
PART II: CANDIDATURE FILE

Part II of the Manual constitutes the practical foundation on which a candidature is built: the Candidature File, which represents a city's "master plan" for organising the Olympic Games.

It is very important to remember that the replies given by the Candidate Cities in their file represent a commitment by the Candidature Committee in the event that the city in question is elected to host the Olympic Games.

The File contains precise instructions to the Candidate Cities on how to create their Candidature File, from the point of view of presentation but also regarding the content. The aim of these instructions is two-fold:

- to save the Candidature Committee unnecessary work, effort and expense, and
- to ensure that the information provided to the IOC can be easily and objectively analysed and compared.

This section of the Manual comprises two parts:

1. The **Questionnaire**, containing 18 themes, with 199 questions to which the Candidate Cities must reply in their Candidature File.
2. The **Model Candidature File**, which shows what form the Candidature File should take, from a presentation point of view, but also in terms of how the replies should be given.

Candidate Cities must follow the instructions given with the model.

It should be remembered that the Candidature Files provide the basis for a technical analysis of the candidacies presented to the IOC. They should present the facts in as clear and concise a manner as possible.

Upon request, the Candidate City must be able to provide the background information used to create the Candidature File.

1. Questionnaire

Theme 1	National, regional and Candidate City characteristics
Theme 2	Legal aspects
Theme 3	Customs and immigration formalities
Theme 4	Environmental protection and meteorology
Theme 5	Finance
Theme 6	Marketing
Theme 7	Sports
Theme 8	Venues
Theme 9	Paralympic Games
Theme 10	Olympic Village
Theme 11	Medical / Health services
Theme 12	Security
Theme 13	Accommodation
Theme 14	Transport
Theme 15	Technology
Theme 16	Communications and media services
Theme 17	Olympism and culture
Theme 18	Guarantees

THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

INTRODUCTION

The aim of this theme is to give the IOC a better knowledge of the general situation of your country, region and city and to evaluate the jurisdiction, responsibilities and prerogatives of the national, regional and local authorities in the planning, organising and running of the Olympic Games.

The following elements are important for the IOC to be certain that, whatever changes take place within the leadership of the country, region and city, the Olympic Winter Games will be able to go ahead as described in the Candidature File:

- political, economic and social structure (national, regional and local)
- political, economic and social stability (national, regional and local)
- jurisdiction, responsibility and prerogative (national, regional and local)
- general public opinion

QUESTIONS

- 1.1 Describe the political institutions at national, regional and local level, with particular emphasis on the respective competence of all such authorities in relation to the preparation and staging of the Olympic Winter Games. Explain the possible interaction between the various authorities concerned, as well as their respective degree of autonomy, if any.
- 1.2 Describe the specific support - financial and other – provided to your project of hosting the Olympic Winter Games by all authorities concerned. Indicate to what extent such support constitutes binding obligations for the authorities involved (see Guarantees). Describe the exact role that the public authorities will be expected to play in the preparation and hosting of the Olympic Winter Games, and provide a description of the intended procedures to ensure coordination between various government levels and bodies.
- 1.3 List all elections planned in your country at all levels until 2010 and indicate whether the outcome of such elections could have any impact – and if so what kind – on the preparation or staging of the Olympic Winter

Games in 2010.

- 1.4 Provide a list of the political parties in your country indicating their respective strengths and their position regarding the possible staging of the Olympic Winter Games in your country in 2010. Also mention any political or other public figure likely to play an important role either in favour or against your project.

Also list other possible political or social movements, the activities of which might be in support of or opposition to your project.

- 1.5 Provide economic data for the last ten years regarding your country, region and city, including a list of the major economic resources, indicating, by means of a chart, the percentages that such resources represent of the Gross Domestic Product (GDP).
- 1.6 List the Per Capita Income (in USD) for the last ten years.
- 1.7 Indicate the inflation rate and average rate of local currencies to the USD for the last ten years. Are there any current forecasts with regard to these parameters between now and 2010? Indicate your sources for such information.
- 1.8 Give the full list of all public authorities and other official, semi-official or private body as an organisation represented in your candidature committee.
- 1.9 Provide any evidence of the support of the national, regional and local population towards your project of hosting the Olympic Winter Games, including possible other localities involved in your project.
- Opinion polls
 - Referendum
 - Awareness campaigns
 - Manifestations
 - Other

N.B.: Any opinion polls must be conducted by internationally recognised research agencies/organisations.

- 1.10 List all cities, communities, regions, provinces or other public bodies concerned by the holding of the Olympic Winter Games. Describe what procedures will be in place to ensure coordination. Also provide guarantees from all competent public authorities regarding their support and commitments – financial and other (see Guarantees).
- 1.11 Identify and list any and all likely commercial, financial, fiscal or legal impact on Olympic transactions arising from national or international obligations binding your country (e.g. European Union rules and requirements or International Treaties) in respect of competition policy or other trade and commerce related practices.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 1.2** Letters of support – financial and other -or any guarantees obtained from your government (national, regional and local) regarding your project of hosting the Olympic Winter Games.
- Question 1.10** Letters of support – financial and other - from the competent local authorities of the other localities concerned by your project of hosting the Olympic Winter Games.

INTRODUCTION

Legal aspects play an important role during the period of applying to host the Olympic Winter Games and, should your city be elected as the Host City, during the period leading up to, including and after the staging of the Games. It is of fundamental importance that, from the very outset of your bid, you are aware of, understand and act in conformity with the rules relating to the Olympic Movement. Your reference material in this connection is primarily the **Olympic Charter**, the **Host City Contract** and this **Manual**. The latter document contains, among other things, the **Undertaking, Conditions Governing the Use of the Olympic Symbol by Candidate Cities for an Olympic Games** and the **Candidature Procedure**.

The **Olympic Charter** is the codification of the Fundamental Principles, Rules and bye-laws adopted by the IOC. It governs the organisation and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games. A copy of the current edition of the Olympic Charter will be distributed to the Candidate Cities. It must be noted, however, that the Host City, its NOC and the OCOG will be bound by the Olympic Charter in force on the date of the execution of the Host City Contract. The IOC will inform the Candidate Cities and their NOCs of the amendments that are made (or to be made) between the current edition of the Olympic Charter and the one to be in force on the date of the execution of the Host City Contract. Additionally, the IOC reserves the right to further amend the Olympic Charter with respect to the governance of the Olympic Movement and, for such purposes, the version of the Olympic Charter which is amended from time to time shall prevail, unless the OCOG proves that such changes have, materially, adversely affected the financial or other obligations of the OCOG.

The **Host City Contract** is the detailed agreement entered into between, on the one hand, the IOC and, on the other hand, the city elected to host the Olympic Winter Games and the NOC of the host country. The Host City Contract sets out the rights and obligations of the IOC, the city and the NOC in relation to the organisation and staging of the Olympic Winter Games. The Host City Contract is signed by the IOC, the city and the NOC immediately following the announcement by the IOC of the city elected to host the Olympic Winter Games. A draft copy of the Host City Contract will be distributed to the Candidate Cities. **Should there be any conflict between the Host City Contract and this Manual, the provisions of the Host City Contract shall take precedence.**

The **Undertaking** (a copy of which is contained in part I of this Manual) is a document which is to be executed by the Candidate City and the NOC and returned to the IOC along with the Candidate City's other candidacy documents, and which will be distributed to the Candidate Cities. One of the essential provisions contained in the Undertaking is that the Candidate City and the NOC undertake that, if such Candidate City is elected to host the Olympic Winter Games, the city and the NOC will execute the Host City Contract.

Please find below a non-exhaustive list of certain other important legal issues of which you should be aware:

a. Use of the Olympic Symbol

Subject to the prior written approval of the IOC and the NOC of the country in which the Candidate City is located, a Candidate City may use the Olympic symbol (i.e. the five interlaced rings standing alone) in conjunction with another graphic device or logo to create a single emblem for use in promotional (but not commercially exploited) material such as letterheads, posters, brochures, video presentations and such other items as may be approved by the IOC and the NOC concerned. A Candidate City may not commercialise the Olympic symbol in any form. It may, however, commercialise its graphic device or logo used **without the Olympic symbol**, but only within the country in which the Candidate City is located. (Please see the **Conditions Governing the Use of the Olympic Symbol by Candidate Cities for an Olympic Games**, contained in part I of this Manual, for further details.)

b. Prior Agreements of No Effect

The Candidate City and the NOC must refrain from becoming a party to or approving or consenting to any act, contract, commitment or any other action contrary to or which might affect any of the obligations stipulated in the Host City Contract.

c. Covenant of the Government

The Candidate City and the NOC must present, with their candidature, a covenant of the government of their country guaranteeing to respect the provisions of the Olympic Charter, including free access to their country for all accredited persons on the basis of a passport (or equivalent document) and the Olympic identity and accreditation card referred to in the Olympic Charter (Rules 65 and 66).

d. Representations, Warranties and Covenants shall be binding

All representations, warranties and covenants contained in the Candidate City's bid documents, as well as all other commitments made, either in writing or orally, by either the Candidate City (including the Candidature Committee) or the NOC to the IOC, shall be binding upon them.

e. Olympic Mark Protection

The Candidate City and the NOC must ensure that the Olympic Symbol, the terms "Olympic" and "Olympiad" and the Olympic motto are protected in the name of the IOC and/or that they have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the IOC and in the name of the IOC. Moreover, the IOC may take all necessary measures to obtain such legal protection in relation to the terms "2010 [city]", at the expense of the Candidate City. The Candidate City will be informed, in good time, by the IOC Legal Affairs Department of any measures that are taken by the IOC. In addition, the Candidate City and the NOC must ensure that there are effective controls in place to avoid/prevent ambush marketing.

f. Copyright

The Host City, the NOC and the eventual OCOG must ensure that Olympic-related graphic, visual, artistic and intellectual works or creations developed by or on behalf of them or the Candidature Committee shall be vested in and remain in the full ownership of the IOC.

g. Negotiation of agreements

It should be noted that in all agreements relating to the following areas, the IOC retains exclusive and final authority, including the determination of the OCOG's share of revenues:

- I. all broadcast and television agreements world-wide
- II. the international sponsorship programme
- III. agreements relating to key areas such as timing, information technology and electronic media, including the internet.

The IOC Legal Affairs Department will provide Candidate Cities with any further information they require on this theme.

QUESTIONS

2.1 Fulfilment of obligations - respect of the Olympic Charter

Provide a covenant from the government of your country stating the following:

"..... (name(s) of the duly authorised representative(s)) hereby confirm(s) that the government of (name of the host country) guarantees the respect of the Olympic Charter and the Host City Contract; understands that all representations, warranties and covenants contained in the Candidate City's bid documents, as well as all other commitments made, either in writing or orally, by either the Candidate City (including the Candidature Committee) or its NOC to the IOC, shall be binding on the city; guarantees that it will take all the necessary measures in order that the city fulfils its obligations completely; and guarantees free access to and free movement around the host country for all accredited persons on the basis of a passport (or equivalent document) and the Olympic identity and accreditation card referred to in the Olympic Charter."

Should the Olympic Symbol or the terms "Olympic" and "Olympiad" or the Olympic motto not be protected in the name of the IOC (or otherwise protected to the satisfaction of the IOC) the covenant from the government of your country should also state that it will obtain adequate and continuing legal protection, for the Olympic Symbol, the terms "Olympic" and "Olympiad" and the Olympic motto, to the satisfaction of the IOC and in the name of the IOC (see Guarantees).

2.1.2 Provide a covenant from your local and regional authorities, each stating the following:

"..... (name(s) of the duly authorised representative(s)) hereby confirm(s) that the local authority of (name of the host city)/regional authority of (name of the region) guarantees the respect of the Olympic Charter and the Host City Contract; understands that all representations, warranties and covenants contained in the Candidate City's bid documents, as well as all other commitments made, either in writing or orally, by either the Candidate City (including the Candidature Committee) or its NOC to the IOC, shall be binding on the city; and guarantees that it will take all the necessary measures in order that the city may fulfil its obligations completely." (See Guarantees).

If it is envisaged that other sites in addition to the Candidate City will be involved in the Olympic Winter Games, provide a similar covenant from the other local and regional authorities concerned (see Guarantees).

2.2 Details relating to the Candidature Committee; financing of candidature; legal entity responsible for organisation of Olympic Winter Games in case of election.

2.2.1 Name and describe the legal entity responsible for the city's candidature. Provide a declaration from your city authorities confirming that the Candidature Committee is empowered to represent the Candidate City, and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract), on behalf of the city (see Guarantees).

2.2.2 Name and describe the legal entity (OCOG) that would be responsible for the organisation of the Olympic Winter Games should your city be elected as the Host City.

2.3 Olympic mark protection

Describe the legal measures in force to protect the Olympic symbol, the emblems, logos, marks and other Olympic-related marks and designations. What commitments do you already have in place from the government of your country to such effect? Provide a declaration by the government of your country stipulating that all the necessary legal measures will be taken to facilitate the protection of Olympic marks (see Guarantees).

2.4 Details of prior agreements, if any

Has the Candidate City or the NOC entered into any agreement(s) which would be in effect after the date of election of the Host City for the Olympic Winter Games? If so, please describe them. For example, has your NOC granted any options or rights of renewal to its sponsors that would result in agreements being in effect after the date of election of the Host City for the Olympic Winter Games? Please confirm that these agreements (if any) would not jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract.

2.5 Languages

The official languages of the IOC are French and English. Which of these two is the official language of your candidature, that is to say, the language of the text of your documentation that will prevail in the event of any difference of interpretation?

GUARANTEES

(see theme 18 - Guarantees)

The original documents must be given to the IOC

- Question 2.1.1** Covenant by the government of your country regarding the respect of the Olympic Charter and the Host City Contract.
- Question 2.1.2** Covenant by your local and regional authorities regarding the respect of the Olympic Charter and the Host City Contract.
- Question 2.2.1** Provide a declaration from your city authorities confirming that the Candidature Committee is empowered to represent the Candidate City, and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract) on behalf of the city.
- Question 2.3** Provide a declaration by the government of your country stipulating that all the necessary legal measures will be taken to facilitate the protection of Olympic marks.

THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

INTRODUCTION

In accordance with Rule 65 of the Olympic Charter, the Olympic identity and accreditation card establishes the identity of its holder and constitutes a document which, together with the passport or other official travel document of the holder, authorises entry into the country in which the city organising the Olympic Winter Games is situated. It allows the holder to stay and to perform his/her Olympic function there for the duration of the Olympic Winter Games and for a period not exceeding one month before and one month after the Olympic Winter Games.

The Olympic identity and accreditation card is granted by the IOC to persons eligible for accreditation. The IOC Executive Board may delegate all or part of this authority to the OCOG which shall, in such event, make the Olympic identity and accreditation card available to all persons designated by the IOC.

As stipulated in the Host City Contract, the city and the NOC must take all necessary measures to guarantee the importation, free of all customs duties, of material and equipment required by the IOC, the NOCs which have confirmed attendance and the IFs on the occasion of the Games, plus the material and equipment required by accredited members of the media and sponsors in order for them to carry out their obligations regarding the celebration of the Games, on condition that this material and equipment is either used, consumed or disposed of during the Games or re-exported after the Games.

All other benefits or services offered with respect to the Olympic Winter Games should also apply with respect to the Paralympic Games, e.g. in relation to access of persons into the Host Country, customs formalities etc.

QUESTIONS

- 3.1 Describe the regulations in force in your country regarding immigration and entry visas? In addition to the covenant requested in question 2.1.1, supply a guarantee, from the relevant authorities that, notwithstanding any regulations in your country to the contrary, all holders of the Olympic identity and accreditation card (including doctors, media representatives, etc.) will be able to enter into the country and carry out their Olympic function for the duration of the Olympic Winter Games and for a period not exceeding one month before and one month after the Games. The

- guarantee should also state that (in addition to those persons in possession of an Olympic identity and accreditation card) the temporary entry of certain personnel into your country for the organisation of the Games will be authorised and that such persons will obtain appropriate work permits. Describe the process and average length of time required to apply for and issue work permits for temporary entry of personnel to work and domicile in the country. (Such persons may be required to work and domicile in the country for at least one year before the Games - see Guarantees).
- 3.2 Give precise details of the health and vaccination recommendations or regulations for persons entering your country. Are there any requirements which must be met prior to entry into your country?
 - 3.3 Supply guarantees, from the relevant authorities, concerning the importation, use and export of goods required by the IOC, the IFs, the NOCs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Olympic Winter Games (see Guarantees).
 - 3.4 Specify, if applicable, any regulations concerning special products and equipment required by members of the Olympic Family to carry out their duties at the Olympic Winter Games: firearms and ammunition (for sports competitions or security services), photographic and audio-visual equipment, medical equipment and products, computer equipment, foodstuffs, etc.
 - 3.5 Specify, if applicable, any restrictions or regulations concerning the use of media material produced on the national territory intended principally for broadcast outside the territory.
 - 3.6 Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals, or other publications?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 3.1 Supply a guarantee, from the relevant authorities that, notwithstanding any regulations in your country to the contrary, all holders of the Olympic identity and accreditation card (including medical and paramedical staff, media representatives, etc.) will be able to enter into the country and carry out their Olympic function for the duration of the Olympic Winter Games and for a period not exceeding one month before and one month after the Games. The guarantee should also state that (in addition to those persons in possession of Olympic identity and accreditation cards) the temporary entry of certain personnel into your country for the organisation of the Games will be authorised and that such persons will obtain appropriate work permits. (Such persons may be required to work and domicile in the country for at least one year before the Games).

Question 3.3 Supply guarantees, from the relevant authorities, concerning the importation, use and export of goods required by the IOC, the IFs, the NOCs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Olympic Winter Games.

THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY

INTRODUCTION

The Olympic Movement is fully committed to sustainable development and endeavours to contribute to the protection of the natural environment.

The IOC is concerned that the Olympic Games should be an exemplary event in this respect and that environmentally sound policies, programmes and practices be adopted. It is fundamental that from the beginning of the candidature to the post-Olympic period, all measures should be taken to minimise or eliminate impact on the environment and to contribute to the harmonious integration of the Olympic Games into the natural surroundings. Therefore, the IOC includes environmental considerations and obligatory ecological studies in the process of evaluating cities applying to host the Olympic Games. The main responsibility for the environment, however, rests with the Candidate and Host Cities, as a function of governance and legislation.

Environmental protection is an area where Candidates Cities often experience rigorous and extensive public scrutiny and opposition and it is essential that, from the earliest stages of planning, a dialogue of cooperation is established with the governmental and non-governmental organisations in this respect. In addition to the scientific aspects involved, the Candidature Committee can send a very positive message through its environmental protection efforts.

The IOC recommends that Candidate and Host Cities pay special attention to the following points:

- architecture, design and landscaping
- reuse of facilities wherever applicable
- restoration of derelict areas
- avoidance of destructive land use
- protection of habitats and biodiversity
- minimise consumption of non-renewable resources
- minimise emissions of pollutants
- sewage treatment
- solid waste handling
- energy consumption
- water and air quality
- environmental awareness

Environmental quality standards and knowledge quickly become obsolete and a pro-active attitude is necessary in order to meet ongoing environmental challenges. All studies regarding environmental impact must satisfy legal norms and regulations. In this respect, it is essential to take the following points into consideration:

- socio-economic parameters
- scientific and technical innovations
- establishment of appropriate relations with:
 - the public authorities
 - the private sector
 - official organisations
 - non-governmental organisations

QUESTIONS

A. ENVIRONMENT

4.1 Describe the following by means of a map and a chart:

- general geographical features of the city and its surroundings
- protected/environmentally sensitive areas
- cultural heritage monuments
- potential natural hazards
- environmental conditions

4.2 Describe the public authorities' environment and natural resource management system and their cooperation, responsibilities and working methods vis à vis the OCOG.

4.3 Describe the OCOG's planned environmental management system:

- objectives, goals and priorities
- environmental key-point action plan for the Games
- collaboration with the environmental public authorities
- collaboration with non-governmental environmental organisations
- efforts to be undertaken regarding transportation and minimisation of the impact arising from air pollution, noise and development programmes
- plans for solid waste management and sewage treatment

- energy supply and conservation, renewable energy usage and management
- efforts to protect and enhance significant features of the natural environment and cultural heritage before, during and after the Games
- environmental awareness programmes

4.4 Carry out initial environmental impact assessments for all sites and facilities. Summarise the studies, indicating the feasibility of the project in terms of environmental sustainability, and the measures planned to alleviate any negative impact.

The initial environmental impact assessments and other relevant studies must be presented to the IOC Evaluation Commission during its visit.

4.5 Describe environmental pilot or development projects and the application of environmentally-friendly technology relating to the Games.

4.6 Provide a guarantee from the competent authorities stating that all work necessary for the organisation of the Olympic Winter Games (see Guarantees) will comply with:

- local, regional and national regulations and acts
- International agreements and protocols regarding planning, construction and protection of the environment.

4.7 How will the OCOG integrate its environmental approach into contracts with suppliers and sponsors, for example, with respect to procurement of recyclable or compostable goods, in recyclable or compostable packaging?

4.8 Indicate any special features which are not covered by this questionnaire, and which the Candidature Committee would like to add.

B. METEOROLOGY

For the area and period of time in which the Olympic Winter Games would be held, and for the last ten years, please provide the following information. This information should be provided for all competition sites.

4.9 Temperature and humidity

Provide a table indicating:

- temperature in °C (maximum, average, minimum) at 9 a.m./ 12 p.m./ 3 p.m./ 6 p.m./ 9 p.m.
- humidity in % (maximum, average, minimum) at 9 a.m./ 12 p.m./ 3 p.m./ 6 p.m./ 9 p.m.

4.10 Precipitation

Provide a table indicating:

- number of precipitation days per year
- number of precipitation days during the Games' period
- average volume of precipitation (in l/m²) per year
- average volume of precipitation (in l/m²) during the Games' period
- snow depth (in cm) on the sites for skiing for the Games' period
- provide the number of days with a predominance of fog during the Games' period

(precipitation days = more than 0.1 ml precipitation in 24 hours)

If any data obtained for a particular year during the period of the Games is significantly different from the above, give a brief explanation.

4.11 Altitude

Give the altitude of the city in metres. List the altitude of the competition sites outside of the Candidate City. Also indicate the altitude in metres of the Olympic Village(s).

4.12 Wind direction

Indicate the general tendencies for wind direction and strength at outdoor competition sites.

GUARANTEES

(see theme 18 – Guarantees)

The documents must be given to the IOC

Question 4.6

Provide a guarantee from the competent authorities, stating that all work necessary for the organisation of the Olympic Winter Games will comply with:

- local, regional and national regulations and acts
- International agreements and protocols regarding planning, construction and protection of the environment.

INTRODUCTION

The objective of this chapter is to obtain the information necessary to evaluate:

- the economic effects that the Olympic Winter Games will have on the Candidate City and the region if elected. To this effect, it is important that the IOC obtains not only the operational budget of the OCOG but also the global picture of the capital investment expenditure to be incurred by the city, regional or state authorities and by the private sector;
- the financial guarantees available to ensure the financing of the construction period prior to the Olympic Winter Games;
- the potential economic shortfall of the OCOG;
- the measures taken to ensure that prices of services and goods will be maintained at a reasonable level.

Rule 37 of the Olympic Charter states the following: "Any Candidate City shall offer such financial guarantees as considered satisfactory by the IOC Executive Board. Such guarantees may be given by the city itself, local, regional or national public collectivities, the State or other third parties".

In addition, particular efforts should be made by the city, the NOC of the country and the OCOG to establish reasonable prices for visitors, participants and spectators. The city must take the necessary steps to restrict and control the price of hotel rooms in and around the Host City during the period of the Games.

At least two years prior to the Games, a final list in USD for professional services applied by the OCOG for the members of the Olympic Family must be submitted to the IOC Executive Board. These services are known as the Rate Card and should be provided on a cost recovery basis. They include:

- transport
- radio and telecommunications (including telephone rates)
- special equipment for the press, radio and television
- office rental
- rental of parking places
- specialised equipment

In the interests of the world-wide promotion of the Olympic Movement, the OCOG must do everything within its power to keep costs to a minimum.

In order to gain a full understanding of all budgetary aspects and so as to be in a position to complete the tables required in this theme, it is strongly recommended that the Candidate Cities meet with the IOC Department of Finance and Administration, for in-depth discussions.

In summary, the aim of the IOC is to:

- obtain the financial information necessary to evaluate the reasonableness of the budget presented. All figures provided must be given in 2002 USD value. All projected figures in 2010 must be discounted to 2002 levels, with the relevant information on what basis they were discounted;
- obtain this financial information in such a format as to allow reasonable comparison of the various Candidate City budgets and actual budgets of previous Games.

QUESTIONS

- 5.1 Provide financial guarantees obtained from the competent authorities. These guarantees should include:
 - coverage of a potential economic shortfall of the OCOG
 - a commitment to provide all security, medical, customs and other government related services at no cost to the OCOG
 - a commitment to make available all sports and non-sports venues owned by the public authorities to the OCOG either at no cost or at a rental cost to be pre-approved by the IOC
 - a commitment to undertake and finance the necessary infrastructure developments (see Guarantees).
- 5.2 Provide a statement from the competent authorities concerning general price control before and during the Olympic Winter Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators (see Guarantees).
- 5.3 Provide a plan for the disposal, after the Games, of the OCOG assets or for financing the running and maintenance costs of these infrastructures.

5.4 Taxes

- 5.4.1 Describe the various types of taxes which are currently levied in your country and which would have an impact should the Olympic Winter Games be hosted in your country.
- 5.4.2 Which legal form do you expect your Organising Committee to take and what tax status do you expect the Committee to be subject to ?
- 5.4.3 What impact will the tax status of the Organising Committee (whether fully taxable or tax exempt) have on the operations of the Committee nationally and internationally in the various fields of taxation including but not restricted to:
- capital taxes
 - income taxes
 - value added taxes
 - sales taxes
 - withholding taxes (in particular with companies from foreign countries)

In providing your answers, it is important that you obtain clarification on how your tax authorities qualify tangible and intangible rights and in particular Television Broadcasting and Sponsorship rights.

In particular, would any taxes be levied in relation to the sums of money paid to the OCOG or the IOC by third parties who have bought television rights or marketing rights relating to the 2010 Olympic Winter Games ? Please respond in the case of whether such third parties are resident in your country or elsewhere.

5.5 Budgeting

In order to obtain verifiable and comparable data, budgets should be prepared on the basis of economic conditions existing at the time of the preparation of the bid. The possible inflationary and currency effect will be analysed by the IOC based on the information provided under theme 1, point 1.7. Cities must always follow a gross budgeting approach i.e. always include the gross revenue figure and the corresponding cost and not simply the net revenue figure.

Candidate Cities should provide:

- 5.5.1 a detailed budget for the Olympic Winter Games in USD (specify the date on which this was established and the USD / local currency exchange rate used);

- 5.5.2 a detailed capital investment budget (in USD) for all sporting events (by physical location), all Villages and the MPC & IBC;
- 5.5.3 cash flow forecasts in USD;
- 5.5.4 information to be provided on the occasion of the visit of the Evaluation Commission:
- a) comprehensive data supporting the build-up of each budgetary caption shall be sent to IOC Candidate City Relations at least one month prior to the visit of the Evaluation Commission
 - b) a list with the names and qualifications of all the people having contributed to the preparation of the budget should be made available to the finance expert of the Evaluation Commission.

All questions must be answered in strict accordance with the structures on the following pages. Brief guidance on the content of each caption is provided after the budgetary structure.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 5.1** Provide financial guarantees which you have obtained from the competent authorities. These guarantees should include:
- coverage of a potential economic shortfall of the OCOG
 - a commitment to provide all security, medical, customs and other government related services at no cost to the OCOG
 - a commitment to make available all sports and non-sports venues owned by the public authorities to the OCOG either at no cost or at a rental cost to be pre-approved by the IOC
 - a commitment to undertake and finance the necessary infrastructure developments.

Question 5.2

Provide a statement from the competent authorities concerning general price control before and during the Olympic Winter Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators.

OCOG budget

A REVENUES	USD	USD	B EXPENDITURE	USD
	<u>(000)</u> %	<u>(000)</u> %		<u>(000)</u> %
1 IOC Contribution			B1 Capital Investments	
			13 - Sports facilities	
2 TOP sponsorship			- Olympic Village & other villages	
3 Local sponsorship			- MPC & IBC	
3 Official suppliers			- Other (specify)	
4 Ticket sales				
5 Licensing			B2 Operations	
- Licensing merchandise			14 Sports Venues	
- Coin Programme				
- Philately			14 Olympic Village & other villages	
			14 MPC	
6 Lotteries			14 IBC	
7 Donations			15 Games workforce	
			16 Technology	
8 Disposal of assets			16 Telecommunications	
			16 Internet	
9 Subsidies				
- National Government			17 Ceremonies & culture	
- Regional Government			18 Medical services	
- Local Government			19 Catering	
			20 Transport	
10 Other			21 Security	
			22 Paralympic Games	
			23 Advertising & promotion	
			24 Administration	
			25 Pre-Olympic events & co-ordination	
			26 Other	
11 SHORTFALL			27 SURPLUS	
12 TOTAL				

- USD / Local currency exchange rate used in preparing budget
- Date of finalisation of budget

Non OCOG budget
City, regional or state authorities & private sector

USD
(000)

- C Capital Investments**
- Airport
 - Roads and railways
 - Visitor accommodation
 - Sports venues
 - Competition
 - Training sites
 - Olympic village(s)
 - Media villages(s)
 - Other

=====

CAPITAL INVESTMENTS BY PHYSICAL LOCATION

OCOG BUDGET NON OCOG BUDGET

	B1 13			C			Total OCOG & NON- OCOG
	New Instal- lations	Upgrading of Existing Installations	Sub-total	New Instal- lations	Upgrading of Existing Installations	Sub-total	
(a) Sports Facilities List							
	(b)			(c)			
Olympic Village(s) Detail by location							
	(b)			(c)			
MPC & IBC Detail by location							
	(b)			(c)			
Total							

(a) Individual detail should be provided for each physical location with identification of sports events to be held at that location.

- (b) Subtotals should be identical to those disclosed under expenditure caption B1 point 13 of the OCOG Budget.
- (c) Subtotals should be identical to those disclosed under caption C “non OCOG Budget”.

OCOG Cash flow forecast

A simple cash flow forecast should be prepared by the Candidate Cities disclosing the expected annual cash flows and financing lines from the year of nomination to the expected date of dismantling the OCOG. This simplified forecast should be prepared along the following lines:

	Games year - 7	Games year - 6	Games year - 5	Games year - 4	Games year - 3	Games year - 2	Games year - 1	Games year + 1	Games year + 2
Cash position									
Beginning of year									
Cash inflows									
- Bank financing									
- IOC Contribution									
- TOP sponsorship									
- State, region, city									
- Other income									
Cash outflows									
- Capital investments									
- Operations									
Cash position									
End of year									
Bank credit line									
- less cash utilised									
- Cash available									

OCOG budget

C. REVENUES

1. IOC Contribution

The IOC contribution to the Organising Committee for services rendered in the organisation of the Olympic Winter Games is calculated on the basis of 49% of the TV Broadcast revenues generated for those Games. See Theme 6 Marketing “Broadcast and Radio Rights” for an estimate of the figure to be used in the budget.

2. TOP sponsorship

Revenues arising from the international Olympic marketing programme (the "Top Programme") whereby major companies are granted certain exclusive world-wide sponsorship rights in particular product or service categories. See Theme 6 Marketing “TOP Programme” for an estimate of the figure to be used in the budget.

3. Local sponsorship

Revenues in both cash and value-in-kind (VIK) arising from the sale of sponsorship rights to the highest sponsorship tier. Clearly specify what percentage of the revenue is cash and what percentage is VIK.

3. Official suppliers

Revenues in both cash and VIK arising from the sale of sponsorship rights to the second and third sponsorship tiers. Clearly specify what percentage of the revenue is cash and what percentage is VIK.

4. Ticket sales

Revenues arising from ticket sales to Games events, Opening and Closing ceremonies and other programmes.

5. Licensing

- Licensing merchandise

Revenues arising from licensed product sales activities

- Philately

Stamps produced for the particular Games organised by the OCOG.

- Olympic Coin Programme

Revenues arising from sales of Olympic Coins.

- 6. Lotteries**
Revenues arising from national and other lotteries organised in relation to the Games.
- 7. Donations**
Donations received from third parties without any attached sponsorship or marketing rights.
- 8. Disposal of assets**
Revenues arising from post Games sales of capital investments (sports sites, Olympic Village(s), MPC & IBC, installations and equipment).
- 9. Subsidies**
Subsidies received from city, regional and state authorities.
- 10. Other**
Other revenues not included in above captions.

D. EXPENDITURE

B1 CAPITAL INVESTMENTS

- 13. Sports facilities / Olympic Village/ Other villages / MPC & IBC / Other**
Construction, installation and equipment costs of a **permanent nature** for new sports facilities, training sites, the Olympic Village(s), Media Village(s) and the MPC & IBC, if financed by the OCOG.

Costs of upgrading existing sports facilities, Olympic Village(s) or MPC & IBC to Olympic specifications. These facilities should be of a permanent nature and not uniquely limited to the period of the Games.

In summary, all capital investments which will to a large degree remain in their actual state after the Games.

B2 OPERATIONS

- 14. Sports Venues / Olympic & Other Villages / MPC & IBC**
 - rental and fit-out costs if the installations do not belong to the OCOG
 - construction of temporary facilities where long-term utilisation after the Games is not anticipated

- all equipment required for sports events, training sites and test events, the Olympic Village, other Villages and the MPC & IBC which will be disposed of after the period of the Games
- electricity and other sources of energy
- other (excluding costs disclosed in other operating expenditure captions)

15. Games Workforce

Cities are required to give a breakdown of how many people they plan to use and the costs incurred for:

- Permanent staff of the OCOG
- Temporary staff
- Volunteers
- Consultants
- Contractors

16. Technology

Candidate Cities are requested to discuss the budget of technology, telecommunications and Internet with the IOC Department of Technology.

Technology has three subsections:

Information systems

- Timing and scoring systems
- Results systems at venues
- Games Management Systems
- Olympic Games Information system
- Administration systems such as finance, human resources, project management, procurement and logistics
- Integration of systems
- Systems operations
- Basic hardware and software

16. Telecommunications

- Infrastructure
- Wireless
- Frequency
- Public address
- Video boards

16. Internet

Games internet site

17. Ceremonies and culture

Costs incurred for:

- Opening and Closing Ceremonies
- medal award ceremonies
- cultural programme
- torch relay
- other programmes

18. Medical services

Costs for the following services:

- athlete care at competition venues and training sites
- Olympic Village Polyclinic services
- medical services provided to the Olympic Family and officials
- medical services provided at the MPC & IBC
- doping controls
- hospital facilities
- medical transport services

19. Catering

Catering costs incurred to meet all food requirements for the Olympic Family including:

- rental costs of catering centres, equipment and installations
- athletes', officials' and technicians' meals
- VIP hospitality at the venues
- meals for OCOG workforce

20. Transport

- Transportation costs incurred to provide the Olympic Family with reliable, secure and efficient transport between the various Games activity centres.
- Games Workforce transport which includes paid staff, volunteers, contracted staff (security, catering staff etc)
- Spectators transport
- Athletes and officials travel payments (See theme 10 - Olympic Village, point 10.11).

21. Security

Costs incurred to provide necessary security to members of the Olympic Family, visitors and residents of the Host City at sports venues, villages, hotels and during transportation between the various Games activity centres. These include:

- equipment
- private security contractors

- planning, co-ordination and training.

22. Paralympic Games

OCOG contribution to the Paralympic Games.

23. Advertising & promotion

Costs incurred for the advertising and promotion of the Games.

Costs will include:

- advertising and promotion through international and domestic media
- publication of sports event brochures and reports
- decoration programme of the city.

24. Administration

Includes all costs incurred for the effective management and coordination of all operational activities:

- rental costs
- office furniture and equipment
- telephone, fax and postage costs
- insurance costs
- translation and interpreting costs
- legal and audit costs

25. Pre-Olympic Events & Coordination

This caption should include the costs of organising pre-Olympic events to test all sports facilities. Other costs relating to liaison and coordination between the OCOG, IOC, NOCs and IFs from the moment of election of the Host City to the dismantling of the OCOG after the Games should also be included in this caption.

These costs include:

- IOC, IF and NOC meetings
- reports and presentations.

26. Other

All other operating costs not included in the above captions in particular the cost of securing the local NOC marketing rights and deductions for IOC royalties (see Marketing Theme 6)

27. Surplus/Shortfall

The division of any surplus is laid down in the Host City Contract. In the event of a shortfall, specify how and by whom such shortfall will be absorbed.

Non OCOG budget

C. CAPITAL INVESTMENTS

The capital investment budget of the city, regional or state authorities and the private sector for the creation of new infrastructures or updating of existing infrastructures required to host the Games should be disclosed under the appropriate captions even if such investments have been integrated into a long term urban development plan.

INTRODUCTION

The objective of this section is for Candidate Cities to demonstrate their understanding of the complex intricacies involved in the development of a successful OCOG marketing programme and to address some of the immediate priorities.

Olympic marketing policies are governed through a series of fundamental principles and agreements which stem from the Olympic Charter and the Host City Contract and are complemented through the Joint Marketing Programme Agreement and the Marketing Plan Agreement. At this time, the Joint Marketing Programme, which is designed to create a simplified and unified marketing structure managed by the OCOG, is one of the most important elements needed for a successful programme.

Much of the success of OCOG marketing programmes is dictated by the early entry into the host marketplace. This is necessary not only to fulfil the need for revenue shortly after the OCOG's creation, but also the need to build the promotion for the Games through a range of marketing partnerships. In order to achieve this early entry, there are a number of priorities that Candidate Cities must secure, before election. Through this theme, Candidate Cities must demonstrate that they have thoroughly fulfilled all of the immediate priorities, notably:

- reached agreement with all sports entities (NOC, NFs, etc.) in the future host territory necessary to develop a successful Joint Marketing Programme;
- obtained unconditional commitments from all public or private entities (e.g. government authorities, advertising space owners, etc.) within the territory, to protect the Olympic image and prevent ambush marketing;
- secured all necessary measures to promote and enhance the Olympic image through traditional and innovative initiatives that complement the world-wide promotion of the Olympic Games;
- projected and substantiated conservative revenue forecasts from major marketing sources (e.g. local sponsorship and suppliership, ticketing, licensing, coins, lotteries and other revenue generating initiatives);

- developed a strategic and tactical understanding of how to fully leverage corporate hospitality opportunities.

With regard to the IOC's projected contributions to the 2010 OCOG, Candidate Cities should take due note of the following:

Audio-visual and multi-media rights, including TV broadcast and radio rights

As the exclusive owner of all audio-visual and multi-media rights, including TV broadcast and radio rights, the IOC is the sole entity entitled to negotiate such rights related to the Olympic Games. At present, no broadcast or radio rights agreements relating to the 2010 Olympic Winter Games have been secured. Negotiations for the 2010 Games will be undertaken in the coming years, once the IOC has completed its evaluation of the industry and determined the most opportune time to enter into such negotiations.

The IOC contribution to the 2010 OCOG will be proportionate to the receipts it has generated for the 2010 Olympic Winter Games. For budgetary planning purposes, Candidate Cities are to use broadcast revenue projections of USD 400 million which must be discounted to the date of the budget preparation. This represents in no way any guarantee or obligation on the part of the IOC but simply a forecast of the potential contribution. It should be noted that, while past experience has typically seen a rise in the sale of broadcast and radio rights for the Games, the Organising Committee for the 1992 Albertville Games received less than its predecessor.

As part of the contribution it receives from the IOC, the 2010 OCOG will be responsible for assuming the costs related to the production of the broadcast of the Games.

TOP Programme

The TOP Programme is a world-wide sponsorship programme coordinated by the IOC, which affords to a limited number of multinational companies, on a four-year cycle, the highest level international marketing rights in relation to the Games, the IOC and the 199 NOCs, based on exclusivity for a given product category. Under its current format (which is subject to change at the IOC's sole discretion), the TOP Programme will be in its seventh edition, TOP VII, for the period 2009 to 2012. The 2010 OCOG will be coupled with the 2012 Olympic Games.

TOP Programme receipts have traditionally been shared 50% to the OCOGs and 50% to the Olympic Family (shared between the IOC and the 199 NOCs) after deductions for management and promotional costs. The IOC Executive Board will decide upon the contribution it will allocate to the 2010 and 2012 OCOGs, it being understood that the 2012 OCOG receives the larger share.

While renewal discussions are already underway for TOP VII, most categories will only be concluded in 2007-2008. For budgetary planning purposes, Candidate Cities are to use revenue projections of USD 100 million which must be discounted to the date of the budget preparation, 40% of which should be considered as value-in-kind (VIK). This represents in no way any guarantee or obligation on the part of the IOC but simply a forecast of the potential contribution.

Candidate Cities should carefully study the document entitled “Complementary Marketing Information for 2010 Candidate Cities”, available from the IOC Candidate City Relations, which will be made available to the Candidate Cities in electronic format. This document provides background information regarding the following questions and required guarantees.

Additional information on Olympic marketing is also available from the following IOC publications:

- Salt Lake 2002 Marketing Report
- 2002 Olympic Marketing Fact File
- Olympic Hospitality Manual
- Ambush Prevention and Clean Venue Manual
- Olympic Marketing Matters Quarterly Newsletter
- Sydney 2000 Marketing Report

QUESTIONS

6.1 Preparing the national marketplace by creating a Joint Marketing Programme

The conclusion of the Joint Marketing Programme (JMP) Agreement is a two phase process. First, the Candidate City and the NOC must agree on the period, financial terms and general conditions. The details of this agreement must be submitted to the IOC for its approval by 29 November 2002 at the latest. The documentation to be submitted to IOC Candidate City Relations, on or before 29 November 2002, must include the following:

- i. a marked-up copy of the standard form Joint Marketing Programme, concluded on the same general terms as the document provided, modified only to reflect the period, financial terms and local specificity, where necessary (an electronic version of the standard form JMP Agreement will be sent to the Candidate Cities);

- ii. detailed explanations on how the financial terms of the JMP were reached, including audited financial statements from the NOC for the past quadrennium (1997-2000) and quadrennium to date, as well as projected marketing income for the NOC for the upcoming quadrennium, i.e., 2005-2008 and 2009-2012. The audited statements and projected income must be presented in USD using a conversion rate (and discount / inflation rate if relevant) that is consistent with other financial information presented in the Candidature File;
- iii. a list of all of the NOC's commercial partners (e.g. sponsors, suppliers, licensees and others as the case may be), summarizing the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted (updates of which must be provided to IOC Candidate City Relations as partners evolve);
- iv. a list of all of the Candidate Committee's (and City, to the extent any commercial agreements were concluded in relation to the Games) commercial partners (e.g. sponsors, suppliers, licensees and others as the case may be), summarizing the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted (updates of which must be provided to the IOC Candidate City Relations as partners evolve);
- v. the standard form undertaking that will be concluded with all National Sports Federations (NFs) along with the list of all NFs in the host territory.

The IOC will promptly review the aforementioned and notify Candidate Cities and NOCs of its approval or changes that are required. Subject to the IOC's review of the lists required under points (iii) and (iv) above, the IOC reserves the right to request full disclosure of all commercial agreements entered into by the NOC and the Candidate City, which will need to be submitted in either of the IOC's official languages.

The second step requires the presentation of the Joint Marketing Programme as part of the Candidature File. The following questions must be answered in the Candidature File:

- 6.1.1 What is the status of the Joint Marketing Programme Agreement, its execution between the Candidate City and the NOC and approval by the IOC? (See Guarantees).
- 6.1.2 Have all the NFs in the territory provided written guarantees confirming their unconditional consent not to undermine any of the Games marketing efforts? Briefly explain the relationship between the NOC and NFs in the territory.

6.1.3 Are there any incumbencies (e.g. preferential renewal terms) contained in agreements between the NOC and its commercial partners and the Candidature Committee / City and its commercial partners?

6.2 Preparing the local marketplace by developing measures to prevent ambush marketing

6.2.1 Have the necessary guarantees been obtained from the relevant government authorities to secure the necessary legislation? Provide a summary of the guarantees submitted (see Guarantees).

6.2.2 Have the necessary guarantees been obtained from all the relevant space owners for advertising on billboards, all public transport and airport(s)? Complete the table, which Candidate Cities will receive in electronic format, summarizing the terms of the space that has been secured (see Guarantees).

6.3 Developing initiatives to promote the Olympic image

6.3.1 What are some of the proposed initiatives for the development of an icon Olympic presence, should your city be elected?

6.4 Evaluating the market's potential and establishing revenue projections

National Sponsorship and Suppliership Programme

6.4.1 What is the projected income from highest level national sponsors and from how many product categories? (Please list the product categories.)

6.4.2 What is the projected income from second and third tier national sponsors and from how many product categories? (Please list the product categories.)

6.4.3 Are there any product categories that would not be available for sale (or face certain restrictions) as part of the TOP Programme?

Ticketing

6.4.4 What is the total projected income from ticket sales?

6.4.5 The total projected income is based on what percentage sell-out rate?

6.4.6 What is the price range of Games tickets in the following categories:

- for Opening and Closing Ceremonies?
- for prime events (e.g. skiing, figure skating, ice hockey or other sports with particularly strong national appeal)?
- other events?

6.4.7 How do the proposed ticket prices compare with other major events? Provide comparative pricing.

Licensing

6.4.8 What is the projected income from licensed merchandise sales (validate the projections, e.g. number and types of categories)?

6.4.9 Are there plans to develop a commemorative coin programme? If so, what format would such a programme take and what is the projected income? (see Guarantees).

Lottery

6.4.10 Are there any plans for a lottery to finance the Games? If so, what is the projected income? What is the current legislation in place regarding lotteries in general and sports lotteries specifically? Are there currently any sports lotteries on-going or under development that would compete with an eventual Games lottery? (see Guarantees).

Sponsor Hospitality Centre

6.4.11 Outline the general concept and location (e.g. number of sites, price per square metre, distance from venues, etc.) for the Sponsor Hospitality Centre.

Paralympic Games Marketing

6.4.12 Provide a brief overview of how the Paralympic Games marketing programme will be developed and integrated into the 2010 Olympic Winter Games marketing strategy.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 6.1.1** Enclose one fully executed copy of the Joint Marketing Programme Agreement, including the written guarantees from each National Sports Federation and other required appendices.
- Question 6.2.1**
- (a) Provide a written guarantee from the relevant government authorities confirming that the legislation necessary to ensure appropriate protection (if such legislation does not already exist or requires improvements) will be passed no later than 31 December 2004.
 - (b) Provide a written guarantee from the relevant government authorities confirming that the legislation necessary to effectively reduce and sanction ambush marketing (e.g. preventing competitors of Olympic sponsors from engaging in unfair competition in the vicinity of Olympic sites), eliminate street vending, control advertising space (e.g. billboards, advertising on public transport, etc.) as well as airspace (to ensure no publicity is allowed in such airspace) during the period of the Games, will be passed no later than 31 December 2007.
- Question 6.2.2**
- (a) Provide binding options from each space owner to acquire all existing or hereafter developed outdoor advertising (e.g. billboards) in the Host City, at 2002 rates adjusted solely for inflation.
 - (b) Provide binding options from each space owner to acquire all existing or hereafter developed advertising on public transport (e.g. buses, metro, trams, etc.) in the Host City, at 2002 rates adjusted solely for inflation.
 - (c) Provide binding options from each space owner to control all existing or hereafter developed advertising space (indoor and outdoor) at the airports used for the Games, at 2002 rates adjusted solely for inflation.

Question 6.4.9 Coins: Provide the necessary guarantee (example to be sent to Candidate Cities in electronic format) from the national mint and Minister of Finance (or other authorised governing entity), securing plans for the proposed coin programme.

Question 6.4.10 Lotteries: Provide guarantees from the relevant authorities, endorsing the proposed plan and securing revenue projections in case of any shortcomings from a proposed lottery.

Documents to be sent to the Candidate Cities in electronic format by IOC Candidate City Relations:

- Complementary Marketing Information for 2010 Candidate Cities
- Standard form Joint Marketing Programme Agreement
- Table concerning advertising on billboards, all public transportation and airports
- Standard form undertaking for signature by each National Sports Federation
- Example guarantee concerning the coin programme

INTRODUCTION

In this theme, the IOC wishes to receive information about the Candidate City's concept and planning in all areas relating to general sports organisation, and also the planning for each sport on the programme of the Olympic Winter Games.

A. GENERAL SPORTS CONCEPT

1. Programme envisaged for the XXI Olympic Winter Games

The following pages show the list of sports, disciplines and events currently on the programme of the Olympic Winter Games as approved by the IOC, and applicable to the Salt Lake City 2002 Olympic Winter Games. The programme for the XXI Olympic Winter Games in 2010 will be based on the above-mentioned programme and that developed for Turin 2006 by the end of 2002.

The IOC undertakes an ongoing review of the Olympic programme, and a systematic revision is conducted following each Games.

The Candidate City agrees to organise the sports and disciplines on the programme of the XXI Olympic Winter Games, as defined by the IOC. The programme will be approved by the IOC Executive Board, in accordance with the Host City Contract, by the end of 2006 at the latest, however changes in the programme of sports and disciplines from the 2006 Olympic Winter Games shall be limited.

2. Competition schedule

The Candidature Committee must submit a complete draft competition schedule of all sports with its bid documents, indicating the days of competition in each sport. The schedule should be discussed with the respective International Federations, although it will remain provisional at this stage. After the Host City is elected, the OCOG must obtain approval for each sport's competition schedule from the IF concerned. Subsequently, the overall daily competition schedule is submitted to the IOC Executive Board for approval.

It is recommended that you develop the daily competition schedule through consideration of both the sport specific elements and also the global analysis.

The daily competition schedule will certainly be a point of reference both for the planning of the organisation and for the operations of the Games themselves, and many logistical and operational decisions (transport, security, catering, etc.) will be affected by it.

The coverage of the Games by broadcasters and written press will also be influenced by this approach to the daily schedule.

a - Sport specific elements

This is based on the elements specific to each sport, such as the specified number of competition days, position within the 16 days of the Games, preferred timetables for athletes' performance, risk of influence of weather, venue operations, spectator attendance, TV audiences, and positioning of finals. The sport specific schedule should be based on the technical rules of each sport and the experience of previous Olympic Winter Games.

Collaboration with the IFs is essential in this respect. Detailed information by sport is contained in the *Requirements of the International Olympic Winter Sports Federations*, and specific questions can be found in the sport specific section of this theme.

b - Global analysis

Based on a study of the sport specific elements, a global analysis should be conducted which encompasses all of the various sports programmes, wider considerations such as the simultaneity of events, gaps in the schedule, number of medals contested each day, timetable clashes, and operations of venue clusters.

This global analysis is essential for assessing the balance and density of the schedule.

The Opening and Closing Ceremonies are focal points of the Games, by virtue of their symbolism, significance and global coverage. Scheduling decisions should take account of this importance.

3. Test Events

It is essential to conduct test events in the planned competition venues in the season(s) prior to the Olympic Games, in order to test the technical elements of

the competition venue, the competition management personnel, technology systems, and the general Games operational planning of the OCOG. Sufficient funding should be included within the overall budgeting. The test events should be agreed with the respective International Federation in the season prior to the event, to ensure that the necessary venue elements are able to be tested.

4. Human Resources

The OCOG must build up a team of very different types of people, from specialised technicians to competition staff and technical volunteers, under the leadership of a Competition Manager in each sport, to help the IFs manage the technical aspects of their sport.

The IOC recommends that contact be made as early as possible with the sports organisations in the city, region and country (clubs, sports federations, other organisations) with the aim of involving them in preparations, and establishing methods for recruiting and training the personnel necessary to run the Games.

Early evaluation of the human resources required, the type of personnel and their connection with the OCOG (i.e. type of contract) is essential. Collaboration with the IFs will be necessary for coordinating tasks and allocating responsibilities.

5. Sports Equipment

The Olympic Charter states that, at least three years before the start of the Olympic Winter Games the IFs should, after having consulted the OCOG, inform the IOC and NOCs of the choice of technical facilities and sports equipment to be used during the Olympic Winter Games.

Because of the critical nature of the equipment used in competition, and the need to use the equipment in test events, it is recommended that the OCOG make early contact with the IFs on this matter, and plan for the necessary budget for the purchase and installation of the equipment.

6. Sports Planning

As sport constitutes a core element of the overall operations of the Games, most elements of the planning of the organisation are impacted by the requirements and decisions determined in relation to sport. These elements must be taken into account from the early stages of organisational planning, and among the most important are the following:

- Services for athletes, officials and IFs: accommodation (see theme 13), transport (see theme 14), accreditation (see Accreditation and Entries at the Olympic Games Guide);
- Other organisational aspects: including results management (see theme 15), medal ceremonies, sports publications, draws, athlete entry process, weather forecasting;
- IF meetings: possibility for each IF to hold its technical or administrative meetings during the Olympic Winter Games.

B. SPORT SPECIFIC PLANNING

In addition to the planning for the general sports concept, the planning for each of the sports and disciplines on the programme of the Olympic Winter Games must be developed to understand the Olympic project for each sport.

In accordance with the Olympic Charter, each International Federation is responsible for the control and technical management of its sport. Therefore, as an annex to this manual, the *Requirements of the International Olympic Winter Sports Federations* provide both general information on the planning for sport and also the requirements for each sport and discipline as specified by the respective IFs.

It is also important to discuss sport specific planning with each International Federation.

In order to allow the IOC an overall view of the Olympic project for each sport, Candidate Cities are requested to group their answers to the following questions by sport, using the order given below (which appears in the 2002 Olympic Movement Directory):

- Biathlon
- Bobsleigh
- Curling
- Ice hockey
- Luge
- Skating: speed skating, short-track speed-skating, figure skating
- Skiing: cross-country, jumping, nordic combined, alpine, freestyle, snowboard

If a question does not apply to a sport, this must be clearly specified in the answer.

QUESTIONS

GENERAL SPORTS CONCEPT

The questions given below are intended to obtain global information on the sports concept and sites.

7.1 Competition schedule

7.1.1 General competition schedule

Confirm the dates proposed for the XXI Olympic Winter Games and prepare a simple table indicating:

- days of competition (by sport/discipline/venue)
- finals (by sport/discipline)
- total gold medals awarded each day
- Opening and Closing Ceremonies.

7.1.2 Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Olympic Winter Games, or for one week immediately before or after (see Guarantees).

7.2 Sites

Give:

- the total number of proposed competition sites
- the list of the proposed sites by name
- the name of the current owner
- the current use
- the name of the future owner if the site is to change hands or is to be built
- the name and number of sports, disciplines and events proposed for each site
- the intended post-Games use of the site.

Repeat the above information for training sites.

(N.B.: Please ensure that names given in the answers to all questions in this and other themes correspond to the names of the sites specified above).

7.3 Test Events

Confirm that you will organise test events in accordance with the recommendations of this Manual and the Rules of the Olympic Charter. Specify the period in which the test events will be held.

7.4 Human resources

What sources will be used for recruiting sports organisation personnel, bearing in mind all the various tasks to be undertaken? What steps have already been taken?

7.5 Sports experience

List all the international sports competitions that have been organised in your city, region and country over the last ten years (World Championships, multi-sports Games, Continental Championships and other world level events).

SPORT SPECIFIC PLANNING

(Questions 7.6 – 7.10 must be completed for each sport on the current Programme of the Olympic Winter Games, as specified in part B of this theme.)

7.6 Competition and training sites

Give the total number and a detailed list of the proposed competition sites (in strict accordance with the answer given for question 7.2), indicating the disciplines and events to be held at each site.

Give the total number of proposed training sites.

Indicate on a plan (giving the scale used) the location of the competition and training sites as well as the following sites, indicating on the plan the distances in kilometres and travel time – in minutes, by bus - (in current conditions and under future conditions, if improvements are planned) between these different sites:

- the main Olympic Village

- a satellite Olympic Village being used for the respective sport (if applicable)
- the MPC
- the IBC

7.7 Competition site construction

For each competition site, prepare a table giving:

Current state of site, specifying which of the following descriptions apply:

- existing
- planned (committed to be built independent of the candidature for the XXI Olympic Winter Games)
- additional (necessary new construction)

(N.B.: this classification should correspond to that used in question 8.2).

7.8 IF negotiations

Give the current status of negotiations with the respective IF for use of the site: indicating whether these are already signed or to be negotiated (see Guarantees).

7.9 Post-Games use

For each site, give details of its proposed use after the Olympic Winter Games. For existing sites, specify the current use.

7.10 Competition schedule

Give the days of use of the site(s) according to the competition schedule of the sport in question. If the site(s) is (are) used for other sports, specify which ones, the days of use per sport, and how the schedule has accommodated this use.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 7.1.2 Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Olympic Winter Games, or for one week immediately before or after.

Question 7.8 Provide a copy of all agreements signed with IFs concerning the use of sites and proposed installations.

INTRODUCTION

Venues are a critical success factor for an Olympic Games, in both financial and operational terms. It is therefore important that Candidate Cities have a full understanding of venues, from planning through development, construction, overlay, operations and retrofit.

IOC's guiding principles with respect to venues:

- venues must meet requirements and be realistic with respect to the master plan of the Host City, resource efficiencies and post-Games legacy;
- venue planning should support the concept of sustainable development as it applies to the Games in general, and to venues specifically, e.g. use of permanent versus temporary facilities, environmentally sensitive materials/systems/impacts; and
- venues should be safely and efficiently operated, keeping the primary focus on the athletes.

Please refer to: Information for Applicant Cities Participating in the Candidature Acceptance Procedure for the XXI Olympic Winter Games 2010, sections 5.10 Venue Construction and Overlay and 5.11 Venue Operations, for further information.

QUESTIONS

8.1 Guarantee of use

In accordance with the list of venues given in 7.2, provide a table giving a list of:

- agreements **signed** with the owners concerned (see Guarantees)
- agreements **to be signed**.

Has the Candidate City secured control of all commercial rights (e.g. in-stadium signage, catering and concessions signage and services, venue naming rights, etc.) for the future OCOG, related to existing or hereafter developed Olympic venues (both competition and non-competition

venues) for the period of the Games, including the five days preceding the Opening Ceremony and the two days following the Closing Ceremony? (see Guarantees).

The agreement must confirm that the OCOG will have the possibility to rename the site for Olympic use, rather than using an existing name.

Also note the terms of the agreement with respect to existing technology equipment such as scoreboards and videoboards.

8.2 Current state of sites / construction work

In accordance with the list given for 7.2, give in table form:

- the list of existing installations that will not require any construction work prior to the Games
- the list of existing installations requiring permanent modification, construction, renovation, refurbishing, etc.
- the list of installations to be built.

(N.B.: in view of the subjective nature of the above categories, your assessment should correspond to the "Expenditure" item in your budget - see Theme 5 - Finance).

8.3 Financing of work

Provide:

- an estimate of the cost (in year 2002 USD) of all the permanent work to be carried out (as identified in 8.2)
- an estimate of the cost (in year 2002 USD) of all the temporary overlay work to be carried out
- the amount to be provided by the OCOG (amount in figures [in year 2002 USD] and percentage of total)
- the amount to be financed by other organisations which should be specified (amount in figures [in year 2002 USD] and percentage of total), and the relevant guarantees from the competent bodies (see Guarantees). Note whether the government underwrites the funding from any non-government organisations.

(N.B.: your assessment should correspond to the "Investment and operating costs by physical location" table - see Theme 5 - Finance).

8.4 Work schedule

- for existing sites: give the start and finish dates of any permanent work necessary. Indicate also the original date of construction.
- for those sites to be built: give the start and finish dates of permanent work.
- for all sites: give the start and finish dates of overlay

8.5 Tendering Process

For each organisation (e.g. OCOG, government) that will manage a tender for venues, explain the tendering process, including major phases, timelines, protest and appeal procedures, environmental impact assessments and details of the possibility of foreign companies submitting tenders.

Is this process subject to any standing laws, codes or regulations by the city, region, country or other organisation?

8.6 Olympic Games seating capacity

- give the total number of seats
- from among the total number mentioned above, indicate the number of seats reserved for the general public (ticket sales)
- for open-air sites, give (in addition to the number of seats) the potential total capacity according to the area available, transport capacity and the absorption capacity of the entrances/exits.

8.7 Reporting and monitoring

How will progress on the physical delivery of venues (both permanent and temporary works) be centrally reported to the IOC, and by whom (therefore coordinating the group of consultant design and construction organisations that will be involved)?

GUARANTEES

(See theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 8.1** Provide written guarantees from all venue owners which grant control, to the OCOG, of all commercial rights (e.g. in-stadium signage, catering and concessions signage and services, venue naming rights, etc.) related to existing or hereafter developed Olympic venues (both competition and non-competition venues) for the period of the Games, including the five days preceding the Opening Ceremony and the two days following the Closing Ceremony.
- Question 8.3** Concerning the financing of work, provide a guarantee from the competent bodies confirming the amount to be financed by them (amount in figures [in year 2002 USD] and percentage of total).

INTRODUCTION

In accordance with the Agreement between the International Olympic Committee and the International Paralympic Committee (IPC) regarding the organisation of the Paralympic Games (hereafter referred to as 'the IOC-IPC Agreement'), the OCOG shall assume, along with the IPC, the responsibility for the organisation of the Paralympic Games.

The IOC-IPC Agreement is attached as an annex to the Host City Contract. Candidate Cities are encouraged to review the IOC-IPC Agreement to understand the content and information contained within it.

In addition, the Guidelines for the 2010 Paralympic Winter Games are annexed to this Manual for the information of the Candidate City. These guidelines present supplementary information to that contained in the IOC-IPC Agreement. Both documents should be carefully reviewed prior to the completion of the questions in this theme.

QUESTIONS

9.1 Dates of the Paralympic Games

Specify your proposed dates for the Paralympic Games.

9.2 Structural organisation of the Paralympic Games

Describe the structural integration of the organisation of the Paralympic Games within the Organising Committee of the Olympic Games.

9.3 Sites:

9.3.1 Provide a table of the proposed sites indicating:

- a. total number of sites
- b. name (if used for the Olympic Winter Games, please use same name)
- c. proposed use for each site
- d. modification or construction required to meet the needs of the Paralympic Games
- e. estimated cost of above-mentioned work

- f. state of negotiations with site owners (signed agreement / date on which signature is expected)
- g. spectator capacity during the Paralympic Games
- h. travel times from the Paralympic Village(s)

9.3.2 Provide a map indicating the location of the above mentioned sites and the Paralympic Village(s), with all distances in kilometres.

9.4 Paralympic Village(s)

Indicate whether the Olympic Village(s) will be used for the Paralympic Games.

- Provide a plan of the Village(s) in Paralympic mode
- Provide plans for the layout of the Paralympic Village(s) – general areas and room layouts.

9.5 Competition Schedule

Provide a draft daily competition schedule of the Paralympic Games, including the following elements:

- Opening and Closing Ceremonies
- Days of competition (by sport/discipline)
- Finals (by sport/discipline)
- Days of practice (by sport/discipline)

9.6 Paralympic Games Operations

Specify your plans for the following during the Paralympic Games:

9.6.1 Transport

Describe the transport concept of operations during the Paralympic Games for:

- Paralympic family
- athletes
- spectators
- media

9.6.2 Accommodation

In addition to the Paralympic Village(s), describe your Paralympic Games accommodation plan for the following categories of persons:

- Paralympic family (including technical officials as per the Paralympic Games Guidelines)

- media (media villages and/or hotels)
- sponsors and spectators

9.6.3 Security

State whether the security plan for the Paralympic Games will be the same as for the Olympic Winter Games? If not, indicate:

- which body will have overall responsibility for security?
- what resources do you plan to provide?

9.7 Customs and immigration

List the quarantine regulations of your nation that relate to the temporary importation of guide dogs for the blind.

9.8 Marketing

Please provide a general overview of your marketing plan for the Paralympic Games.

9.9 Disability awareness

Will a disability awareness and education training programme be made available to all paid staff, volunteers and security personnel to ensure that communication, assistance and conflict resolution is handled in an appropriate, professional and sensitive manner with regard to people with disabilities?

9.10 Communications strategy

Please provide a general overview of your Paralympic-specific communications strategy as well as of media facilities and services for the Paralympic Games.

9.11 Financing:

9.11.1 Describe how and by whom the Paralympic Games will be financed.

9.11.2 Provide the high level budget for the Paralympic Games.

9.11.3 Provide all letters of guarantee from any funding sources you may have obtained, including government – federal, regional, municipal or others (see Guarantees).

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 9.11.3 Provide all letters of guarantee from any funding sources (federal, regional, municipal or others).

INTRODUCTION

The Olympic Village is the heart of the Olympic Winter Games for approximately 3,750 athletes and team officials. Athletes from all around the world will reside in the Olympic Village which should be a place where they are able to prepare for competition without being disturbed by the outside world (e.g. media, visitors, sponsors).

The Olympic Village should facilitate the interaction of athletes to promote the Olympic ideals, allowing them to experience the cultural differences of the Olympic Family.

For Olympic Winter Games, it is anticipated that athletes and officials will want to live near the venues so, where appropriate, additional Olympic Villages may be situated close to the mountain venues depending on distance and difference in altitude in relation to the Olympic Village. Where additional villages are planned, the number of beds in the main Olympic Village can be reduced accordingly.

The Olympic Village is one of the largest projects the OCOG must undertake in preparing for the Olympic Winter Games. The OCOG must respect the requirements for the Olympic Village as laid down in the following documents: Host City Contract, IOC Olympic Village Guidelines and NOC Requirements and the Olympic Charter. In addition, during the initial planning stages, the OCOG must carefully consider the post-Olympic legacy of the Olympic Village site.

Designs for previous Olympic Games Villages have included new residential housing projects, campus style villages and privately operated housing schemes. Local architecture and design companies should be encouraged to take part in designing the Olympic Village to help promote local culture and to publicise striking local architectural features and construction techniques.

It is the OCOG's responsibility to cover the travel costs of NOC delegations participating in the Olympic Winter Games (all duly qualified and accredited athletes and all duly accredited team officials entitled to stay in the Olympic Village(s) according to the IOC Entries for Sports Competitions and Accreditation Guide) from the capital city or main airport designated by each NOC to the international gateway airport of the Host City, in economy class.

QUESTIONS

- 10.1 Location and distances
- 10.1.1 On the maps requested in theme 14, indicate the proposed area of the Olympic Village(s) including local transport routes.
- 10.1.2 On Chart IV, indicate the exact travel distances (in km) and journey times (in minutes by bus) from the Olympic Village(s) to the sites.
- 10.2 Describe the urban characteristics of the Olympic Village(s) indicating type of accommodation: apartments, campus, hotel, etc.
- 10.3 Give a schedule for the various stages of the Olympic Village(s) including design, construction and fit out. A critical analysis pathway should be provided from conception to the completion of fit out six months prior to the Games.
- 10.4 Present plans which include:
- 10.4.1 how the NOC units will be organised (plans and cross sections, on a scale of 1:200 with the dimensions clearly marked) indicating their positions within the site;
- 10.4.2 how the apartments and rooms will be organised (plans and cross sections on a scale of 1:200 with the dimensions clearly marked) including details of equipment and furnishings;
- 10.4.3 the surface area in m² (wall to wall) of the single and double rooms;
- 10.4.4 the planned total number of beds specifying:
- number of single rooms
 - number of double rooms
- 10.4.5 the amount of floor space per person.
- 10.5 Provide a layout of the International and Residential zones with emphasis on the location of the dining areas, access points and transport mall.
- 10.6 State the total surface area for the dining halls in m², the number of dining halls and the number of seats in each one.
- 10.7 Who will be responsible for the construction of the Olympic Village(s)? Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Olympic Village(s) is in keeping with the city development plan and the standards to be met to obtain planning

permission (see Guarantees).

- 10.8 Provide a guarantee regarding funding for the construction of the Olympic Village(s). A marketing proposal should be provided if the project is to be funded by a private company. If the national authorities are to subsidise construction of the Olympic Village(s), provide a guarantee from the respective department stating the amount of funds to be allocated. If the Olympic Village(s) is(are) to be rented, provide a guarantee stating rental costs (see Guarantees).
- 10.9 Should existing buildings and infrastructure be used in the Olympic Village(s), provide a guarantee stating the agreement of the owners to allow the use of the property for Olympic purposes (see Guarantees).
- 10.10 Evidence should be provided that appropriate environmental studies have been undertaken for the site (including possibilities of natural disasters).
- 10.11 NOC delegations – travel costs
 - 10.11.1 Provide a guarantee that the OCOG will cover the travel costs of NOC delegations participating in the Olympic Winter Games (all duly qualified and accredited athletes and all duly accredited team officials entitled to stay in the Olympic Village according to the IOC Entries for Sports Competitions and Accreditation Guide) from the capital city or main airport designated by each NOC to the international gateway airport of the Host City, in economy class. The guarantee must specify that the OCOG agrees to abide by the procedures and deadlines determined by the IOC (see Guarantees).
 - 10.11.2 What amount is budgeted for these travel costs?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 10.7** Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Olympic Village(s) is in keeping with the city development plan and the standards to be met to obtain planning permission.
- Question 10.8** Provide a guarantee regarding funding for the construction of the Olympic Village(s). If the national authorities are to subsidise construction of the Olympic Village(s), provide a guarantee from the respective department stating the amount of funds to be allocated. If the Olympic Village(s) is (are) to be rented, provide a guarantee stating rental costs.
- Question 10.9** Should existing buildings and infrastructure be used in the Olympic Village(s), provide a guarantee stating the agreement of the owners to allow the use of the property for Olympic purposes.
- Question 10.11.1** Provide a guarantee that the OCOG will cover the travel costs of NOC delegations participating in the Olympic Winter Games (all duly qualified and accredited athletes and all duly accredited team officials entitled to stay in the Olympic Village(s) according to the IOC Entries for Sports Competitions and Accreditation Guide) from the capital city or main airport designated by each NOC to the international gateway airport of the Host City, in economy class. The guarantee must specify that the OCOG agrees to abide by the procedures and deadlines determined by the IOC.

THEME 11: MEDICAL/HEALTH SERVICES

INTRODUCTION

Staging the Olympic Winter Games requires an adjustment of the health services of the Host City which must be carried out in such a way as to ensure that the structure of existing services within the Host City is not adversely affected.

The Host City Contract outlines the obligations to be fulfilled by the city organising the XXI Olympic Winter Games.

The manuals published by OCOGs, in particular: Medical Guide, Drug Formulary and Anti-Doping Code, also provide much useful information.

QUESTIONS

The information requested below must be provided by the relevant public health authorities (in each case, specify the source of information):

11.1 Health system

11.1.1 Provide a graphical summary of all the health data of a) your city and b) your country, over the last ten years, concerning:

- birth rate
- death rate
- infant mortality rate
- morbidity rate (number of ill persons per head of population)
- age distribution
- hospitalisation rate per head of population

If applicable, briefly explain any epidemiological problems over the last ten years.

11.1.2 Give a general outline of the medical system currently in operation in your city and region.

For the current hospital services, give:

- number of hospitals and their geographical distribution
- number of beds
- departments: specialities and personnel
- heavy equipment and its distribution
- operational procedure for your emergency services only

- 11.1.3 Describe your social system for managing medical expenses. Explain the arrangements for foreign nationals visiting your country.
- 11.1.4 Ambient air quality:
- Provide detailed information on the ambient air quality (according to international standards) in the Candidate City, including an assessment of the analyses performed over the last five years (for the period during which you intend to hold the Games) and the testing methods used.
- Explain any significant differences in data between different parts of the city or other Olympic sub-sites.
- 11.1.5 Water quality:
- Provide detailed information on the drinking water quality (according to international standards) in the Candidate City, including an assessment of the analyses performed over the last five years, the testing methods used and the system of supply.
- 11.1.6 Describe the resources in your city, region and country to counter epidemiological risks, and list the organisations responsible in controlling this issue.
- 11.1.7 List the teaching hospitals in your city or nearby. For each one, list the existing medical departments and the sports-medicine, physiology and biomechanical research laboratories.
- 11.1.8 Specify what legislation is in force in your country (region and city, if this is different) concerning the practice of medicine, and describe the organisation of the health service (general practice, hospitals, paramedical).
- 11.1.9 Does your country have any legislation on doping? If yes, give details.
- 11.2 **Arrangements envisaged for the Games**
- 11.2.1 Describe the plans for investment in healthcare facilities in your city and region over the next ten years, and any additional investments which would be entailed, should the city be elected to host the Olympic Winter Games.
- 11.2.2 Provide a guarantee from the relevant national, regional and local authorities that these plans are practicable and compatible with the harmonious development of your country, region and city (see Guarantees).
- 11.2.3 Explain how the Olympic Winter Games will fit in with your first aid, transport and emergency services.

- 11.2.4 Describe existing plans for evacuation and assistance in the event of a natural disaster, specifying the chains of command and transfer of responsibilities.
- How will these be affected by the Olympic Winter Games?
- If the chain of responsibility and command would change due to the Olympic Winter Games, give details.
- 11.2.5 Is there an IOC-accredited laboratory on your territory?
- If so, do you intend to use it? Give a brief indication of the procedures envisaged for sample transportation. Indicate the distance (in km) and travel time between the accredited laboratory, the Olympic Village(s) and the venues.
- If there is no accredited laboratory on your territory, outline the procedures envisaged for performing doping controls.
- 11.2.6 Specify the hospital(s) that would be used for the Olympic Family, giving the number of beds, and the distance (in km) and travel time (by car) from the Olympic Village(s).
- 11.2.7 How do you propose to recruit, select and train the personnel necessary for the health services put in place for the Olympic Winter Games?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 11.2.2** Provide a guarantee from the relevant national, regional and local authorities that plans for investment in healthcare facilities in your city and region over the next ten years, as well as any additional investments which would be entailed should the city be elected to host the Olympic Winter Games, are practicable and compatible with the harmonious development of your country, region and city.

INTRODUCTION

In order to guarantee that the Olympic Winter Games are peaceful and orderly, it is imperative that the Candidate Cities possess the necessary infrastructure to guarantee total security, discreetly but efficiently, and to provide a safe environment within which the Olympic Family and the Organising Committee may fulfil their tasks.

General principles

The Candidate City must define some general principles to serve as a basis for the future security strategy plan that will be developed by a group of experts, once the Host City has been designated.

The general principles of the following aspects should be defined:

- plans for data collection before the Games
- general security criteria for:
 - Olympic Villages
 - competition, warm-up and training facilities
 - Olympic risk centres (MPC, IBC, etc.)
 - Olympic Family accommodation
- categories of emergency plans for the Olympic facilities and in the area affected by the Games
- access control plans for people, vehicles and equipment to the Olympic enclosures before, during and after the Games
- special security plans for the torch relay and the Opening and Closing Ceremonies
- transport security plan for the various categories of Olympic Family members
- security plan for authorities and dignitaries
- security plan for sports delegations identified as being high risk
- security procedures concerning Olympic Family members' arrival in and departure from the Host City:
 - security at the airport or railway stations
 - import/export of special sports equipment (weapons, ammunition, etc.)
 - arrival and departure procedures
- security plans connected with the outskirts of the city and secondary Olympic sites
 - security of main public services (energy, water, fuel, transport networks, etc.)
 - evacuation and emergency plans for all Olympic facilities
 - security of air space
 - security of telecommunication networks, computer systems, etc.
 - underground security plans at Olympic facilities and in general
- implementation of additional measures throughout the Olympic territory to prevent crime and care for crime victims

- initial criteria for the management of security personnel in terms of:
 - recruitment
 - selection
 - training
 - logistics (accommodation, transport, catering, health services, etc.)

QUESTIONS

- 12.1 Provide an analysis, by a competent authority, of the situation with respect to any risks posed by activist minorities (religious, political, ethnic, etc.) or terrorist groups in the country or region. Specify the measures envisaged for preventing acts of terrorism by international groups.
- 12.2 Identify the public and private organisations that will be involved with security during the Games. Identify what the specific responsibilities of each will be and how they will be integrated and coordinated, both amongst themselves and with the OCOG, throughout planning and operations. Identify any existing key organisations that will not be involved in Games security.
- 12.3 Provide estimates of the available human resources in the region and city in terms of police and emergency services.
- 12.4 Prepare an estimate of the human resources that would be used in the operational implementation of security during the Games. What proportion of these will come from another region and will need varying degrees of logistical support?
- 12.5 Will it be possible to use the resources of the Armed Forces in the Games security operation, and if so, in what capacity?
- 12.6 Does legislation permit a single management structure that will be effective whatever the provenance of the human and technical resources that are used, and without functional or territorial restrictions?
- 12.7 If necessary, would your government be willing to make modifications to the laws, standards and administrative procedures considered necessary within the legislative organisation of the country in order to achieve an efficient structure and a security operation that is appropriate to the special circumstances of the Olympic Winter Games?
- 12.8 Will the Intelligence Services be involved?
- 12.9 Is it possible to limit and exercise effective control over the use of air space affected by the Games?

- 12.10 Provide a guarantee from the highest government authority of the country that the government will guarantee the safety and the peaceful celebration of the Olympic Winter Games. Detail how security costs will be met and by whom (see Guarantees).
- 12.11 In the event that the regional government has authority over public security or emergencies, in addition to the guarantee mentioned in 12.10, the highest authority of the regional government must also provide a written guarantee in the same or similar terms (see Guarantees).
- 12.12 Within the structure of the OCOG, will there be a department responsible for security matters? What will its functions and responsibilities be?
- 12.13 Provide diagrams of the following:
- a. organisation of the general planning and operational planning phases
 - b. organisation of the implementation phase of Games security
- 12.14 Provide an analysis of the general risks connected with the Olympic territory:
- a. fire (buildings, industry, forests)
 - b. intrusion into Olympic facilities
 - c. civil disobedience
 - d. crime
 - e. technological risks to services essential to the Games
 - f. traffic
 - g. natural catastrophes (earthquake, flood, volcano, hurricane, avalanches, etc.)
 - h. other catastrophes (chemical, biological, nuclear, plane crash, serious land accident)
 - i. terrorism
 - j. major traffic accident, including in tunnels
- 12.15 Detail the experience of your city/region and country in the organisation of security in major international events (particularly sports events). Information to be provided: event, year, duration in days, number of participants / dignitaries and VIPs / attending spectators / security personnel.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 12.10 Provide a guarantee from the highest government authority of the country that the government will guarantee the safety and the peaceful celebration of the Olympic Winter Games. Detail how security costs will be met and by whom.
- Question 12.11 In the event that the regional government has authority over public security or emergencies, in addition to the guarantee mentioned in 12.10, the highest authority of the regional government must also provide a written guarantee in the same or similar terms.

INTRODUCTION

Meeting accommodation requirements and demands is of vital importance to the success of the Games and is one of the greatest challenges an OCOG faces.

As can be seen below, the OCOG must provide a considerable number of rooms to meet the requirements of various categories of persons, both accredited and non-accredited, according to contractual obligations, as well as national and international spectators and visitors to the Games.

In the Candidature phase, it is essential to negotiate and obtain commitments from individual hotels, as Candidate Cities must provide guarantees from individual hotels committing to the number of rooms to be made available per hotel for the Olympic Winter Games and the room rate. Your national/regional hoteliers' association, if such a body exists, may be able to assist you in these negotiations.

Key factors in the selection process of a future Host City are a city's ability to guarantee the required number of rooms and enact a plan for clearly legislated price control. It is critical that fair and equitable pricing formula controls are in place to prevent price gouging. Pricing increases reflect poorly on the Olympic Games and could adversely affect long-term economic benefits for the Host City.

Tariffs

The Host City Contract does not fix a room rate but requires the OCOG to provide a number of rooms at special rates for the constituent groups listed in a-h below.

Candidate Cities will be required to specify the maximum room rate (including breakfast and taxes) negotiated with individual hotels in USD 2010 value for members of the Olympic Family staying in the IOC official headquarter hotel(s) (category b).

For persons not benefiting from the Olympic Family rate, the OCOG must provide the required number of rooms, specify room rates and describe how such room rates will be indexed to 2010 and controlled. These rates will, of course, have to be approved by the IOC.

Room requirements

The different constituent groups for whom the OCOG is responsible for providing accommodation are summarised below. The number of rooms required is approximately 20,000.

- a. athletes and team officials (Olympic Village(s)) at OCOG cost; "As" officials (hotels / campus) at their cost (rate to be approved by the IOC);
- b. Olympic Family (IOC, IFs and NOCs) at their own cost in the IOC official Headquarter Hotel(s). (IOC Olympic Family rate proposed by the 2010 Candidate City);
- c. judges and referees (villages and/or hotels) at OCOG cost;
- d. media including broadcasters (hotels / villages) at their cost (rate to be approved by the IOC);
- e. TOP sponsors, local OCOG sponsors and technical staff of sponsoring companies (hotels) at their cost (rate to be approved by the IOC);
- f. Heads of State and international guests at OCOG and/or individual cost (rate to be approved by the IOC);
- g. volunteers and staff at OCOG cost (including contractors, technicians etc.);
- h. observers;
- i. spectators.

Description of each constituent group mentioned above

a. Athletes and team officials

Athletes and team officials are accommodated in the Olympic Village(s).

It is not possible at this time to specify the maximum number of such competitors, team officials and other team personnel accommodated in the Olympic Village(s). A final estimate shall be provided upon completion of the 2006 Olympic Winter Games. At the present time, however, the OCOG shall undertake to provide accommodation for at least 3,750 persons.

The Olympic Village(s) shall be available, with all necessary services, not later than eight days before the Opening Ceremony until at least three days following the Closing Ceremony of the Games.

Room and board at the Olympic Village(s), during the period that it is made available, shall be provided free of charge for the competitors and those team officials entitled to stay in the Olympic Village(s).

“As” officials:

The number of team officials accommodated in the Olympic Village(s) is not always sufficient to meet Olympic team requirements. In this respect, the IOC has made provision for an “As” accreditation category for team officials not residing in the Olympic Village and whose accommodation costs are covered by the NOCs. Approximately 50% of “As” team officials request rooms from the OCOG which should preview approximately **600 rooms** in hotels or campus style accommodation. The cost of such rooms will be paid by the NOCs at a room rate to be approved by the IOC.

b. Olympic Family: IOC, IFs, NOCs at IOC official Headquarter Hotel(s)

This group includes:

- IOC members (honorary members and honour members) and accompanying persons
- Presidents and Secretaries General of IFs whose sport is included in the programme of the Olympic Winter Games, and persons accompanying them, as well as other IF officials designated by the IOC;
- Presidents and Secretaries General of IFs whose sport is on the programme of the Games (Olympiad) and persons accompanying them.
- Presidents and Secretaries General of the participating NOCs and accompanying persons;
- IOC Management and staff;
- IOC Interpreters;
- IOC commission members;
- IOC advisors, consultants, agents and experts;
- IOC guests;
- Official delegations of Organising Committees of future Olympic Games;
- Official delegations of Organising Committees of future IOC Sessions;
- Official delegations from Applicant/Candidate Cities for future Olympic Games;
- Delegates of recognised IFs or organisations;
- Other accredited persons as determined by the IOC Executive Board.

The above-mentioned persons will be accommodated in the official headquarter hotel(s) (4*) designated by the IOC Executive Board.

The estimated number of **rooms** required for the Olympic Family is **950**.

IFs - NOCs (other requirements)

Additional IF requirements:

Each International Federation, the sport of which is on the programme of the Olympic Winter Games, will require a headquarters hotel for the members of its Executive Board, technical delegates, staff, etc. generally close to the competition sites of its sport. The category of hotel will be chosen by the IF concerned (3-5*).

The estimated number of **rooms** required is **200**. This total includes a number of IF guests.

NOC guests:

Each NOC will also have a number of guests which varies from one NOC to another. NOC guests should be accommodated in 3-5* hotels. The estimated number of **rooms** required is **between 1,000 and 2,000**.

c. Judges and referees

International: The international judges and referees nominated by the IFs shall be accommodated in hotels close to the competition sites of their respective sports. (Note: Some international judges and referees are also members of their IF board.)

The category of accommodation will be of medium to high level (minimum 3*) and the cost will be borne by the OCOG. The number of **rooms** required is estimated at **320** in single occupancy.

National: the OCOG will also need to provide, at their cost, rooms for national judges. In most cases these persons are considered as volunteers from the national federations. The estimated number of **rooms** required is **120**.

d. Media and Broadcasters

Media representatives (written and photographic press, rights-holding broadcasters and the Olympic Broadcasting Organisation) should be accommodated in hotels of different categories (majority 3*-4* with some 5*) so as to offer a range of prices. The number of **rooms** required is estimated at **8,000**. It is important to note that 80% of the accredited media should be accommodated in single occupancy.

Where the hotel infrastructure of the Host City is insufficient to cater also for the needs of the media, the OCOG must provide a media village (or more than one, depending on the configuration of the Olympic venues). The media village(s) must be of good hotel standard (3*-4*).

Rights-holding broadcasters also have a need for hospitality rooms in 4*-5* hotels for their guests (approximately **1,000 rooms**).

e. TOP Sponsors, OCOG Sponsors and Technical Staff of Sponsoring Companies

This category includes:

- representatives of the IOC's TOP programme
- representatives of the OCOG's national sponsor programme
- Technical staff of sponsors

The sponsors must be accommodated in superior category hotels. The estimated number of **rooms** required is **3,000**.

The OCOG must accommodate sponsors' support and technical staff that provide services for the Games operations. This accommodation should be of moderate quality and price, should include basic amenities and should be located near venues where such staff will be working. Depending on the structure of the OCOG, the number or **rooms** can be in the region of **700**.

f. Heads of State and International Guests

The OCOG shall make provisions for providing adequate accommodation for Heads of State, sovereigns or heads of government and international guests whom the OCOG wishes to host during the Games.

g. Volunteers and Staff (including Contractors, Technicians, etc.)

The OCOG must make provision to accommodate Games-related workforce who do not live in the region. This accommodation should be of moderate quality and price and be located close to the venues where they will be working.

h. Delegations of Future Organising Committees and Observers

It is important to note that the future Organising Committees of the Olympic Games will bring a certain number of observers in addition to the official delegations (accommodated at the IOC official Headquarter Hotel[s]) for whom the OCOG shall provide sufficient accommodation at reasonable rates (to be approved by IOC) close to their field of observation.

The estimated number of **rooms** required is approximately **200**.

i. Spectators

Whilst the OCOG is not responsible for providing rooms for spectators, the Host City must have sufficient rooms available, at reasonable prices, and within reasonable distance from the competition sites. It should be borne in mind that the quality of rooms available and distance from the competition sites will have an effect on ticket sales.

ACCOMMODATION PLANNING

The following must be completed during the candidature phase:

- analyse overall room needs in accordance with the various constituent groups and spectator needs (number of rooms, quality, etc.)
- make an inventory of rooms available
- obtain guarantees to go ahead with new construction
- negotiate with individual hotels and, before the Host City election, sign a contract guaranteeing the availability of an adequate number of rooms
- negotiate a maximum hotel room rate (including breakfast and tax) for the Olympic Family and for other constituent groups attending the Olympic Winter Games
- perform an initial allocation of types of accommodation on the basis of the different constituent groups
- designate and obtain guarantees for areas for villages for judges and referees and the media
- confirm minimum period of reservation – one day prior to Games until Closing Ceremony

QUESTIONS

13.1 Provide a map indicating the location of the hotels of the city/region. Use different colours to indicate:

- Existing hotels (blue)
- New hotels for which construction authorisations have already been signed (yellow)
- New hotels required to host the Olympic Winter Games (red)

On the map, indicate a radius of 10, 50 and 100 km from the city centre/the main competition sites.

Provide captions indicating for each hotel:

- Name and Category (level of comfort)

13.2 Complete attached Charts A and B regarding hotel room availability, allocation and rates (see Guarantees):

13.2.1 Chart A: Existing Hotels

13.2.2 Chart B: New hotels for which construction authorisations have already been signed

13.3 Olympic Family – rooms and rates

13.3.1 How many rooms are secured for the Olympic Family?

13.3.2 Clearly stipulate the maximum price in 2010 USD that would be charged to the Olympic Family for such rooms. This price must be all inclusive (e.g. including breakfast and taxes).

Should the price of such rooms in 2010 be higher than the price quoted in your Candidature File, the OCOG must pay the difference (this should be clearly indicated in your budget).

The letters of guarantee from individual hotels concerning the number of rooms available and the room rate must be given to the IOC (see Guarantees).

13.4 Give the maximum hotel room rate in USD (today and in 2010) for each constituent group not covered by the Olympic Family rate. Describe how such room rates will be indexed to 2010 and controlled.

13.5 Provide details regarding your accommodation plan for spectators during the Games.

13.6 Provide a brief explanation of how your accommodation plan is linked to public transportation arrangements.

13.7 If applicable, list the other accommodation possibilities which could be envisaged. What would be the capacity of this additional accommodation?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 13.2 / 3

Provide the letters you have obtained guaranteeing room availability and prices for the Olympic Family and other constituent groups during the Olympic Winter Games from the owners concerned (Chart A* and B*).

Question 13.2.2

Provide the construction authorisations and timelines for all hotels to be built from the competent authorities (Chart B **).

CHART A: Existing hotels
Question 13.2.1 Accommodation

A.1: Constituent group: Olympic Family (see theme 13, point b)

#	Name of hotel	Category	Number of rooms	Constituent Group	* Guarantees obtained	
					N° of rooms guaranteed	Signed by (body/name)

A.2: Constituent groups: Other (see theme 13)

#	Name of hotel	Category	Number of rooms	Constituent Groups	* Guarantees obtained	
					N° of rooms guaranteed	Signed by (body/name)

Cross-reference to caption on Map (see question 13.1)

* All original guarantee letters must be given to the IOC

CHART B: New hotels for which contracts have already been signed
Question 13.2.2 Accommodation

B.1: Constituent group: Olympic Family (see theme 13, point b)

#	Name of hotel	Category	Number of rooms	Constituent Group	** Construction guarantees			*Guarantees obtained		
					Obtained (yes/no)	Signed by (body/name)	Construction timelines		N° of rooms	Signed by (body/name)
							Begins	Ends		

B.2: Constituent groups: Other (see theme 13)

#	Name of hotel	Category	Number of rooms	Constituent Groups	** Construction guarantees			*Guarantees obtained		
					Obtained (yes/no)	Signed by (body/name)	Construction timelines		N° of rooms	Signed by (body/name)
							Begins	Ends		

Cross-reference to caption on Map (see question 13.1)

* All original guarantee letters must be given to the IOC

** All original letters concerning construction guarantees must be given to the IOC

INTRODUCTION

The experience of previous editions of the Games shows that one of the keys to their success is an efficient transport system. The successful staging of the Games depends on effective organisation and the ability of the transport system to allow all personnel to perform their specified roles. The slightest negligence may have serious repercussions, which may be extremely damaging to the image and smooth running of the Games. It is therefore necessary to have highly qualified and trained personnel, who are perfectly acquainted with the needs of the athletes, team officials, IF delegates, media representatives and the hundreds of thousands of spectators who attend the Games. An overview is given in the "Information for Applicant Cities Participating in the Candidature Acceptance Procedure for the XXI Olympic Winter Games 2010".

In view of the importance of the transport function, it is essential that a detailed analysis of the transport and logistical organisation at previous Games is carried out and the crucial elements are drawn upon when preparing the Candidature. The planning and management tasks involved are extremely complex, culminating during a period of approximately three weeks.

Six different categories of users define the demand for transport:

- 1) The Olympic Family: including athletes and team and technical officials
- 2) Media
- 3) The Organising Committee for the Games, support staff and volunteers
- 4) Sponsors
- 5) Spectators
- 6) The general public

The first five categories of traffic requirements are in addition to the base traffic linked to the normal public activities of the city and region.

Questions are structured in four points: (A) Supply, (B) Demand, (C) Global planning and operational concepts and (D) Command and Overall Traffic Management.

Point (A) is related to existing, temporary or permanent, and future transport infrastructures needed to meet the demand, which in turn must be clearly estimated.

Point (B) therefore requests transport data, requirements, levels of service and principles, in particular for the Olympic Family, as well as support staff and spectators, given the needs of the Olympic Family described in the Host City Contract and in the Questionnaire for 2010 Applicant Cities.

Points (C) and (D) express the relationship between transport supply and demand in terms of operation and traffic management. The OCOG must provide quality

transport services that correspond to the needs of the above-mentioned first four customer categories and their functions. However, spectator traffic and general public traffic must also be accounted for in transport planning and operations and Games time traffic management.

Moreover, all projects listed are to be accompanied by guarantees.

Five documents (*Maps A, B and C, Charts I and IV*)¹, requested in the *Candidature Acceptance Procedure*, will serve as a basis to respond to the questions in this theme. All maps must include a graphical scale, an arrow indicating north, the reference year and captions. **All measurements must be metric.**

The above-mentioned Maps A, B and C and Charts I and IV must be updated and annexed to this theme in your Candidature File.

QUESTIONS

A. SUPPLY

Air transport

14.1 Airport data (2002 and 2010)². Indicate, in table form, the following data regarding the airport or airport system for the Games: number of national and international departure gates, terminal capacity [passengers/hour]³, runway(s) capacity [movements/hour], night flight ban, location, distance and travel time to the city centre and all Villages. If applicable, specify what airport improvements will be made for the Games. What are the types and lengths of surface transport links from the airport or airport system to the IOC Hotel, to the main Olympic Village and to the Main Press Centre?

14.2 Flight network (2002). List the number of national and international scheduled direct flights. Indicate the split between continents and cities served by your airport(s) scheduled flights and the number of weekly flights.

¹ *Map A:* Concept
Map B: Existing, planned and additional Transport Infrastructure
Map C: Existing, planned and additional Sports Venues + Olympic & media village(s)
Chart I: Existing, planned and additional Transport Infrastructure
Chart IV: Table with distances and journey times

² The information presented should refer to the moment your candidature is submitted (2002) and / or at Games time (2010), depending on the question

³ [*]: Please use the unit specified in square brackets

Motorways, main roads and parking

- 14.3 Network (2002 and 2010).** Referring to *Maps B* and *Chart I*, present the road and motorway network which will play a key role during the Games. Are there alternate ways to reach the competition and non-competition venues?
- 14.4 Main parking areas (2002 and 2010).** What is currently available in terms of parking and what do you estimate are the additional needs during the Games at competition and non-competition venues? Illustrate the location of these parking areas, their capacity [cars, buses] and the potential users.

Public transport system

- 14.5 Network (2002 and 2010).** Referring to *Map B* and *Chart I*, present the network and public transport lines (on road or rail if available) which will play a key role during the Games. Indicate the different ways of reaching competition and non-competition venues. What improvements will be available at Games time?
- 14.6 Vehicles and traffic (2002 and 2010).** Provide information on the fleet and rolling stock [vehicles by main categories and average age] of the principal transport companies, current traffic loads [passengers/h] together with supplemental capacities provided at Games time. How many vehicles (buses, vans, tramways, subway and suburban rail vehicles) do you expect to add to the existing fleets for the Games? What part of the fleet will be of low emission type?

Distances and journey times in the Olympic region

- 14.7 Table of distances and journey times (2010).** In response to questions 14.1 to 14.6 and using *Chart IV*, indicate up-to-date distances [km] and the average and peak-hour journey [minutes] at Games time. Specify the journey time by car, bus and by rail public transport (if available), for 2002 and 2010.
- 14.8 Maps (2010).** Plot all transport infrastructures and services mentioned above on a map (B) (airports, public transport network, road network) linking the Olympic stadium, competition and training venues, IBC/MPC, Olympic Village(s), media village(s), IOC hotels, sponsor Hospitality centre, etc.

B. DEMAND

- 14.9 Overall needs (2010).** What number of personnel (staff and volunteers) will be needed for Olympic transport, communication, security, support and service functions? Describe recruitment and training programmes for the Games.
- 14.10 Spectators (2010).** Estimate the average and maximum number of spectators for each venue [spectators per day and per event], together with the transport resources allocated to them. Indicate how this supply will be distributed in relation to spectator origin.

C. GLOBAL PLANNING AND OPERATIONAL CONCEPTS

Strategic transport plan

- 14.11 Main objectives (2010).** List your main strategic, operational and client group objectives with regard to traffic management and performance during the Games. What constraints will be inherent to the project and what contingency plan will you implement in case of major transport accident, unexpected demand peaks, event rescheduling and adverse weather?

Transport operations

- 14.12 Organisation (2010).** What transport principles are applied for each client category named in the introduction? Distinguish between arrival, departure and Games time logistics, areas considered and demand to be met (people, equipment and delivery).
- 14.13 Measures (2010).** Describe the measures envisaged to facilitate Games traffic flow such as customs formalities, combined identity cards, and Olympic traffic lanes, as well as normal traffic restrictions. What additional measures can you implement to guarantee Olympic traffic punctuality and reliability?
- 14.14 Ticketing (2010).** Do you plan to provide combined electronic ticketing linked to transport access and parking?
- 14.15 Test event and training phases (2002 to 2010).** Prepare a list of events intended for training and testing transport staff and facilities before the Games.

D. COMMAND AND OVERALL TRAFFIC MANAGEMENT

14.16 Authorities (2010). Which authorities (state, region, city, etc.) will be responsible for running, controlling and managing transport activities in the Olympic zone during the Games? How will these different authorities be integrated and coordinated and by whom? How will these authorities be integrated with the OCOG from the strategic planning phase to Games traffic management? Will you operate a transport and security control centre? Under which authority?

14.17 Information (2002 and 2010). Describe the intelligent information technologies and communication equipment designed to control and command traffic and taking into account weather conditions, delays, accidents, diversion routes, special security requirements, etc.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Questions 14.1, 14.3, 14.4, 14.5 and 14.6

Projects (2002 and 2010). For all projected transport infrastructures (planned and additional) mentioned in your replies to questions 14.1, 14.3, 14.4, 14.5 and 14.6, list all required authorisations, the bodies responsible for providing these, construction and transport service deadlines and approximate costs. The original guarantees must be submitted to the IOC.

Chart I – Existing, Planned and Additional Transport Infrastructure

Type of Transport Infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)		Length (km) + capacity (n° of traffic lanes or tracks)		Construction / upgrade			Source of financing (Public/Private/Joint)
		Within City boundary	From City boundary to outlying venues	Start	End	Cost in USD 2002	
EXISTING	- - -						
PLANNED	- - -						
ADDITIONAL	- - -						

TRANSPORT: CHART IV (Chart model for question 14.7)

All distances in km. All travel times in minutes for 2002 and 2010 by bus/car/train	Gateway international airport	Main hotel area	Olympic Village(s)	Olympic Stadium	Media Hotels / Village(s)	MPC /IBC
Gateway international airport						
Main hotel area						
Olympic Village(s)						
Olympic Stadium						
Media Hotels / Village(s)						
MPC / IBC						
Biathlon						
Bobsleigh / Luge						
Curling						
Ice Hockey: - Arena I - Arena II						
Speed Skating						
Short-track Speed Skating						
Figure Skating						
Cross-country skiing						
Ski jumping						
Downhill skiing - Speed event: - men - women - Technical event: - men - women						
Freestyle skiing						
Snowboarding						

INTRODUCTION

Technology plays an extremely important role both during the preparation phase for the Games and during the Olympic Winter Games themselves. It is not possible to organise an event of this scale without the heavy use of technology in all areas, e.g.:

- timing
- results processing
- accreditation
- ticketing
- recruitment of volunteers
- Circulation of information to the various media, to members of the Olympic Family and to the general public at the venues and throughout the world.

Information management and communication tools are therefore critical to the success of the Olympic Winter Games. The technology needed to organise the Olympic Winter Games (which includes information systems and related computer equipment, telephony, communications and telecommunications systems, timing, public address systems, copying machines and photographic equipment for accreditation) requires major financial resources (more than USD 270,000,000 for the Games of Salt Lake City - not to mention the resources needed for the Host Broadcaster).

The products and services currently making up the Olympic Winter Games information systems can be assigned into a number of categories:

1. Timing and scoring
2. Venue results processing systems
3. Games management systems:
 - athlete qualification and registration
 - accreditation
 - human resources (permanent staff and volunteers)
 - accommodation
 - Olympic and media villages
 - transport
 - arrivals and departures of the Olympic Family
 - protocol
 - ticketing
 - competition schedule
 - incident tracking
4. Information systems for accredited persons at venues:
 - information system for television commentators

- results distribution management at all venues in the form of printed reports
 - Olympic Winter Games information system (INFO2010) accessible from kiosks located at Olympic venues
5. The Internet
 6. OCOG administration systems such as:
 - payroll
 - finance and accounts management
 - investment and equipment management
 - project management
 - office automation
 7. Systems integration
 8. Systems management
 9. Basic hardware and software such as:
 - PCs, servers, printers, network equipment
 - operating systems
 - database management systems
 - network management systems

A number of these areas are critical to the success of the Olympic Winter Games. For risk limitation, improved knowledge systems transfer, as well as financial efficiency, the IOC has negotiated and will be able to negotiate, on behalf of the Olympic Family or the OCOGs, long-term agreements with partners or suppliers covering a number of these systems, products and services.

The IOC has already concluded a partnership agreement with the Swatch Group for all Olympic Games from 2004 to 2010. The Swatch Group has major experience managing timing and results for large sports events including the Olympic Games. Therefore, the Swatch Group is responsible for providing areas 1 and 2 listed above. Most of the services will be covered through value-in-kind provided under a sponsorship agreement. The remaining part must be paid by the OCOG.

The IOC has also concluded a partnership agreement with SchlumbergerSema for the 2002 to 2008 Olympic Games. SchlumbergerSema is currently responsible for providing the OCOG with the areas 3, 4, 7 and 8 listed above. Discussion has yet to begin on the basis of how the agreement will extend beyond 2008.

The IOC recognises the importance of the Internet in promoting the Olympic Games and the Host City. The IOC retains all rights relating to the Internet and similar technologies. These rights cover not only the content but also the choice of technical solutions and their implementation.

The implementation and choice of the solutions for the OCOG administration systems, as defined in area 6 above, after discussion with the IOC, shall be the responsibility of the OCOG.

Even in cases where the IOC has concluded agreements with partners or suppliers, the OCOG will be responsible for financing these various areas. With partners, part of the finance may be provided as value-in-kind.

Telecommunications, including wired and wireless telephony, data network, audio and video network, radio systems, CATV and cabling are of paramount importance for the success of the Olympic Games. An efficient infrastructure is required to cope with the high volume demand during the period of the Olympic Games.

QUESTIONS

Telecommunications: the regulatory background

- 15.1 Describe the market's level of openness to competition in the area of telecommunications.
- 15.2 How many licences have been awarded for:
- setting up fixed networks;
 - supplying second generation (e.g. GSM) and third generation (e.g. UMTS) mobile telephony services?
- 15.3 Indicate whether a regulatory body exists for the market, whether this body is tied to government authorities and who issues the licences.

Frequency control

- 15.4 Indicate the body responsible (and any ties) for controlling and allocating the frequencies necessary for radio transmissions.
- 15.5 Have you received an assurance that this body is prepared to allocate the necessary frequencies for the organisation of the Olympic Winter Games? (See Guarantees).
- 15.6 Can you guarantee that there will be no fee charged to the Olympic Family for the reservation and services of allocated frequencies during the period of the Olympic Winter Games? (See Guarantees).

Telecommunications infrastructures

- 15.7 Describe the existing infrastructures and technology (existing networks) linking competition and non-competition venues to support the traffic necessary for the organisation of the Olympic Games (telephony, data network, audio and video circuits). Indicate the existence of any alternative path for back-up purposes. This information must be given by potential telecommunications providers. Provide maps showing these infrastructures.

- 15.8 For each competition and non-competition venue, describe the present capacity (number of simultaneous supported communications) of the mobile network by carrier. Indicate whether all of the roads linking all competition and non-competition venues are also fully covered by these carriers.
- 15.9 If additional infrastructures for fixed and mobile networks have to be built to support the organisation of the Olympic Winter Games, describe these additional infrastructures and list which carriers are ready to build them. Will these carriers charge the OCOG to build these additional infrastructures or will the OCOG only be charged for the usage service based on standard tariffs in effect in the country at this time?
- 15.10 Private radio networks
- 15.10.1 Are their frequencies allocated to trunk radio type services?
- 15.10.2 How many trunk type networks are in operation and what is the level of local and regional coverage?
- 15.10.3 How many subscribers are there to such networks?

GUARANTEES

(See theme 18 – Guarantees)

The original documents must be given to the IOC

Question 15.5 Provide guarantees received from the relevant authorities for the allocation of radio frequencies necessary for organising the Olympic Winter Games.

Question 15.6 Provide guarantees received from the relevant authorities that there will be no fee charged to the Olympic Family for the reservation and services of allocated frequencies during the period of Olympic Winter Games?

THEME 16: COMMUNICATIONS AND MEDIA SERVICES

INTRODUCTION

A carefully managed media relations strategy in the years leading up to the Olympic Winter Games is important to maintain public awareness, to support the OCOG's activities and to build international interest in the Games. It is also critically important to plan for adequate media services during Games time. The media (written press, photographers, radio and television and online media) provide the promotion and coverage of the Olympic Winter Games before, during and after each edition of the Games.

Providing proper facilities and services to the media is essential for the success of the Olympic Winter Games. To plan and prepare to deliver all the necessary facilities and services to the different types of media covering the Olympic Winter Games, the OCOG will have to set up a press operations function and an Olympic Broadcasting Organisation (OBO) at an early stage. The OCOG, through the OBO, will be responsible for producing the international - or multilateral - feed for all television and radio rights holders and to deliver services necessary for all broadcasters to produce their own unilateral signals. It is also responsible for planning, building, equipping and operating the International Broadcast Centre (IBC) and for the broadcasting infrastructure at the competition venues, as well as all broadcast telecommunications. All costs will be borne by the OCOG. In order to ensure the best possible TV production and most successful servicing of the Rights-holding broadcasters, the OCOG will have to create the OBO by signing a contract with Olympic Broadcasting Services (OBS). (The OBO will be in place and operational not later than sixteen months after the formation of the OCOG.)

A. COMMUNICATIONS

As the OCOG evolves from a small management group to a larger entity, it will be necessary to develop a communications strategy to position the OCOG and the 2010 Olympic Winter Games in the public perception. An external communications consultant may help in this respect.

A communications department should be established as soon as possible to continue the work accomplished in this area during the bid phase:

- Promote a clear vision of the Games
- Manage day-to-day media relations
- Communicate effectively with local communities, civic authorities and all constituents of the Olympic Movement

An OCOG head of communications must be appointed at an early stage. He/she will be the official spokesperson with a direct link with the OCOG President and top management and will eventually develop a fully-fledged department.

B. MEDIA FACILITIES AND SERVICES

Media facilities and services are critical elements to the success of the Olympic Winter Games and require many years of planning. The obligations of the OCOG concerning media facilities and services are contained in the Olympic Charter, the Host City Contract and the IOC Media Guide. The Media Guide outlines the requirements that must be met by an OCOG to facilitate media coverage of the Olympic Winter Games.

The total number of media (press and rights-holding broadcasters) accredited to cover the 2002 Olympic Winter Games in Salt Lake City was 8,730. In addition, the Olympic Broadcasting Organisation totalled 1,628. However, only about 8,000 rooms may be needed by this group, excluding hospitality needs (see theme 13 - Accommodation). The total number of media accreditations for 2010 will be determined after the 2006 Olympic Winter Games.

Media working space is divided into two major centres: the IBC and the Main Press Centre (MPC), which serve as the nerve centres for the various types of media. The IBC and the MPC offer facilities such as studios, private offices, common work areas, a photographic laboratory, information services, catering facilities, press conference rooms and other services for accredited media. Additionally, venue media centres need to be planned in most of the Olympic venues with varying levels of facilities.

The MPC and the IBC may be established in two different buildings but should be in close proximity to each other. Economies of scale may be obtained by locating the two facilities in one complex, known as the Main Media Centre (MMC). The MPC/IBC or MMC must be located within reasonable distance of the main competition venues.

One of the first priorities of the Candidature Committee is to identify the various possibilities for housing the MPC and the IBC within the city. Identify existing buildings, such as conference centres or exhibition halls, with numerous, wide, access routes. If such buildings do not exist, suitable land should be identified which corresponds to the above criteria, and preliminary agreement obtained regarding availability should the city be elected. Guarantees must be obtained that the buildings envisaged or sites chosen are capable of housing the important facilities required for telecommunications. Ease of access, proximity to transportation networks and loading/unloading facilities must also be planned well in advance.

Second priority: accommodation must be offered to all accredited media representatives who apply for it, in accordance with the procedure set up in agreement with the IOC, and within the set deadlines.

The Candidature Committee should determine whether it would be able to accommodate all media in hotels or whether it would be necessary to build one or more Media Villages, or use a combination of hotels and villages. Media personnel

have expressed a general preference for hotels because of a perceived higher level of amenities, provided that they are located near the MPC/IBC and competition venues, and fall within an acceptable price range.

Media hotels should be clustered in order to facilitate media transportation to and from the venues. The time needed to travel from the living quarters to the working areas is of vital importance.

If one or more Media Villages is planned, the Candidature Committee should identify the sites which must be built near the MPC/IBC and competition venues.

The planning of the media needs (broadcast, press and photo) at the venues is another early priority. In general, the common priorities for the media are the provision of good working spaces, close accommodation, efficient transportation services, fast and accurate information services and the fulfilment of the latest telecommunications and Information Technology needs.

C. NEW MEDIA

Due to the fast-paced evolution in information technology and new media, it is difficult to assess the needs and specifications of Internet and new telecommunications means seven or eight years in advance.

However, Candidate Cities need to assess and project future needs in telecommunication infrastructure and new media requirements and how this will impact media coverage of the Olympic Winter Games. More information regarding telecommunications and information technology is found in theme 15 - Technology.

QUESTIONS

- 16.1 Describe your vision of the Olympic Winter Games should your city become the Host City of the 2010 Games. Describe the challenges and opportunities you foresee for an OCOG in terms of communications.
- 16.2 Describe how you would build and promote your image and reputation. How do you intend to cultivate local support and interest within your country and community? How do you intend to do so internationally?
- 16.3 Describe how you would structure the communications function in an OCOG, should your city become the Host City of the Games.
- 16.4 Show on map A, requested in theme 14, the location of the IBC and the MPC in relation to the media hotels and village(s) and the competition venues.
- 16.5 State whether the IBC and the MPC already exist or whether they will be built. In both cases, describe the reason for your choice. Have you obtained the

agreement of the owners concerned for the use or construction of these centres? (see Guarantees).

- 16.6 If they have yet to be built, specify the intended post-Olympic use of the MPC and IBC (this will determine the type of structures to be created, i.e. a temporary or permanent construction).
- 16.7 State whether a site(s) for the Media Village(s) already exist(s) or whether it (they) has(have) already been identified and specify the intended post-Olympic use (see Theme 13 – Accommodation). Specify the size and capacity of the Media Village(s). Will it/they be permanent or temporary structures? Have you obtained the agreement of the owners concerned for the use or construction of the Media Village(s)? (see Guarantees).
- 16.8 Describe the extent of experience of your national private or public television companies regarding audio-visual coverage of high-level national and international events (experience over the last 10 years). Separate sports events from other events.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 16.5 Provide all signed agreements obtained for the use or construction of the IBC and the MPC by the owners concerned.

Question 16.7 Provide all signed agreements obtained for the use or construction of the Media Village(s) by the owners concerned.

INTRODUCTION

The Fundamental Principles of the Olympic Charter state:

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

The goal of Olympism is to place everywhere sport at the service of the harmonious development of man, with a view to encouraging the establishment of a peaceful society concerned with the preservation of human dignity (...).

The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play."

It is essential that everyone involved in the planning and organisation of the Olympic Games should bear in mind the Fundamental Principles of the Olympic Movement from which the above paragraphs are taken.

The Olympic Movement, its ideals and the Olympic Games enjoy an image recognised all over the world. It is the task of all members of the Olympic Family, including Candidate Cities and OCOGs, to ensure that this image is positive and serves the Olympic ideal.

In this theme, Candidate Cities are asked to provide an outline of their plans regarding culture and education, and particularly the ceremonies and events associated with the sports competitions, so that the blend of sport and culture expresses the true nature of the Olympic Games. Whilst the details of such programmes will be determined between the IOC and the OCOG, it is important to begin planning in the candidature stage.

A. CULTURAL PROGRAMME

The OCOG must organise a programme of cultural events which shall be submitted to the IOC Executive Board for its prior approval three years before the Games. This programme must serve to promote harmonious relations, mutual understanding and friendship among the participants and others attending the Olympic Games. The Cultural Programme must cover at least the entire period during which the Olympic Village is open.

B. CEREMONIES

There are four types of ceremonial events to be organised before or during the Olympic Winter Games:

- a. the Opening and Closing Ceremonies of the Olympic Winter Games;
- b. the welcome ceremonies at the Olympic Village;
- c. the medal ceremonies;
- d. the Olympic Torch relay.

IOC protocol must be respected for all these events, in accordance with the Olympic Charter and the Host City Contract.

a - Opening and Closing Ceremonies of the Olympic Winter Games

The details of the ceremony programmes must be approved by the IOC.

In addition to spectators from the host country and from around the world, the proposed venue for the Opening and Closing ceremonies must be sufficient to accommodate accredited athletes, team officials and other entitled persons.

b - Welcome ceremonies at the Olympic Village

Each Olympic team must be welcomed at the Olympic Village by the mayor of the village. The ceremony, which takes place on a day fixed in agreement with the head of the delegation, consists of raising the national flag of the team. A small number of team members parade, and the national anthem is played.

Several countries may have their flags raised at the same ceremony. NOC officials, national representatives and media representatives from the team's country may attend the ceremony.

c - Medal ceremonies

Medal ceremonies are governed by the Olympic Charter.

In cases where it is planned to award the medals for one event in a location other than that where the event takes place, the prior approval of the IOC Executive Board is required. Experience has shown that the location must be able to accommodate a large number of spectators.

d - Olympic Torch relay

The Olympic Charter and the Host City Contract govern the Olympic Torch relay. All arrangements relating to the Olympic Torch relay must be submitted by the OCOG for the prior approval of the IOC Executive Board.

C. YOUTH CAMP

The OCOG may, with the agreement of the IOC, organise an international youth camp. This international youth camp aims to bring together young people from throughout the world in order to make them aware of the ideals of the Olympic Movement.

QUESTIONS

- 17.1 Briefly describe the communications and educational programmes you intend to set up during the years leading up to the Olympic Winter Games in order to promote the Olympic ideal.
- 17.2 Briefly describe the programme of cultural events during the Games.
- 17.3 What is your overall budget for the cultural programme mentioned above? What is the budget for the Opening and Closing Ceremonies?
- 17.4 Describe the intended venue for the Opening and Closing Ceremonies of the Games (situation, dimensions, seating capacity, etc.). Provide a map giving the location of the venue and indicate whether the venue already exists or has yet to be built.
- 17.5 Will you organise a youth camp? If so, specify the following:
 - site and location (on a map of the region)
 - type of accommodation (chalets, student lodging, hotel, etc.) and current status (existing or not)
 - capacity
 - duration/dates
 - origin and selection of participants (number of countries, etc.)
 - planned share of the costs (per person in USD) / OCOG contribution
 - planned services and activities (a broad outline).

THEME 18:**GUARANTEES**

A list of all the guarantees asked for in the different themes of the questionnaire appears below. The originals of these guarantees must be duly referenced and submitted to the IOC. The list of guarantees supplied should be included in the Candidature File.

Ref.	Question	Subject of guarantee	Provided by
18.1	1.2	Support	National, regional and local authorities
18.2	1.10	Support	Authorities of other localities concerned by the holding of the Olympic Games
18.3	2.1.1	Covenant of fulfilment of obligations; respect of the Olympic Charter and the Host City Contract	Government
18.4	2.1.2	Covenant of fulfilment of obligations; respect of the Olympic Charter and the Host City Contract	Local and regional authorities
18.5	2.2.1	Representation of the Candidate City by the Candidature Committee and delegation of authority to sign contracts and undertakings	City authorities
18.6	2.3	Necessary legal measures to facilitate the protection of Olympic marks	Government
18.7	3.1	Freedom to perform Olympic function	Competent authorities
18.8	3.3	Import, use and export of goods	Competent authorities
18.9	4.6	Compliance of work with town planning and environmental protection legislation	Local, regional and/or national authorities
18.10	5.1	Financial guarantees including covering any OCOG deficit and expenditure during the period preceding the Games	Competent bodies or authorities
18.11	5.2	Price control	Competent authorities
18.12	6.1.1	Joint Marketing Programme Agreement	Candidate City/NOC
18.13	6.2.1	Legislation concerning ambush marketing	Competent authorities
18.14	6.2.2	Control of advertising space	Relevant space owner
18.15	6.4.9	Coin programme	Competent authorities
18.16	6.4.10	Lottery – programme and shortfall	Competent authorities

18.17	7.1.2	No other meeting or event to be held during the Olympic Games, one week before or one week after the Games	Competent local and regional authorities
18.18	7.8	Use of competition venues	All IFs concerned
18.19	8.1	Control of commercial rights in competition and non-competition venues	All venue owners
18.20	8.3	Financing of work	Competent bodies/authorities
18.21	9.11.3	Financing of the organisation of the Paralympic Games	Authorities and bodies concerned
18.22	10.7	Choice and use of the site for the construction of the Olympic Village	Authorities and owners concerned
18.23	10.8	Financing the construction of the Olympic Village, and any government subsidies	Authorities and bodies concerned Government
18.24	10.9	Authorisation to use existing property for the Olympic Village	Owners concerned
18.25	10.11.1	Payment of travel costs by the OCOG	Competent authorities
18.26	11.2.2	Completion of necessary medical investments	Competent national, regional and local authorities
18.27	12.10	Measures to be taken to ensure the peaceful holding of the Games	Government
18.28	12.11	Measures to be taken to ensure the peaceful holding of the Games	Competent local and regional authorities
18.29	13.2/3	Availability and prices of rooms and accommodation during the Olympic Games	Owners concerned
18.30	13.2.2	Completion of accommodation infrastructure to be built	Hoteliers or competent authorities
18.31	14.1, 14.3, 14.4, 14.5, 14.6	Necessary transport-related infrastructure	Competent authorities
18.32	15.5	Allocation of radio frequencies	Competent authorities
18.33	15.6	No fee charged to the Olympic Family for reservation of allocated frequencies	Competent authorities Telecommunications company
18.34	16.5	Use or construction of the MPC and IBC	Owners concerned

18.35

16.7

Use or construction of media village(s)

Owners concerned