOB'92 and Càlcul i Gestió, by which the company becomes official supplier of company management software.

A 120-strong delegation from Albertville visits the Olympic facilities.

Opening of the travelling exhibition *Barcelona'92* in Vitoria.

22 June 1990

Olympic volunteers attend the concert "A musical salute to the Olympic spirit" in the Palau de la Música Catalana

23 June 1990

Second draw of the National Lottery for the Olympic Games.

25 June 1990

Meeting between the Union of Catalan Sports Federations and COOB'92.

26 June 1990

A technical delegate of the International Baseball Federation (IBA) visits the L'Hospitalet Baseball Stadium.

26-28 June 1990

The second series of briefings for the associate companies of the Barcelona Olympic Games are held in the Poble Espanyol in Barcelona.

27 June 1990

A delegation of the International Judo Federation (IJF) visits Barcelona.

30 June 1990

The Olympic volunteers do an English and French test at the Olympic Stadium.

2 July 1990

Opening of the travelling exhibition *Barcelona'92* in Santander.

4 July 1990

A delegation from the International Table Tennis Federation (ITTF) visits the Olimpia building.

Signing of the contract between COOB'92 and Ara Services, by which the company becomes supplier and consultant for catering services.

7 July 1990

Party to mark the end of the basic training courses for volunteers at La Bassa de Sant Oleguer in Sabadell.

13 July 1990

The Visa company signs the world sponsorship programme TOP-2 in the Olimpia building.

Opening of the travelling exhibition *Barcelona'92* in Oviedo.

17 July 1990

Exhibition of the sketches for the four official posters of the Olympic Games at the Palau de Congressos in the Barcelona Trade Fair precinct.

Meeting of the General Assembly of COOB'92 and the Board of Shareholders of COOB'92, S.A.

18 July 1990

The chief executive officer of COOB'92, Josep Miquel Abad, attends the lecture organised by the Menéndez y Pelayo International University on "Organisation and management of the Olympic Games" at the Palau de Pedralbes in Barcelona.

23 July 1990

Opening of the travelling exhibition *Barcelona'92* in Valladolid.

24 July 1990

Signing of the contract between COOB'92 and La Union y el Fénix for the insurance policies for the Barcelona Olympic Games.

25 July 1990

Seventh visit of the IOC Coordination Commission to the Olympic Village, the Olympic Harbour and the Olympic Stadium.

26 July 1990

COOB'92, Barcelona City Council and VOSA (Vila Olímpica S.A.) agree to build a new facility inside the Olympic Village precinct for the badminton competition.

30 July 1990

The first group of Olympic volunteers with grants begin their language studies abroad.

5 August 1990

Opening of the travelling exhibition *Barcelona'92* in Santiago de Compostela.

29 August 1990

Michael Jordan visits the Olympic Ring.

5 September 1990

Presentation to the media of the Games Ticket Marketing Plan. Publication of the list of prices for tickets for all the sports, which are only awaiting IOC approval.

6 September 1990

Signing of the contract between COOB'92 and Eritel, by which the company becomes official supplier of software for the Olympic Family Information and Communication System.

The Cuban boxer Teófilo Stevenson, gold medallist in the heavyweight category at the Olympic Games in 1972, 1976 and 1980, visits the Font Màgica and the Olympic Stadium.

10 September 1990

Opening of the travelling exhibition *Barcelona'92* in Las Palmas.

12 September 1990

Signing of the contract between COOB'92, Banesto and La Unión y el Fénix, by which the Banesto Group becomes joint partner for finances and insurance.

15 September 1990

The chief executive officer of COOB'92, Josep Miquel Abad, and the second vice-president of COOB'92, Javier Gómez Navarro, present the fifth progress report to the IOC Executive Board at the 96th Session of the IOC in Tokyo.

Signing in Tokyo of the contract between COOB'92 and the Organization de Televisiones Iberoamericanas (OTI) for the TV rights for the Olympic Games for Latin America.

17 September 1990

In Tokyo, COOB'92 and Seiko sign the contract by which the company becomes official sponsor for time-keeping for the Barcelona Olympic Games.

20 September 1990

Signing of the contract between COOB'92 and ADIC (Association of Languages of Catalonia), designating the company official supplier of language study grants.

22 September 1990

The Palau Sant Jordi opens its gates to the public until 24 September. It receives over half a million visitors.

26 September 1990

Magic Johnson, the NBA basketball player, visits the Palau Sant Jordi and throws the first ball.

27 September 1990

Meeting of the COOB'92 General Assembly and the Board of Shareholders of COOB'92, S.A.

28 September 1990

Start of the II Barcelona Autumn Festival.

30 September 1990

Olympic volunteers work on the Gymkana on Wheels and the Veterans Open Athletics Meeting, the Catalan Triathlon Championship in Banyoles, the Popular Race in Vilanova i la Geltrú, the Popular Race in Molins de Rei and the Super Prestigi in Calafat.

Presentation at the L'Hospitalet de Llobregat Baseball Stadium of the Olympic mural by the artist Cristóbal Gabarrón.

1 October 1990

Signing of the contract between COOB'92 and Sintel, by which the company becomes official supplier of technical services to RTO'92.

3 October 1990

Presentation of the fifth issue of pre-Olympic stamps, designed by Gerard Sala i Rosselló, which depict baseball, wrestling and swimming, at the Hivernacle in the Parc de la Ciutadella.

4 October 1990

Water is released into the white water canals in the Parc del Segre in La Seu d'Urgell.

A delegation from the International Handball Federation (IHF) visits Granollers.

8 October 1990

Presentation of the Alcatel Project in Barcelona.

The chief executive officer of COOB'92, Josep Miquel Abad, receives the Ramblista d'Honor prize for 1990.

10 October 1990

Presentation of the official sports calendar for the Barcelona Olympic Games in the Olímpia building.

Queen Sofia opens the exhibition *Modernism* at the Museum of Modern Art in Barcelona within the framework of the Cultural Olympiad.

11 October 1990

Signing of the agreement between Barcelona City Council, Diputació de Barcelona (Provincial Council), COOB'92 and the Association for the Development of Initiatives for Job Promotion (ADIPROC).

17 October 1990

Opening of an operational and training centre and for volunteers.

18 October 1990

Presentation to the media of the Olympic Family Catering Plan.

22 October 1990

Signing of the contract between COOB'92 and Telettra, by which the company becomes official supplier of radio link systems and television signal coding for the Olympic Games.

Olympic volunteers take part in the Osona Popular Walk in Vic, the second Commercial Fair in Castelldefels, the Cerdanyola Cross Country Race and the Mollerussa Marathon.

23 October 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Granollers, Josep Pujadas, attend the constitution of the Granollers Subsite Committee.

A delegation of the International Tennis Federation (ITF) visits Barcelona.

The Bausch & Lomb company signs the world sponsorship programme TOP-2 as sponsor for optical, auditory and dental material.

24 October 1990

The IOC Coordination Commission pays its eighth visit to Barcelona, and tours the show flats at the Olympic Village and the Vall d'Hebron Village.

28 October 1990

The president of the USSR, Mikhail Gorbachev, visits the Olympic Stadium and the Palau Sant Jordi.

29 October 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Mollet del Vallès, Montserrat Tura, attend the constitution of the Mollet del Vallès Subsite Committee.

31 October 1990

Presentation of the new Barcelona'92 slogan "Friends for life".

COOB'92 and the Generalitat of Catalonia sign the agreement ceding the use of the Castelldefels Canal.

1 November 1990

Olympic volunteers take part in the fourth Triathlon in Sant Feliu de Guíxols.

3 November 1990

Olympic volunteers take part in the fifth Nocturnal Mile in Cerdanyola and the fourth Alt Empordà Marathon in Figueres.

4 November 1990

Olympic volunteers take part in the Valle del Naló Popular Marathon.

5 November 1990

The Romanian gymnast Nadia Comaneci visits the Olympic Stadium and the Palau Sant Jordi.

7 November 1990

A delegation from the International Archery Federation (FITA) visits Barcelona.

7-9 November 1990

Second meeting of the Olympic Broadcasting Advisory Committee (OBAC) in the Palau Maricel in Sitges.

10 November 1990

Prince Felipe de Borbón, honorary president of COOB'92, attends the presentation of the Barcelona'92 commemorative coins in Tokyo.

14 November 1990

COOB'92 and the International Football Federation (FIFA) agree on the definitive calendar for the Olympic tournament.

15 November 1990

The Lillehammer'94 Organising Committee visits Barcelona.

17 November 1990

At a meeting in Barcelona, the Bureau of the International Equestrian Federation (FEI) confirms that the equestrian events of the Olympic Games will be held in the city.

21 November 1990

Representatives of COOB'92 and different embassies meet in Madrid.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the president de HOLSA, Santiago Roldán, attend the opening of an updated version of the exhibition *Barcelona, the city and '92*. *From projects to realities*, at the Edifici de les Aigües.

24 November 1990

A group of Olympic volunteers take part in the Martorell Cross Country Race.

25 November 1990

A group of Olympic volunteers take part in various races in Balaguer, Tarragona and Bilbao.

27 November 1990

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the award of the language study grants to the Olympic volunteers in the Saló de Cent at Barcelona Town Hall.

28 November 1990

The Olympic Security Briefings are held at the Palau de Pedralbes in Barcelona.

3 December 1990

International Volunteer's Day is held at the Palau Sant Jordi.

4 December 1990

The mayor of Terrassa, Manuel Royes, attends the laying of the foundation stone of the conversion works on the Terrassa Olympic Area.

COOB'92 signs the contract with Olimpex by which the company becomes supplier of artificial turf.

9 December 1990

A COOB'92 delegation consisting of Josep Miquel Abad, Josep Maria Vilà, Manuel Fonseca, Montserrat Arqué and Armand Calvo present a progress report to the IOC Executive Board in Lillehammer (Norway).

11 December 1990

The Interministerial Commission chaired by Javier Solana visits the Olympic Village and the Palau Sant Jordi.

12 December 1990

Sportsmen and women from the Spanish Olympic Committee, among them Herminio Menéndez, Ignacio Sola, Sagrario Aguado and Francisco Fernández Ochoa, visit the Barcelona Olympic Village.

13 December 1990

The directors general of Youth and Sport of the Spanish autonomous visit the exhibition *Barcelona'92*.

14 December 1990

Signing of the contract between COOB'92 and Ericsson designating the company official supplier of telephone exchanges and digital telephones for the Games.

17 December 1990

A delegation from the International Badminton Federation (FIB) visits Barcelona and approves the venue for the Olympic competition, the Pavelló de la Mar Bella in the Olympic Village.

20 December 1990

The third briefings for associate companies of the Barcelona Olympic Games are held in the Palau Sant Jordi.

8 January 1991

King Juan Carlos receives an Alcatel terminal in Madrid.

16 January 1991

COOB'92 reception for the associate companies, as part of the "Friends for life" campaign, at the Palauet Albéniz.

18 January 1991

COOB'92 and the Barcelona'92 Hotel Union sign an agreement for accommodation in private homes for some groups of the Olympic family during the Games.

19 January 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Reus, Josep Abelló, attend the laying of the foundation stone of the Palau d'Esports in Reus.

22 January 1991

Meeting of the General Assembly of COOB'92 and Board of Shareholders of COOB'92, S.A.

24 January 1991

Signing of the contract between COOB'92 and Fernando Roqué Especialidades, appointing the company official supplier of transport.

25 January 1991

Members of the International Cycling Federation (FIAC) visit the planned cycling on Collserola and in Terrassa.

Works begin on the Olympic rowing facilities at the Lake of Banyoles.

29 January 1991

Signing of the contract between COOB'92 and Sema Group T & G, appointing the company official supplier of software for the operational management of the Games.

Presentation to the media of the Ticket Sales Plan at two press conferences in the Olímpia building and the COOB'92 office in Madrid.

Presentation of the bases for the Barcelona'92 International Prizes in the Saló de Cent at Barcelona Town Hall.

4 February 1991

The International Gymnastics Federation (FIG) visits the Olímpia building.

Start of the operation for the booking and sales of tickets for the Games.

6 February 1991

The Bolivian minister of Health, Mario Paz Zamora, the Canadian Olympic Committee and a commission of the Puerto Rico Candidature for the 2000 Olympic Games visit the Olímpia building.

8 February 1991

A COOB'92 delegation attends the IOC ceremony of dispatching invitations to the Albertville Winter Olympic Games.

11 February 1991

The Spanish Parliament Education and Culture Committee visits the Olympic Ring, the Parc de Mar Area and the exhibition *Barcelona, the city and '92*.

12 February 1991

COOB'92 and the Club Joventut de Badalona sign an agreement for the use of the club for the boxing competition.

15 February 1991

The president of the Generalitat of Catalonia, Jordi Pujol, the chief executive officer of COOB'92, Josep Miquel Abad, the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, and the director general of Sport of the Generalitat, Fidel Sust, visit the works on the INEFC, the L'Hospitalet Baseball Stadium, the Castelldefels Olympic Canal, the Palau d'Esports in Granollers and the Palau d'Esports in Badalona.

24 February 1991

COOB'92 and the Real Club del Polo de Barcelona sign an agreement for the use of the club facilities for the equestrian competition.

26 February 1991

A delegation from the the Brasilia Candidature for the Olympic Games in 2000 visits Barcelona, the Olympic Village and the Vall d'Hebron Area. Signing of the agreement between COOB'92 and FC Barcelona for the use of Camp Nou, the Palau Blaugrana and the Palau de Gel.

6 March 1991

The councillor for Culture, Education and Sport of Cantabria, Rafael de la Sierra Gonzalez, visits the Olympic Ring, the Olympic Village, the Olympic Harbour and the exhibition *Barcelona, the city and '92*.

Signing of the contract between COOB'92 and Catalana de Gas, appointing the company official supplier of gas.

7 March 1991

Presentation of the fourth issue of pre-Olympic stamps designed by Perico Pastor, depicting modern pentathlon, canoeing and rowing, in the Edifici de les Aigües.

11 March 1991

The athletes Sebastian Coe, Sergei Bubka and Katrin Krabbe visit the Olympic Ring and the Olympic Stadium.

12 March 1991

Signing of the contract between COOB'92 and Enciclopèdia Catalana for the distribution of the Official Report of the Barcelona 1992 Olympic Games.

The president of the Spanish Olympic Committee, Carles Ferrer Salat, visits the Olympic Ring, Olympic Stadium, the Palau Sant Jordi, the INEFC and the Olympic Village and meets representatives of COOB'92.

13 March 1991

500 days to go to the opening of the Barcelona'92 Olympic Games.

The chief executive officer of COOB'92, Josep Miquel Abad, appears before the Parliament of Catalonia Olympic Games Monitoring Committee.

Presentation to the media of the model for the Olympic torch designed by André Ricard.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the chief executive officer of COOB'92, Josep Miquel Abad, attend the opening of the permanent exhibition *Olympic Barcelona* at the Olympic Stadium.

The chief executive officer of COOB'92, Josep Miquel Abad, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the start of the recording of the anthems of the National Olympic Committees in the Aliança in Poblenou.

15 March 1991

Presentation of the programme for the itinerary of the exhibition *Barcelona'92* around the Olympic subsites in Catalonia at the Olímpia building.

19 March 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, appears before the European Parliament Culture and Youth Committee in Brussels.

21 March 1991

The president of the Generalitat of Catalonia, Jordi Pujol, and the president of Telefónica, Cándido Velázquez, attend the opening of the Telefónica exchange at the international teleport in Castellbisbal.

22 March 1991

COOB'92 and the consortium for the development of the Banyoles Olympic Village sign an agreement for the use of the apartments during the Games.

Presentation of the Meteorological Services Plan for the Barcelona Olympic Games (PAMOB'92).

COOB'92 presents a progress report on the organisation of the equestrian competitions to the General Assembly of the International Equestrian Federation in Tokyo.

27 March 1991

Opening of the travelling exhibition *Barcelona'92* in La Seu d'Urgell.

3-5 April 1991

Opening session at the Palau de Pedralbes in Barcelona of the International Symposium on the Olympic Games, Communication and Cultural Exchange.

Opening of the travelling exhibition *Barcelona'92* in L'Hospitalet de Llobregat.

4 April 1991

Signing of the contract for the commercialisation of the Barcelona'92 carnation between COOB'92 and the INORSA company at the Olímpia building.

The Olympic flag is handed over to the Mataró City Council.

The member of the Yugoslavian Olympic Committee, Slobodan Filipovic, visits the Olympic Stadium, the Palau Sant Jordi, the Olympic Village and the Vall d'Hebron Area.

5 April 1991

The president of the IOC Medical Commission, Alexandre de Merode, attends the meeting of the IOC Biomechanics Commission in Lleida.

6 April 1991

Start of the conversion works on the Nova Creu Alta Stadium in Sabadell.

10 April 1991

The presidents of the autonomous communities visit the Barcelona Olympic Areas.

Ninth visit to Barcelona of the IOC Coordination Commission, from 10 to 12 April.

Opening of the travelling exhibition *Barcelona'92* in Vic.

11 April 1991

The mayor of Barcelona, Pasqual Maragall, visits Pope John Paul in the Vatican.

12 April 1991

The IOC Coordination Commission visits the Olympic Marathon Circuit and attends the opening of the coastal ring road.

15 April 1991

COOB'92 presents a progress report to the IOC Executive Board.

The president of the International Hockey Federation (FIH), Étienne Glichitch, accompanied by the mayor of the city, Manuel Royes, visits the facilities in Terrassa.

16 April 1991

General Assembly of the ASOIF in Barcelona, at which COOB'92 presents a progress report.

The president of the Atlanta Organising Committee, Billy Payne, meets the chief executive officer of COOB'92, Josep Miquel Abad, in Barcelona.

17 April 1991

Opening of the travelling exhibition *Barcelona'92* in Granollers.

Signing in Barcelona of the contract between COOB'92 and the Broadcasting Olympic Korean Pool for the television rights in Korea.

19 April 1991

Signing of the contract between COOB'92 and Jeanneau, by which the company becomes official supplier of support vessels for the yachting competitions.

22 April 1991

Prince Bertil and Princess Lilian of Sweden visit the exhibition *Barcelona Olímpica*, the Olympic Stadium, the Palau Sant Jordi and the Olympic Village.

Opening in Madrid of the conference on *The union of three cities: Barcelona, Sevilla, Madrid*.

24 April 1991

Opening of the travelling exhibition *Barcelona'92* in Terrassa.

Signing of the contract between COOB'92 and Motormasó (Evinrude - Omic Cobra), appointing the company official supplier of outboard motors.

A delegation of the ACNOE visits the Olympic Village.

25 April 1991

Agreement for the cession of the premises and faculties of the Sant Ignasi dels Jesuïtes College in Sarrià for the International Youth Camp.

26 April 1991

The chief executive officer of COOB'92, Josep Miquel Abad, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the presentation of the collection of Olympic sports dictionaries in Catalan at the exhibition *Barcelona Olímpica*.

27 April 1991

The liner Vistafjord, where the guests of Time and Sports Illustrated will be staying, docks in the Port of Barcelona.

1 May 1991

Opening of the travelling exhibition *Barcelona'92* in Badalona.

6 May 1991

A draw is held for 576 study grants for Olympic volunteers at the Font Màgica building.

7 May 1991

The Infanta Cristina visits the yachting facilities of the Olympic Harbour and the Abraham Centre in the Olympic Village.

Opening of the travelling exhibition *Barcelona'92* in Mollet del Vallès.

The director of planning and design of the Candidature for the Sydney 2000 Olympic Games, David Churches, visits the exhibition *Barcelona Olímpica* and the Olympic Stadium.

The first plaque in the city historic signposting campaign promoted by the Cultural Olympiad is placed on the Casa Lleó Morera in Passeig de Gràcia in Barcelona.

10 May 1991

A COOB'92 delegation attends the closing session of the International Seminar on the Management of Sports and Olympic Facilities at the Palau Sant Jordi.

Prince Takamado of Japan and the Infanta Cristina, accompanied by the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, visit the Olympic Ring, the Olympic Stadium, the Palau Sant Jordi and the exhibition *Barcelona Olímpica*.

14 May 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends at the Fundació Miró the festival to present the magazine *Time* as official world sponsor for publications.

21 May 1991

Opening of the mural *History of Olympism*, the work of Cristobal Gabarrón, at the L'Hospitalet Baseball Stadium.

6 June 1991

Signing in Athens of the contract between COOB'92 and the Greek Olympic Committee for the lighting of the Olympic flame in the Temple of Hera at Olympia.

7 June 1991

A group of directors of sports museums visit the Olympic Ring, the Olympic Stadium, the Palau Sant Jordi, the Bernat Picornell Swimming Pools and the INEFC.

8 June 1991

Start of the open days at the INEFC building.

A group of Olympic volunteers take part in the seventh International *Ciutat de Barcelona* Table Tennis Tournament, in the Pavelló de la Salle in Bonanova.

9 June 1991

A group of Olympic volunteers take part in the twenty-fifth Popular Race in Castelldefels and the fortieth Festival of the Bicycle in El Vendrell.

12 June 1991

Presentation of the Alcatel project to the members of the IOC in Birmingham.

Opening of the travelling exhibition *Barcelona'92* in Reus.

13 June 1991

COOB'92 presents a progress report to the General Assembly of the 97th Session of the IOC in Birmingham.

18 June 1991

Meeting of the General Assembly of COOB'92 and Board of Shareholders of COOB'92, S.A. at the Olympic Stadium.

19 June 1991

Presentation to the press of the INEFC building in the presence of the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca.

20 June 1991

Signing of the contract between COOB'92 and Sponsorship Management S.A., for the representation of COOB'92 in the rest of the world in matters of sponsorship related to the Barcelona Olympic Games.

21 June 1991

The director general of Operations of COOB'92, Pedro Fontana, attends the gala organised by the New York Chamber of Commerce for COOB'92.

22 June 1991

National Lottery for the Barcelona Olympic Games.

27 June 1991

Opening of the travelling exhibition *Barcelona'92* in Viladecans.

28 June 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the president of the Higher Sports Council, Javier Gómez Navarro, attend the closing events of the Spanish School Championships at the Palau Sant Jordi.

4 July 1991

Signing of the contract between COOB'92 and Autopistas Concesionarias Españolas S.A. (ACESA) for the Olympic signposting of the motorways.

Opening of the travelling exhibition *Barcelona'92* in Sant Sadurn d'Anoia.

10 July 1991

Opening of the travelling exhibition *Barcelona'92* in Sabadell.

15 July 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the chief executive officer of COOB'92, Josep Miquel Abad, attend the opening and handing over to Barcelona City Council of the Bernat Picornell Swimming Pools.

17 July 1991

Opening of the travelling exhibition *Barcelona'92* in Castelldefels.

18 July 1991

Signing of the contract between COOB'92 and the Fàbrica Nacional de Moneda y Timbre (the Mint), as official supplier of security documents and competition medals.

19 July 1991

A group of veteran sports journalists who have covered previous Games visit the Barcelona'92 facilities.

22 July 1991

The Japanese Olympic Committee visits Barcelona.

The Organising Committee of the 1993 Mediterranean Games visits Barcelona.

25 July 1991

The first invitations to take part in the Barcelona Games are sent to the International Federations and the National Olympic Committees from Lausanne.

Opening of the travelling exhibition *Barcelona'92* in Banyoles

26 July 1991

The draw for tickets for the Barcelona Olympic Games is held at COOB'92 headquarters in the Font Màgica building.

30 July 1991

Signing of the contract between COOB'92 and the Corporació Catalana de Radio and Televisió for the broadcasting rights to the cartoon series *The Cobi Troupe*.

6 August 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, opens the coastal ring road.

3 September 1991

The Pavelló d'Esports in Badalona is officially handed over to the City Council.

7 September 1991

A delegation from the Lillehammer'94 Organising Committee visits the Olympic facilities.

9 September 1991

The Sydney Candidature Committee for the Olympic Games of the year 2000 visits the Olympic Stadium and the Palau Sant Jordi.

17 September 1991

Meeting of the General Assembly of COOB'92 and the Board of Shareholders of COOB'92, S.A.

21 September 1991

Opening of the travelling exhibition *Barcelona'92* in Tenerife.

26 September 1991

The Palau d'Esports in Granollers is officially handed over to the City Council.

30 September 1991

Beginning of the III Barcelona Autumn Festival.

Presentation of the third series of commemorative coins in Brussels.

3 October 1991

The chief executive officer of COOB'92, Josep Miquel Abad, and the president of the Barcelona Provincial Council, Manuel Royes, attend the presentation of the book *The cities of Barcelona'92* in the Olímpia building.

Presentation at the Olympic Stadium of the seventh issue of pre-Olympic stamps for the Barcelona'92 Games, designed by Joan-Pere Viladecans, depicting tennis, table tennis and shooting.

9 October 1991

Signing of the agreement between COOB'92 and the Barcelona Youth Council for the International Youth Camp.

The L'Hospitalet de Llobregat Baseball Stadium is handed over to the City Council.

18 October 1991

Signing of the contract between COOB'92 and RENFE, which is appointed official sponsor for rail transport.

22 October 1991

The Second World Broadcasters Meeting, OBAC, is held in the INEFC building.

29 October 1991

Meeting of the sponsors on the TOP-2 programme in Barcelona.

30 October 1991

A delegation of the Atlanta'96 Organising Committee visits the Olympic Stadium and the Palau Sant Jordi.

6 November 1991

Tenth visit to the Olympic Ring of the IOC Coordination Commission.

The escalators to the Olympic Ring come into operation.

12 November 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, accompanies the Conde de Barcelona, Juan de Borbón, the king's father, to the Olympic Stadium and the Palau Sant Jordi.

Signing of the contract between COOB'92 and Iveco-Pegaso, by which the company is appointed official sponsor for vehicles industrials for the Barcelona Olympic Games.

14 November 1991

Signing of the contract between COOB'92 and the construction group Levitt Bosch - Aymerich for the cession of the Montigalà Village.

15 November 1991

The chief executive officer of COOB'92, Josep Miquel Abad, and the councillor for Sport of the Barcelona City Council, Enric Truñó, attend the press visits to the Estació del Nord.

16 November 1991

The president of Italy, Francesco Cossiga, visits the Olympic Stadium and the exhibition *Barcelona Olímpica*.

17 November 1991

Signing of the agreement between the Barcelona Hospitals Consortium, the Municipal Health Care Institute and COOB'92.

20 November 1991

Signing of the contract between COOB'92 and Plaza & Janes, appointing the company official supplier of publications.

22 November 1991

The director general and the assistant director general of Operations of COOB'92, Pedro Fontana and Armand Calvo, present a progress report to the ACNOE in Istanbul.

25 November 1991

The Executive Board of Expo'92 visits Montjuïc, Parc de Mar and Vall d'Hebron Olympic Areas.

4 December 1991

The chief executive officer of COOB'92, Josep Miquel Abad, and the director general of Resources of COOB'92, Josep Maria Vilà, present a progress report to the IOC in Lausanne.

5 December 1991

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the chief executive officer of COOB'92, Josep Miquel Abad, and the councillor for Sport at the City Council, Enric Truñó, attend the opening of the Pavelló L'Espanya Industrial.

Signing of the contract between COOB'92 and Freixenet, by which the company becomes official sponsor of *cava*.

13 December 1991

A COOB'92 delegation travels to Olympia to attend the lighting of the Albertville'92 Olympic flame.

The chief executive officer of COOB'92, Josep Miquel Abad, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the presentation of the collection of official commemorative medals of the Barcelona Olympic Games at the Melcior Colet Museum.

14 December 1991

Signing of the agreement between COOB'92 and *castellers* (human pyramids) for their participation in the opening ceremony of the Games.

15 December 1991

The president of the Generalitat of Catalonia, Jordi Pujol, the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the president of the Diputació de Barcelona, Manuel Royes, attend the opening of the Terrassa Olympic Area and the signing of the agreement ceding the facilities to the city.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the official opening of the Tennis de la Vall d'Hebron.

18 December 1991

Opening of the design exhibition *Casa Barcelona* a the Sala Marqués de Comillas in the Drassanes in Barcelona.

Presentation of the collection of official Olympic painters and sports posters at the Olympic Stadium.

19 December 1991

Opening of the exhibition *Telefónica'92* and presentation of the Telefónica Cobi at the Rambla de Santa Mònica.

Four days of briefings for the associate companies of the Barcelona Olympic Games are held in the INEFC building.

1 January 1992

Signing of the contract between COOB'92 and the Julia company for transport for the Olympic Family.

9 January 1992

Signing of the contract between COOB'92 and Ricoh, world sponsor for fax equipment.

14 January 1992

The secretary general of Sport of the Generalitat, Josep Lluís Vilaseca, attends the presentation of the book *Olympism and its Games*, by Conrado Durántez, in the INEFC building.

16 January 1992

The US marathon runner Alberto Salazar visits the Olympic Stadium.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the presentation of the book *Barcelona, twentycenturies*, at the Saló del Tinell.

18 January 1992

Opening of the exhibition *Barcelona, the city and '92*, in Sevilla.

21 January 1992

A joint meeting of the General Assembly of COOB'92 and OCSA and the Olympic Senate is held in the INEFC building.

22 January 1992

Adaptation works begin at the Port of Barcelona.

24 January 1992

The chief executive officer of COOB'92, Josep Miquel Abad, and the director of RTO'92, Manuel Romero, accompany the directors of the local television channels on a visit to the Olympic Stadium.

25 January 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the president of the Catalan Red Cross, Ricard Gutiérrez, attend the presentation of the fleet of Red Cross ambulances for the Games in the Palau Sant Jordi.

31 January 1992

Signing of the contract between COOB'92 and Iberia, which is appointed official carrier for the Barcelona Olympic Games.

3 February 1992

The chief executive officer of COOB'92, Josep Miquel Abad, presents a progress report to the IOC Executive Board in Albertville.

4 February 1992

Presentation of the new logotype of the Cultural Olympiad, designed by Leopoldo Pomés from a sketch by Perico Pastor, and the general programme of OCSA for 1992 at the Palauet Albéniz.

5 February 1992

The IOC officially recognised the NOCs of Croatia and Slovenia in Albertville.

6 February 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, presents a progress report at the 98th Session of the IOC in Albertville.

10 February 1992

The director general of Operations of COOB'92, Pedro Fontana, attends briefings for councillors from embassies of the countries of the EC and Latin America in the town of Chinchón near Madrid.

11 February 1992

95th Meeting of the Standing Committee of COOB'92.

12 February 1992

Visit to the works at the Abraham Centre in the Olympic Village.

13 February 1992

Prince Felipe de Borbón, the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the mayor of Madrid, José María Álvarez del Manzano, and the president of Telefónica, Cándido Velázquez, attend the opening of the exhibition of the official posters of the Barcelona Olympic Games in the Parque del Retiro in Madrid.

14 February 1992

COOB'92 and the Ministry of Defence sign an agreement for cooperation on specific security and surveillance functions during the Olympic Games.

15 February 1992

Opening of the Tennis de la Vall d'Hebron.

26 February 1992

COOB'92 and the Real Zaragoza Football Club sign the agreement for the cession of the use of the facilities of the Real Zaragoza CF Ciudad Deportiva.

COOB'92 and the Generalitat of Catalonia sign the agreement for the cession of the use of the Olympic Village polyclinic during the Olympic Games.

28 February 1992

The director general of Sport of COOB'92, Manuel Fonseca, the deputy director general of Territorial Coordination of Banesto, Miguel Angel Calama, and the regional director of Banesto, J. M. Xercavins, visit the Velòdrom, the INEFC, the Palau Sant Jordi and the Olympic Stadium and attend the presentation of the Banesto cycling team.

6 March 1992

Signing of the contract between COOB'92 and FECSA, by which the company becomes official supplier of electric power, at the Olímpia building.

7 March 1992

Presentation of the eighth and last issue of pre-Olympic stamps, designed by Xano Armenter, which depict archery, yachting and volleyball, at the Lotja de Barcelona.

9 March 1992

The president of the IOC, Juan Antonio Samaranch, the chief executive officer of COOB'92, Josep Miquel Abad, and the president of the Russian Olympic Committee, Vitaly Smirnov, attend the meeting between COOB'92, the IOC and the Commonwealth of Independent States (CIS) in Lausanne.

12 March 1992

The grand duke of Luxembourg, member of the IOC, visits the Olympic Ring.

13 March 1992

Signing of the contract between COOB'92 and El Corte Inglés, appointing it joint partner in sportswear.

17 March 1992

Presentation of the Team'92 uniforms by El Corte Inglés at the Reials Drassanes in Barcelona.

20 March 1992

Signing of the contract between COOB'92 and Transports Metropolitan de Barcelona, which is designated official sponsor of metropolitan transport, at the Montjuïc funicular station.

23 March 1992

Signing of the contract by which Banesto agrees a loan to COOB'92, with the guarantee of the Spanish government, at the Olímpia building.

24 March 1992

Signing of the agreement for cooperation between COOB'92 and the schools of tourism.

26 March 1992

End of the period for entry by number of the participants in the Barcelona Olympic Games. So far 9,686 competitors and 4,425 officials have entered.

2 April 1992

Opening of the exhibition of official Olympic and designers' posters at the Institute of Journalists of Catalonia.

4 April 1992

Signing of the agreement between the entities working on the ceremonies, the Sardana bands and the Ovideo-Bassat-Sport company.

9 April 1992

Eleventh visit of the IOC Coordination Commission.

10 April 1992

Close of the permanent exhibition *Olympic Barcelona* at the Olympic Stadium.

11 April 1992

Open day at the Vall d'Hebron Village.

Opening of the exhibition *The Barcelona Olympic Games* at the Trade Fair in Perpignan.

21 April 1992

Meeting of the General Assembly and the Board of Shareholders of COOB'92, S.A. and OCSA, in the INEFC building.

23 April 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, attends the opening of the monumental fountain at the Olympic Village and the handing over of the subway station Ciutadella-Olympic Village by the construction company.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the president of Mercasa, Julián Arévalo, and the president of Olímpic Moll, Josep Puxeu, attend the handing over by Mercasa and Olímpic Moll to COOB'92 of the facilities in the residential complex at the Olympic Village.

25 April 1992

Official opening of the Frontó Colom, with a series of exhibition matches.

A delegation from the International Rowing Federation (FISA) visits the Olympic Village in Banyoles.

28 April 1992

Presentation of the *Official Tourist Guide to the Barcelona Olympic Games*, published by Plaza & Janés.

Opening of the exhibition *Barcelona'92* in Valencia.

29 April 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the opening of the Montjuïc Swimming Pool.

30 April 1992

The mayor of Barcelona, Pasqual Maragall, the chief executive officer of COOB'92, Josep Miquel Abad, and the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, attend the official opening of the Pavelló Vall d'Hebron.

6 May 1992

Presentation of a progress report to the General Assembly of the ASOIF in Monte Carlo.

9 May 1992

Opening of the Pavelló d'Esports in Reus.

COOB'92 presents a progress report to the IOC Executive Board in Sevilla.

11 May 1992

The president of the Generalitat of Catalonia, Jordi Pujol, the mayor of Badalona, Joan Blanch, the secretary general of Sport of the Generalitat, Josep Lluís Vilaseca, and the director general of Resources of COOB'92, Josep Maria Vila, attend the opening of the Palau d'Esports in Badalona.

13 May 1992

Queen Sofia opens the exhibition *Sport in Ancient Greece. The genesis of Olympism* at the Cultural Centre of the Fundació "la Caixa", within the framework of the Cultural Olympiad.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the president of HOLSA, Santiago Roldán, attend the opening of the exhibition *Barcelona, città olimpica*, in Roma.

The IOC Athletes Commission, formed by A. Defrantz, K. Read and L. Álvarez Cervera, visits the Barcelona and Banyoles Olympic Villages.

15 May 1992

Opening of the exhibition *Beloved Earth: change to live*, within the framework of the Cultural Olympiad, in the Edifici de les Aigües.

The deputy prime minister of Spain, Narcís Serra, visits the Olympic Village and the Olympic Ring.

18 de May 1992

Beginning of the Olympic Festival of the Arts with a concert by Jordi Savall in the church of Santa Maria del Mar.

20 May 1992

Opening of the exhibition *Mediaeval Catalonia* in the Saló del Tinell, within the framework of the Cultural Olympiad.

22 May 1992

Presentation of the design for the tickets for the Olympic Games, created by COOB'92 and produced by the Fàbrica Nacional de Moneda y Timbre.

23 May 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the secretary general of Sport of the Generalitat of Catalonia, Josep Lluís Vilaseca, the chief executive officer of COOB'92, Josep Miquel Abad, and the chief executive officer of Vila Olímpica S.A., Ramon Boixadó, attend the opening of the Pavelló de la Mar Bella.

25 May 1992

First day for collecting tickets for the Barcelona Olympic Games at Banesto branches.

30 May 1992

The president of the IOC, Juan Antonio Samaranch, the president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the chief executive officer of COOB'92, Josep Miquel Abad, the president of the Fundació Enciclopèdia Catalana, Antoni Bascompte, and the director of the Official Report, Romà Cuyas, attend the presentation of the first volume of the Official Report of the Games of the XXV Olympiad at the headquarters of Enciclopèdia Catalana.

1 June 1992

Presentation of the route of the Barcelona'92 torch at the Font Màgica.

The chief executive officer of COOB'92, Josep Miquel Abad, and the editorial director of Plaza & Janés, Virgilio Ortega, present the Official Tourist Guide for the Games.

4 June 1992

The Collserola communications mast comes into operation.

5 June 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the chief executive officer of COOB'92, Josep Miquel Abad, the director general of Sport of COOB'92, Manuel Fonseca, the director general of Operations of COOB'92, Pedro Fontana, and the president of the Greek Olympic Committee, Lambis Nikolau, attend the lighting of the Olympic flame at the Temple of Hera.

11 June 1992

The Palau d'Esports in the Vall d'Hebron and the Olympic Harbour are awarded the FAD Grand Prix for Architecture in the sections "New public buildings" and "City spaces", respectively.

12 June 1992

The president of Portugal, Mario Soares, visits the Olympic Village and the Olympic Ring.

13 June 1992

The Olympic flame arrives in Empúries from Greece.

14 June 1992

The Olympic torch begins its journey around the autonomous communities.

15 June 1992

The mayor of London, Brian Jenkins, visits the Olympic Ring, accompanied by the mayor of Barcelona, Pasqual Maragall.

16 June 1992

104th meeting of the COOB'92 Standing Committee and Executive Board in the Olímpia building.

17 June 1992

COOB'92, represented by the mayor of Barcelona, Pasqual Maragall, and the chief executive officer, Josep Miquel Abad, appear before the Parliament of Catalonia.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, the chief executive officer of COOB'92, Josep Miquel Abad, and the archbishop of Barcelona, Ricard M. Carles, attend the opening of the Abraham Centre, the religious centre of the Olympic Village.

Opening of the festival Grec'92, with a performance of the opera *Les pêcheurs de perles*, by Georges Bizet, at the Grec Theatre in Barcelona.

18 June 1992

The chief executive officer of COOB'92, Josep Miquel Abad, and the mayor of Mataró, Manuel Mas, attend the signing of the agreement with COOB'92 for the start of the Olympic Marathon at Mataró Town Hall.

20 June 1992

The managers of Associate Designers, designers of the cauldron, Ramon Bigas and Josep M. Sant, attend its installation at the Olympic Stadium.

24 June 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, presides at the opening ceremony of the Vall d'Hebron Village.

The first journalists and broadcasters who will be covering the Games arrive at the Montigalà Village.

26 June 1992

The chief executive officer of COOB'92, Josep Miquel Abad, the tenor Josep Carreras, the composer A. Lloyd Webber and the artistic director of the ceremonies, Manuel Huera, attend the

presentation of the official song and video of the Games. *Friends for life*.

1 July 1992

The Main Accreditations Centre and the Airport Reception Centre enter the operational stage.

3 July 1992

The chief executive officer of COOB'92, Josep Miquel Abad, the director of the Fàbrica Nacional de Moneda y Timbre, César Ramírez, and the chief executive officer of Banesto, Juan Beloso, attend the handing over by the Fàbrica Nacional de Moneda y Timbre of the official medals of the Barcelona Olympic Games at the Olímpia building. Banesto will keep them in its charge.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the mayor of Badalona, Joan Blanch, attend the opening of the Montigalà Village.

4-5 July 1992

The festival of local sports is held in the framework of the Olympic Festival of the Arts, at three different venues: the Parc Can Dragó, the Port of Barcelona and Carrer del Topazi in the Gràcia district of the city.

6 July 1992

COOB'92 and the motorway and tollbooth concession companies with headquarters in Catalonia constitute the Commission for the transit operation at the tollbooths and on the motorways of Catalonia (COTA'92).

11 July 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, opens the Barcelona Olympic Village. The first competitors arrive.

12 July 1992

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, opens the Main Press Centre and the Diagonal Olympic Area.

14 July 1992

Opening of the exhibition *Catalan sport* in the Gran Via de les Corts Catalanes, in Barcelona, in the framework of the Olympic Festival of the Arts.

15 July 1992

The president of the IOC, Juan Antonio Samaranch, presides at the opening of the International Biennial of Sportsmen and Women in Art at the Melcior Colet Sports Museum, reserved on this occasion for the participants in the Barcelona Games.

The film director Carlos Saura takes over as director of the official Barcelona'92 film after the British director Hugh Hudson withdraws.

Opening of the exhibition *The avant-gardes in Catalonia* at the Casa Milà in Barcelona, in the framework of the Olympic Festival of the Arts.

Opening of the exhibition *Olympic design* at the Sala Marques de Comilles at the Drassanes in Barcelona, in the framework of the Olympic Festival of the Arts.

16 July 1992

Presentation of the first series of Olympic stamps, designed by Pilar Villuendas and Josep Ramon Gomez, which depict the Olympic Ring.

Opening of the exhibition *Art and sport in Catalonia* at the Palau Robert de Barcelona, in the framework of the Olympic Festival of the Arts.

17 July 1992

Beginning of *Bardelona*, a set of open-air shows on the esplanade of the Parc de la Ciutadella.

The president of COOB'92 and mayor of Barcelona, Pasqual Maragall, and the chief executive officer of COOB'92, Josep Miquel Abad, present the last report on the state of the organisation of the Games to the IOC Executive Board in Barcelona.

18 July 1992

First dress rehearsal of the opening ceremony of the Games, attended by Olympic workers and volunteers.

19 July 1992

The king and queen of Spain open the reconstruction of the Pavelló de la República Espanyola from the Paris Universal Exhibition of 1939 and the exhibition *The city renewed* in the Vall d'Hebron Area.

20 July 1992

Opening of the exhibition *The origins of sport in Spain*, in the old Born market in Barcelona, in the framework of the Olympic Festival of the Arts.

Presentation of the first copy of the newspaper *Barcelona'92*, which will be published daily until 12 August. The newspaper is published in the four official languages of the Games and is available free at any venue or Olympic subsite.

The deputy prime minister, Narcís Serra, declares the 99th Session of the IOC open at the Palau de la Música in Barcelona.

21 July 1992

Opening of *Urban patterns* at the Hivernacle in the Parc de la Ciutadella in Barcelona, in the framework of the Olympic Festival of the Arts.

22 July 1992

Second and last rehearsal with audience of the opening ceremony of the Games.

23 July 1992

With the participation, individual and under the Olympic flag, of the competitors of Yugoslavia (Serbia and Montenegro) and the team of Bosnia-Herzegovina, the Barcelona Games are the most universal ever in terms of the participation of NOCs.

24 July 1992

Queen Sofia attends the first night of Euripides' *Medea*, directed by Núria Espert with Irene Papas in the title role.

Opening of the exhibition *Virtual Olympiad, the records of evolution* at the Science Museum of Barcelona, in the framework of the Olympic Festival of the Arts.

The Olympic torch arrives in Barcelona. After the welcoming ceremony at the Moll de la Fusta and the route around the city, it is taken to the Saló de Cent at the Town Hall for the night.

25 July 1992

Opening ceremony of the Games of the XXV Olympiad at the Olympic Stadium.

Presentation of the second issue of Olympic stamps, designed by Norberto Thomas, J. Puig and Javier Mariscal, which depict Victory, the Olympic torch and Cobi.

27 July 1992

Gala for the awards of the Barcelona'92 International Prizes, presided by the king and queen of Spain in the Sala Oval at the Palau Nacional de Montjuïc.

28 July 1992

The president of the IOC, Juan Antonio Samaranch, opens the X Biennial of Sport in the Fine Arts, at the Tecla Sala Cultural Centre in L'Hospitalet de Llobregat.

29 July 1992

Opening of the exhibition *Olympihilex'92* at the Economic and Business Sciences Faculty of the University of Barcelona, in the framework of the Olympic Festival of the Arts.

Presentation of the third and final issue of Olympic stamps, designed by Javier Mariscal, which depict the Olympihilex logotype and the philatelic Cobi.

9 August 1992

Closing ceremony of the Games of the XXV Olympiad.

1 September 1992

Meeting of the Standing Committee of COOB'92 for an initial assessment of the results of the organisation of the Olympic Games.

1992

3 September 1992

Opening ceremony of the IX Paralympic Games.

14 September 1992

Closing ceremony of the IX Paralympic Games.

15 September 1992

Meeting of COOB'92 Executive Board and Standing Committee, for an initial assessment of the results of the organisation of the Paralympic Games.

The "Gold Peseta" is awarded to professionals who worked on the Games for no charge.

31 October 1992

Meeting in Acapulco of the Assembly of the ACNO and the IOC Executive Board, at which COOB'92 receives congratulations on the Games and the organisation.

10 November 1992

Meeting of the COOB'92 Standing Committee to present the proposal for the dissolution of COOB'92 and COOB'92, S.A. An agreement is taken to stamp the COOB'92 logotype on the 260,000 pieces of the giant Olympic flag, which belongs to the newspaper *Sport*, to be enclosed with an edition of the paper and sent to each volunteer.

Meeting of the COOB'92 Executive Board and General Assembly and the Board of Shareholders of COOB'92, S.A. and OCSA. The proposal for the dissolution of COOB'92, S.A. and OCSA is approved. Josep Miquel Abad is appointed liquidator of both companies and Romà Cuyàs substitute liquidator of OCSA.

It is agreed to allocate 30 million pesetas for planting trees to replace the paper used by COOB'92.

1993

9 February 1993

Meeting of the COOB'92 Executive Board and General Assembly and the Board of Shareholders of COOB'92, S.A. and OCSA. It is agreed to create a private foundation called "the Olympic Barcelona Foundation". It is also decided that the official documents of COOB'92 and its companies shall be placed in the permanent custody of the Municipal Institute of History of Barcelona.

25 July 1993

Meeting of the General Assembly of COOB'92 and the Board of Shareholders of COOB'92, S.A., at which the extinction of the COOB'92 consortium is agreed. It is also agreed to hand over the shares of COOB'92, S.A. to the Olympic Barcelona Foundation.

Presentation of the Barcelona'92 Official Film at the Palau Sant Jordi.

Opening of the Olympic Gallery of the Olympic Barcelona Foundation.

Initials used

ACNO:	Association of National Olympic Committees
ADIC:	Association of Languages of Catalonia
AMIC:	Multiple Access to Information and Communication
AOMSA:	Anella Olímpica de Montjuïc S.A.
ASOIF	Association of Summer Olympic International Federations
BIT'92:	Barcelona Information and Telecommunications 1992
CAS:	Accident Care Centre
CATV:	Cable television
CCRTV:	Catalan Radio and Television Corporation
CEI:	International Study Centre
CEMAN:	Command Centre (Olympic security)
CIOT:	Technology Information and Operations Centre
CMC:	Communications Media Centre
COE:	Spanish Olympic Committee
COOB'92:	Barcelona'92 Olympic Organising Committee
CPO:	Main Operations Centre
CRIS	Underwater Investigation and Recovery Centre
CSC:	Common Services (at the Communications Media Centre)
CSD:	Higher Sports Council
DOCUMENT:	Printed results distribution system
EBU	European Broadcasting System
HOLSA:	Holding Olímpic, S.A.
IBC:	International Broadcast Centre
IF:	International Federation
IOC:	International Olympic Committee
IMIM:	Municipal Medical Research Institute
IMPUSA:	Institut Municipal de Promoció Urbanística, S.A.
INEFC:	National Institute of Physical Education of Catalonia
INEM:	National Institute of Employment. Ministry of Labour
INJUVE:	Institute of Youth. Ministry of Education and Science
ISL:	International Sport Leasure
MPC:	Main Press Centre
NISA:	Nova Icària, S.A.
NOC:	National Olympic Committee
OBAC:	Olympic Broadcasters Advisory Committee
OCSA:	Olimpíada Cultural, S.A.
OF:	Olympic Family
PNO:	Standard Operations Plan
PTO:	Territorial Operations Plan
RTO'92:	Olympic Radio and Television
RTV:	Radio and Television
RTVE:	Spanish Radio and Television
SLOOC'88:	Seoul'88 Olympic Organising Committee
TOP:	The Olympic Programme
UFE:	La Unión y el Fénix Español
UPS:	Uninterruptible power supply systems
VOSA:	Vila Olímpica, S.A.

International Federations

AIBA:	International Amateur Boxing Association
FEI:	International Equestrian Federation
FIAC:	International Amateur Cycling Federation
FIBA:	International Basketball Federation
FIC:	International Canoeing Federation
FIE:	International Fencing Federation

Initials used

FIFA:	International Association Football Federation
FIG:	International Gymnastics Federation
FIH:	International Hockey Federation
FILA:	International Amateur Wrestling Federation
FINA:	International Amateur Swimming Federation
FIPV:	International Pelota Federation
FIRS:	International Roller Hockey Federation
FISA:	International Rowing Federation
FITA:	International Archery Federation
FIVB:	International Volleyball Federation
IAAF:	International Amateur Athletics Federation
IBA:	International Baseball Association
IBF:	International Badminton Federation
IHF:	International Handball Federation
IJF:	International Judo Federation
ITF:	International Tennis Federation
ITTF:	International Table Tennis Federation
IWF:	International Weightlifting Federation
IYRU:	International Yacht Racing Union
UIPMB:	International Union of Modern Pentathlon and Biathlon
UIT:	International Shooting Union
WTF:	World Taekwondo Federation

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Initials used:

COOB'92: Barcelona'92 Olympic
Organising Committee
IMPUSA: Institut Municipal de Promoció
Urbanística, S.A.
IOPP: International Olympic
Photo Pool
OCSA: Olimpíada Cultural, S.A.
RTO'92: Ràdio-televisió Olímpica'92

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