



2014 Candidature Procedure and Questionnaire

XXII Olympic Winter Games in 2014



International Olympic Committee

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Table of Contents

Table of Contents.....	2
I. Global Reference Data.....	5
II. Related Documents.....	6
III. Information Road Map.....	8
IV. Olympic Games Study.....	11
V. Olympic Games Global Impact (OGGI).....	14
VI. Technical presentation.....	19
VII. Specific glossary.....	20
VIII. Icons.....	22
PART 1 → Candidature Procedure	23
1.1 → Phase II – Bid process	25
1.1.1 Introduction	26
1.1.2 Deadlines and landmarks	27
1.1.3 Acceptance of Candidate Cities by the IOC Executive Board.....	28
1.1.4 Signature of the Candidature Procedure.....	29
1.1.5 Payment of candidature fee	30
1.1.6 IOC services provided to Candidate Cities.....	31
1.1.7 Candidate City emblem	32
1.1.8 Submission of the Candidature File, guarantees and Undertaking.....	33
1.1.9 Visit of the IOC Evaluation Commission	35
1.1.10 Report of the IOC Evaluation Commission.....	36
1.1.11 Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election.....	37
1.1.12 Election of the Host City of the XXII Olympic Winter Games in 2014.....	38
1.1.13 Candidate City debriefings	40
1.2 → IOC Code of Ethics.....	41
1.3 → Rules of conduct applicable to all cities wishing to organise the Olympic Games.....	45
1.4 → Promotion	55
1.5 → Undertaking	57
1.6 → Preparing for the potential constitution of an Organising Committee	61

Continued on next page



Table of Contents, Continued

Part 2 → IOC Questionnaire.....	65
Theme 1 → Olympic Games concept and legacy.....	69
Theme 2 → Political and economic climate and structure.....	73
Theme 3 → Legal aspects.....	77
Theme 4 → Customs and immigration formalities.....	81
Theme 5 → Environment and meteorology.....	85
TABLE 5.11 - Temperature and humidity.....	90
TABLE 5.12 - Precipitation.....	91
TABLE 5.13 - Wind direction and strength.....	92
Theme 6 → Finance.....	93
Theme 7 → Marketing.....	119
TABLE 7.3.2 - Advertising controls (outdoor advertising).....	127
TABLE 7.3.3 - Advertising controls (advertising on public transport).....	128
TABLE 7.3.4 - Advertising controls (at the airports/airspace).....	129
Theme 8 → Sport and venues.....	131
TABLE 8.1 - Competition schedule.....	141
TABLE 8.2 - Venues.....	142
TABLES 8.4 - Venue financing and works (all figures to be provided in USD million).....	143
TABLE 8.5 a) - Competition venue use and ownership.....	145
TABLE 8.5 b) - Training venue use and ownership.....	146
TABLE 8.7 - Responsibilities for venue development.....	147
TABLE 8.11 - Venue schedule.....	148
Appendix A - Olympic programme.....	149
Theme 9 → Paralympic Games.....	151
TABLE 9.5.1 - Paralympic venues.....	156
TABLE 9.5.2 - Distances and journey times in 2014.....	157
TABLE 9.6 - Paralympic competition schedule.....	158
Theme 10 → Olympic Village(s).....	159
Theme 11 → Medical services and doping control.....	165

Continued on next page



Table of Contents, Continued

Theme 12 → Security.....	171
Theme 13 → Accommodation.....	175
Theme 14 → Transport.....	195
TABLES 14.3 - Transport infrastructure.....	206
TABLE 14.8 - Main parking areas.....	207
TABLE 14.10 - Fleet and rolling stock	208
TABLE 14.11 - Distances and journey times in 2006 and 2014 / competition venues	209
TABLE 14.12 - Distances and journey times / training venues	211
Theme 15 → Technology	213
Theme 16 → Media operations	217
Theme 17 → Olympism and culture	221
Part 3 → Instructions	223
3.1 → Model Candidature File.....	225
3.1.1 General presentation and layout	226
3.1.2 Content instructions	228
3.1.3 CD ROM instructions.....	249
3.2 → Model Guarantees File.....	251
3.2.1 General presentation and layout	252
3.2.2 List of all guarantees requested	254
3.2.3 Standard text guarantees	258
3.3 → Checklist.....	263



I. Global Reference Data

Name 2014 Candidature Procedure and Questionnaire

Date June 2006

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II. Related Documents

List
X

Here is a list of all documents the Candidature Procedure and Questionnaire refers to:

Olympic Charter

Undertaking (original – to be signed)

Host City Contract

Technical Manuals

- Accreditation and Entries at the Olympic Games – Users' Guide
- Technical Manual on Venues – Design Standards for Competition Venues
- Technical Manual on Sport
- Technical Manual on Olympic Village
- Technical Manual on Accommodation
- Technical Manual on Transport
- Technical Manual on Media
- Technical Manual on Ticketing
- Technical Manual on Brand Protection
- Technical Manual on Hospitality
- Technical Manual on Protocol
- Technical Manual on Workforce
- Technical Manual on Medical Services
- Technical Manual on Ceremonies
- Technical Manual on Communications
- Technical Manual on Planning, Coordination and Management of the Olympic Games
- Technical Manual on Other Olympic Games Matters
- Technical Manual on Paralympic Games

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II. Related Documents, Continued

List (continued)

X

Other documents

- Olympic Games Study Report
- Complementary Marketing Information for 2014 Candidate Cities
- IOC Naming Rights Protocol for Venues used in the Games of the Olympiad and the Olympic Winter Games
- Joint Marketing Programme Agreement
- Paralympic Joint Marketing Programme Agreement
- World Anti-Doping Code
- IOC Anti-Doping Rules
- IOC's 2014 Information CD ROM for Applicant Cities
- Documentation provided during the Applicant City Seminar (September 2005)
- Official Core Terminology on Olympic and Paralympic Games
- Pictogrammes



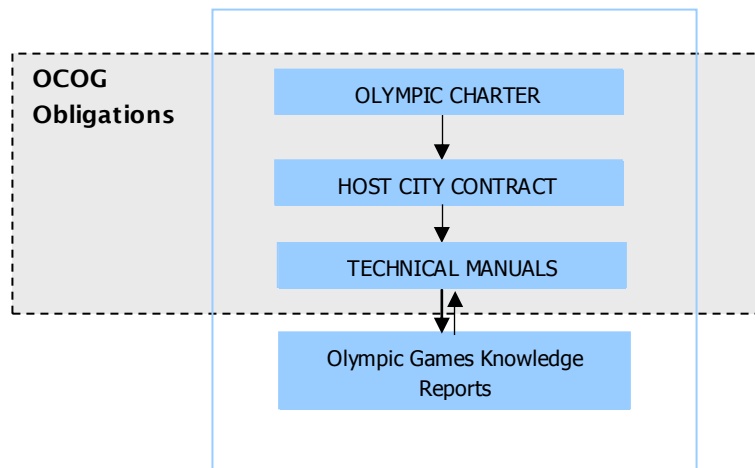
III. Information Road Map

Introduction
✕

The aim of this section is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain that needs to be clearly understood by all Games organisers including OCOGs, government entities, and partners, as well as by bid cities. This will enable them to understand their obligations and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation
✕

The diagram below illustrates the “information road map” and the position of the Technical Manuals within the context of other related documents. Each of the documents is described in more detail on the following pages.



Continued on next page



III. Information Road Map, Continued

Olympic Charter (OC)
X The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the:

- Fundamental Principles
- Rules
- Bye-laws

as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.

Host City Contract (HCC)
X The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the:

- IOC, on the one hand
- Host city and NOC of the host country, on the other hand

In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

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III. Information Road Map, Continued

Technical Manuals X

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the following information regarding a given subject/theme of Olympic Games organisation:

- Detailed technical obligations
- Planning information
- Procedures and processes
- Proven practices

Thus, they provide the technical requirements and information for the implementation of the key functions by the OCOGs and their partners. The IOC may amend the Technical Manuals, create new Technical Manuals and update them as necessary to include the most recent and relevant information for the Games organisers. Technical Manuals are revised after each edition of the Olympic Games. Therefore, the only applicable version of any Technical Manual is the most current version. The English version of the manuals shall prevail.

Olympic Games Knowledge Reports (Formerly called "TOK Guides") X

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous Games organisers, referring to a given local host city context and environment.

The reports contain:

- Technical and organisational information from the OCOG's point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data, as well as information on resources, planning, strategy and operations.

They do not contain:

- Legal obligations
- IOC recommendations

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports that is specific to each edition of the Olympic Games.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements. These reports can be found on the Olympic Games Knowledge Extranet.*



IV. Olympic Games Study

Introduction

This section provides an introduction to the work undertaken by the IOC that directly impacts Games preparation, operations, and long-term sustainability. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness and continuing improvement introduced by the IOC. Detailed technical recommendations from Olympic Games Study have been incorporated directly in the manual-specific content.

Games Study Commission

The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision to undertake this work recognises the IOC's desire to maintain the position of the Games as the most important sporting event in the world while, at the same time, balancing the need to keep the impacts associated with Games organisation under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC ensured that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

The IOC Olympic Games Department owns the task of managing the detailed implementation of all recommendations. The objective is to integrate the recommendations and principles of the study into the general IOC guidelines and Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt its general philosophy and guiding principles.

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IV. Olympic Games Study, Continued

Main Recommendations of Games Study Report

The Olympic Games Study report lists 117 detailed practical recommendations, which have been structured according to five major themes. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. Detailed information can be found in the complete report; however, the following represents a general explanation of the five major themes:

1. Games Format

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to a single Host City
- The duration of competitions shall not exceed 16 days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues & Facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

3. Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

4. Number of Accredited Persons

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those that have more flexible rules and those that do not have any maximum numbers.

5. Service Levels

Stop the ever increasing "benchmark inflation" that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups' real needs. Acceptable risk levels must also be addressed with some key stakeholders.

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IV. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

Following every edition of the Games, a formal debriefing is conducted with the participation of the following:

- IOC
- OCOG having just organised the Games
- OCOG to organise the subsequent edition of the Games in four years time

The debriefing takes place within months immediately following the Games, and in the city of the next OCOG. At this time, a high-level analysis is conducted on the strategy, planning and operations of that specific edition of the Games, with the intention of passing on key conclusions and recommendations for the next organisers to improve the delivery of the Games.

Post-Games Analysis

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. Following the necessary approval, these key conclusions are adopted and integrated into the IOC guidelines, forming the framework for future Games organisers.

Key Messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure could even be counterproductive.
- Games Study should involve the commitment and participation of all Olympic stakeholders, as the improvements will ultimately be to their benefit as well. The notions of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regard to the size and complexity of the Olympic Games are widespread, understood, and properly assimilated within the Olympic Movement and beyond.
- No single recommendation can provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the Games organisers through, for example, enhanced Games management processes, and a strong transfer of knowledge programme to provide assistance and advice as needed.



V. Olympic Games Global Impact (OGGI)

Context Recognising the importance of sustainable development and social responsibility, the International Olympic Committee launched the OGGI project with the objective to

- measure the global impact of the Olympic Games
- create a comparable benchmark across all future Olympic Games editions
- help bid cities and future organisers identify potential legacies to maximise the Olympic Games' benefits

To this end, the IOC has worked since 2001 with a network of local universities and experts in order to elaborate a methodological framework and select a set of measurable indicators for the collection of data from each Olympic Games.

The OGGI project allows the IOC to measure the long-term implications of Games organisation, in order to analyse the global impact of the Games on a given Host City. Based on the findings, the IOC integrates the appropriate changes to maintain the long-term viability and success of the Games in keeping with the ideals of the Olympic Movement.

The information on the Olympic Games' global impact forms part of the Official Report to be produced by the OCOG after each Olympic Games and therefore is an official requirement to be fulfilled by each Host City.

Approach/ methodology

The key elements of the OGGI methodology are as follows:

- OGGI takes into account the specificities of each Olympic Games and the related host context. This ensures that the organisers can also use this project to their benefit for reporting, monitoring and communication purposes.
- The Olympic Games' impact study is based on the three dimensions which are commonly associated with the concept of sustainable development. These dimensions are:
 - environmental
 - social
 - economic
- OGGI makes a distinction between activities,
 - directly related to the Olympic Games, i.e. sports/venues, Olympic Village and International Broadcast Centre
 - describing the context of the event, such as road networks, upgrading of telecommunication systems in general in the Host City.
- The period of measurement stretches over 11 years, i.e. it starts two years before the election of the Host City and ends two years after the Olympic Games.
- Most of the data refers to the region in which the event takes place, however local, national or international levels also apply (e.g. worldwide media impact).

A set of more than 150 indicators has been elaborated. For each indicator a detailed description and the measurement methods and units have been determined. The list of indicators is given for information about the type and scope of data required.

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V. Olympic Games Global Impact (OGGI), Continued

Requirement X

As Volume 4 of the Official Report on the Olympic Games, OGGI becomes an obligatory deliverable for the Host City in accordance with the Olympic Charter and the Host City Contract. The Host City is required to provide all data and information for the OGGI project for an 11-year period starting two years prior to the Host City election in the report format determined by the IOC.

Recommended preparatory work

Some important preparatory work for the OGGI project can already be undertaken during the candidature phase. This includes the following recommended activities:

- **Collaboration with an external research partner**

To compile the OGGI report and related data, it will be necessary to collaborate with an external research partner, often a local university or other type of institution depending on the approach taken, for research and methodological support. Candidate Cities should shortlist potential research partners and assess their references in similar research projects which can illustrate the experience and competence which will be indispensable for this kind of project.

Please note that one of the obligations established by the IOC is that the OCOG presents its choice of research partner to the IOC 6 years prior to the Olympic Games.

- **Information sources**

It will be important to have reliable and recognised information sources for all data to be collected for the project. It will therefore be beneficial to evaluate early on any possible information sources in the host country that could be accessed to acquire the necessary data for each of the three dimensions of the project (environmental, social, economic).

- **Country's legal reporting requirements**

Some countries/regions have specific reporting requirements which are imposed by law, e.g. to show that the organisation respects certain environmental or sustainability standards. Early clarification of the situation in the host county/region in this respect will be an advantage.

Additional information X

Additional information on the OGGI project can be found in the IOC Technical Manual on Planning, coordination and management of the Olympic Games.

Continued on next page



V. Olympic Games Global Impact (OGGI), Continued

Environmental indicators

The following table gives the complete list of environmental indicators, differentiating between those which are directly related to the event and those which describe its context:

Event indicators	Context indicators
<ul style="list-style-type: none"> • Area listed compared with area disturbed • Developed area of Olympic sites • Primary ecological assessment of developed areas • User capacity of developed areas • Operating flows of developed areas • Food production consumed during the Olympic Games • Reassignment of developed areas • Primary ecological assessment of facilities • Construction and surface floor area of Olympic buildings • User capacity of facilities • Operating flows of facilities • Average journey times between Olympic sites • Reassignment of facilities • Prospective impact studies 	<ul style="list-style-type: none"> • Greenhouse gas emissions • Atmospheric pollutants • Land use • Listed sites • Buffer zones • Endangered species and biodiversity • Fertilisers, pesticides and agricultural production • Hazardous substances in foodstuffs • Energy used by agriculture • Irrigation rate • Deforestation • Raw material consumption • Open-air leisure areas • Housing areas • Ozone • Indoor air quality • Transport networks • Daily travelling distance • Road congestion • Solid waste • Waste and water treatment capacity • Waste treatment • Water treatment • Water reserves and consumption • Water consumption per inhabitant • Water quality • Per capita energy consumption • Energy consumption broken down by source • Breakdown of energy consumption by use • Energy self-sufficiency

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V. Olympic Games Global Impact (OGGI), Continued

Social indicators

The following table gives the complete list of social indicators, differentiating between those which are directly related to the event and those which describe its context:

Event indicators	Context indicators
<ul style="list-style-type: none"> • Political involvement in the organisation of the Olympic Games • States officially represented during the Olympic Games • Security agents • Parliamentary votes connected with the Olympic Games • Public referenda connected with the Olympic Games • Deferment and abandonment of public policies • Consultation with specific groups • Arts and architecture • Volunteers • Ceremony participants • Spectators at the ceremonies • Recognition of logos/emblems and mascots • Cultural programme • Educational activities • Media accreditation • Visitors to the Olympic Games website • NOC delegations • Officials • Administrative and technical staff • Guests • Spectators • Official sports • Judges and referees • Drug testing • Complaints and appeals • Medals and national records • Olympic records and world records • Television and radio audiences and broadcasting time 	<ul style="list-style-type: none"> • Distribution of political power • Public consultation and participation • Fundamental rights in the constitution • Classification in international ratings • Global agreements • Laws and amendments • Pressure groups • Human poverty • Education level • Crime rate • Health services • Nutrition • Sanitation facilities • Information media • Telephone lines and Internet connections • Community centres and associations • Cultural venues • Participation rates in sport • Sports played • School sports • Available sports facilities • Top-level sportsmen and women • Professional leagues • Results at the Olympic Games and world championships • Media specialising in sport • Sports broadcasting • Illegal drug use and drug testing • Opinion polls • Media image • World and continental championships

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V. Olympic Games Global Impact (OGGI), Continued

Economic indicators

The following table gives the complete list of economic indicators, differentiating between those which are directly related to the event and those which describe its context:

Event indicators	Context indicators
<ul style="list-style-type: none"> • Composition of committees by sector • Breakdown by origin and sector (Olympic activities) • Jobs created in Olympic and context activities • Overnight stays by category and origin • Structure of OCOG revenue • Structure of OCOG spending • Catalyst effect of the Olympic Games • Ratios specific to Olympic activities • Breakdown of operating expenditure (Olympic activities) • Breakdown of capital expenditure (Olympic activities) • Directly induced earnings (Olympic activities) • Breakdown of visitor spending • Public share of expenditure (Olympic activities) • Revenue from Olympic activities • Revenue from context activities • Breakdown by origin and sector (context activities) • Size and quality (Olympic activities) • Size and quality (context activities) • Olympic Family vehicles • Breakdown of operating expenditure (context activities) • Breakdown of capital expenditure (context activities) • Directly induced earnings (context activities) • Public share of expenditure (context activities) 	<ul style="list-style-type: none"> • Structure of the productive sector • Concentration of the productive system • Quality of the productive system • Socio-economic indicators • Breakdown of building stock • Structure of motor vehicle population • Structure of the transport system • Hotel infrastructure • Hotel occupancy rate • Registered passengers at airports • Tourist nights • Number of foreign organisation establishments • Hosting of international events • Structure of the economic product • Gross domestic product • Dependence of the economy • Wages • Low wage proportion • Gini income distribution index • Consumer price index • Price indexes • Dynamics of service activities • Exchange rate • Investment risks • Economic role of the state • Structure of public spending • Structure of fiscal revenue • Public debt • Economic balance (import/export)



VI. Technical presentation

Introduction The Candidature Procedure and Questionnaire is the document provided by the IOC to Candidate Cities in the second phase of the bid process. It contains explanations about the various steps of the candidature until the election of the Host City on 4 July 2007.

Structure The Candidature Procedure and Questionnaire is structured in three parts:

- Part 1: Candidature Procedure
- Part 2: IOC Questionnaire
- Part 3: Instructions

Part 1 Part 1 outlines what is required of a Candidate City during the second phase of the bid process. It contains procedures, rules and deadlines to be respected by Candidate Cities.

Part 2 Part 2 contains the detailed IOC questionnaire which provides the structure of the Candidature File to be submitted to the IOC and which will form the basis for a technical analysis of each city's project.

The following document types are requested in the IOC Questionnaire:

- Explanations
- Tables
- Maps
- Block plans
- Guarantees

Part 3 Part 3 contains precise instructions on the presentation of a Candidate City's submission to the IOC which includes the following documents:

- Candidature File
- Guarantees File
- Original signed Undertaking
- Maps (printed sets and electronic versions)
- CD ROMs
- Comprehensive financial data
- Initial environmental impact assessments and other relevant studies



VII. Specific glossary

Introduction

The following table lists specific terms and acronyms used in the Candidature Procedure and Questionnaire.

Please note that this document may also use the Olympic core terminology created by the IOC and which has been delivered to the Candidate cities together with the complete set of IOC Technical Manuals. This core terminology comprises approximately 400 general terms, which are among the most used terms for the Olympic Games organisation.

Term	Definition
AIOWF	Association of the International Olympic Winter Federations
ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
ASOIF	Association of Summer Olympic International Federations
CAS	Court of Arbitration for Sport
Cluster	A number (more than one) of venues and/or facilities in close geographical proximity that do not require a secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
EBU	European Broadcasting Union
EOC	The European Olympic Committees
GAISF	General Association of International Sports Federations
HCC	Host City Contract
IBC	International Broadcasting Centre
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
JMPA	Joint Marketing Programme Agreement
MPC	Main Press Centre
NBC	National Broadcasting Corporation
NF	National Federation
NOC	National Olympic Committee

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VII. Specific glossary, Continued

Term	Definition
OBO	Olympic Broadcasting Organisation
OCA	Olympic Council of Asia
OCOG	Organising Committee for the Olympic Games
ODEPA	Organización Deportiva Panamericana (Pan-American Sports Organisation)
ONOC	Oceania National Olympic Committees
PJMPA	Paralympic Joint Marketing Programme Agreement
VIK	Value in kind
WADA	World Anti-Doping Agency









VIII. Icons

Use of icons

Specific icons have been used to enhance the readability of the Candidature Procedure and Questionnaire.

These icons represent different information types as described in the following table:

Icon	Definition
	References another IOC document or indicates other impacted topics.
	Indicates a third-party reference.
	Indicates relevant IPC requirements.
	Indicates questions that require guarantees.
	Indicates that a standard text guarantee is provided.
	Indicates questions that require Candidate Cities to provide additional documents to the IOC



PART 1 → Candidature Procedure

Overview

Introduction This part is a general introduction to the second phase of the bid process. The Candidature Procedure outlines what is required of a Candidate City, as well as the procedures, rules and deadlines to be respected during this phase.

Contents Part 1 contains the following chapters:

Chapter		See Page
1.1	Phase II – Bid process	25
1.2	IOC Code of Ethics	41
1.3	Rules of Conduct applicable to all cities wishing to organise the Olympic Games	45
1.4	Promotion	55
1.5	Undertaking	57
1.6	Preparing for the potential constitution of an OCOG	61





1.1 → Phase II – Bid process

Overview

Contents

This chapter contains the following topics:

	Topic	See Page
1.1.1	Introduction	26
1.1.2	Deadlines and landmarks	27
1.1.3	Acceptance of Candidate Cities by the IOC Executive Board	28
1.1.4	Signature of the Candidature Procedure	29
1.1.5	Payment of the candidature fee	30
1.1.6	IOC services provided to Candidate Cities	31
1.1.7	Candidate City emblem	32
1.1.8	Submission of the Candidature File, guarantees and Undertaking	33
1.1.9	Visit of the IOC Evaluation Commission to the Candidate Cities	35
1.1.10	Report of the IOC Evaluation Commission	36
1.1.11	Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election	37
1.1.12	Election of the Host City of the XXII Olympic Winter Games in 2014	38
1.1.13	Candidate City debriefings	40



1.1.1 Introduction

Candidature Procedure

As Candidate Cities, you are now in Phase II of the process to designate the Host City of the XXII Olympic Winter Games in 2014.

The aim of this publication is to guide you through the various steps of your candidature until the election of the Host City on 4 July 2007 during the 119th IOC Session in Guatemala City.

The Candidature Procedure outlines what is required of a Candidate City, as well as the procedures, rules and deadlines to be respected during Phase II. It also contains many useful recommendations and should be considered as essential reading for anyone connected with the preparation and promotion of a candidature for the Olympic WinterGames.

Modifications to the Olympic Charter

Candidate Cities have received a copy of the current edition of the Olympic Charter. 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.

Prevalence

The Candidature Procedure is subject to the provisions of the Host City Contract and the Olympic Charter. Should there be any conflict between, on the one hand, this document and, on the other hand, the Host City Contract and/or the Olympic Charter, the Host City Contract and/or the Olympic Charter shall prevail.



1.1.2 Deadlines and landmarks

Deadlines and landmarks

The following table lists the main deadlines and landmarks of the Candidature Procedure:

Object	Deadline
Acceptance of Candidate Cities by the IOC Executive Board	22 June 2006, Lausanne
Signature of the Candidature Procedure	19 July 2006
Payment of the Candidature Fee (USD 500,000)	19 July 2006
Creation of an emblem to represent the candidature	N/A
Torino 2006 debrief in Vancouver	11-14 July 2006
Submission of the Candidature File, Guarantees and Undertaking to the IOC	10 January 2007
Visits of the IOC Evaluation Commission to the Candidate Cities	February-March 2007
Report of the IOC Evaluation Commission	No later than one month before the election of the Host City
Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election	(At the discretion of the Executive Board)
Election of the Host City of the XXII Olympic Winter Games in 2014	4 July 2007 119 th IOC Session, Guatemala City



1.1.3 Acceptance of Candidate Cities by the IOC Executive Board

Olympic Charter Rule 34 The procedure leading to the election of the Host City for an Olympic Games is governed by Rule 34 and its bye-law of the Olympic Charter:

X

“All Applicant Cities shall comply with a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the contents of such procedure. The IOC Executive Board shall decide which cities will be accepted as Candidate Cities.”

Paragraph 1.6, Bye-law to Rule 34

The Candidature Acceptance Procedure (Phase I) is conducted under the sole authority of the IOC Executive Board.

Selection date For the 2014 bid process, the IOC Executive Board shall decide which cities are accepted as Candidate Cities on 22 June 2006.



1.1.4 Signature of the Candidature Procedure

Signature

The Bid Committee, the Candidate City and the NOC are required to sign the Candidature Procedure, reconfirming their acceptance of the rules.

The candidature becomes official when the Candidature Procedure has been signed by the Bid Committee, the Candidate City and its respective NOC.

The signature page of the Candidature Procedure can be found at the end of Part 1.

Original and deadline

Each Candidate City will receive an original Candidature Procedure which must be returned to the IOC by 19 July 2006, duly signed by representatives of the Bid Committee, the city and the NOC.



1.1.5 Payment of candidature fee

Fee	Candidate Cities shall be required to pay a non-refundable candidature fee to the IOC of USD 500,000 by 19 July 2006.
Procedure	The candidature fee shall be payable to the IOC by direct bank transfer. The IOC's bank details will be communicated to the Candidate Cities in due course, by separate circular fax.



1.1.6 IOC services provided to Candidate Cities

Services

- All **documents/information** produced by the IOC for the Candidate Cities
- **Protection of the word mark “[City] 2014”** outside the Candidate City’s national territory
- **Participation in the Torino Olympic Winter Games debrief** in Vancouver (11 - 14 July 2006)
- **Candidate City briefings** - these briefings will target a number of subjects relevant to the preparation of the Candidature File. Further details will be sent to Candidate Cities in due course.
- Access to the IOC’s **Olympic Games Knowledge Management Programme**
- **Evaluation of the candidature** by the IOC



1.1.7 Candidate City emblem

Creation of an emblem	<p>Consideration should be given to the creation of an emblem representing the candidature in accordance with the conditions listed in Appendix 2 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games (Chapter 1.3).</p> <p>Such emblem should consist of:</p> <ul style="list-style-type: none">• a graphic device representing the candidature• the name of the city and year of the Olympic Games for which the city is applying• terminology which stipulates that the city is a “Candidate City”• the Olympic symbol – the five interlaced rings
Approval	<p>The Candidate City emblem is subject to the written approval of the National Olympic Committee of the country in which the Candidate City is located and must then be submitted to the International Olympic Committee for approval.</p> <p>The Candidate City emblem may not be made public prior to IOC approval.</p>
Copyright	<p>All Olympic-related graphic, visual, artistic and intellectual works or creations developed by or on behalf of the Bid Committee, Candidate City or NOC shall be vested in and remain in the full ownership of the IOC.</p>
CD ROM	<p>Once the IOC’s written approval has been obtained, Candidate Cities are requested to send two CD ROMs to the IOC containing their emblem in the following formats:</p> <ul style="list-style-type: none">• Complete emblem in vectoriel format (graphic element + [City] 2014 + “Candidate City” + Olympic symbol)• Logotypes: Adobe Illustrator, vectoriel format, registered in EPS (Encapsulated Postscript)• One four-colour version (cyan, magenta, yellow and black)• One pantone colour version• One JPG version 1024 x 768 minimum• One BMP version 1024 x 768 minimum• One TGA version 1024 x 768 minimum



1.1.8 Submission of the Candidature File, guarantees and Undertaking

Candidature File

The Candidature File consists of a compilation of a Candidate City's answers to the IOC questionnaire to be found in Part 2 of this document.

The Candidature File, along with the guarantees, is one of the IOC's principal tools in evaluating a candidature and analysing its technical characteristics. The file must therefore accurately reflect the current situation of the city and present its plans in a realistic manner.

The Candidature File must be presented in accordance with the Model Candidature File described in Part 3 of this document.

In order to facilitate the IOC's assessment of replies and to allow for an objective analysis, it is important that the order of questions is respected and that precise and concise answers are given.

Force of obligation

Candidate Cities are reminded that all representations, statements and other commitments contained in the Candidature File have the force of obligations, as do all other commitments made by the Candidate City, the NOC and the Bid Committee.

Guarantees

The IOC questionnaire requires Candidate Cities to obtain many guarantees from third parties. The aim of these guarantees is to protect both the OCOG and the IOC after the Host City is elected, and to provide the OCOG with the best possible framework for the organisation of the Olympic Games. This demanding exercise in the candidature phase will pay dividends in the future for the city which is elected Host City for the XXII Olympic Winter Games in 2014.

The Guarantees must be presented in accordance with the Model Guarantees File described in Part 3 of this document.

NFs/IFs

Collaboration with the International Federations and your national sports federations is essential when preparing your Candidature File and Guarantees File.

Undertaking

Candidate Cities shall abide by the terms of the "Undertaking" (a copy of which can be found in Chapter 1.5). Each Candidate City will receive an original Undertaking from the IOC which must be duly signed by representatives of the Bid Committee, the city and the NOC and returned to the IOC with the Candidature File not later than 10 January 2007.

Continued on next page



1.1.8 Submission of the Candidature File, guarantees and Undertaking, Continued

Delivery of the File to the IOC By the deadline of 10 January 2007, 100 copies of the bilingual Candidature File (French and English), two copies of the Guarantees File (originals and copies) and all additional documents requested in the questionnaire must be delivered to the IOC administration (for IOC internal use, members of the IOC Evaluation Commission, IOC Executive Board and the Olympic Museum).

The Candidature and Guarantees Files should be sent by post.

Once submitted to the IOC, no changes or additions may be made to the Candidature File except (i) on the request of the IOC, or (ii) with the written consent of the IOC.

Authorisation and distribution The Candidature File is studied by the IOC to ensure that all the required information has been provided. The IOC may ask for any further information it deems necessary.

The Candidature File may not be distributed or made public until it has been submitted to the IOC and the IOC's written authorisation has been obtained. For your information, the authorisation process will take no longer than three working days and further information in this respect will be communicated to Candidate Cities in due course. (For your information, the IOC will not make Candidature Files public)

Following the IOC's authorisation, the IOC requires Candidate Cities to dispatch a copy of the Candidature File to the following persons or organisations:

- IOC members
- Honorary IOC members
- IOC Honour members
- Each International Olympic Winter Sports Federation
- The Association of International Olympic Winter Sports Federations (AIOWF)
- The Association of National Olympic Committees (ANOC)
- Each of the five NOC Continental Associations (ANOCA, ODEPA, OCA, EOC, ONOC)
- International Paralympic Committee (IPC)

Such Candidature File must be identical in all aspects to the Candidature File approved by the IOC. The Candidature File sent to the above persons/organisations must not contain any additional material to that approved by the IOC. A copy of any covering letter accompanying the file must be sent to the IOC.

Upon receipt of written authorisation from the IOC, the Candidate City is at liberty to release its Candidature File to the public and to the media.



1.1.9 Visit of the IOC Evaluation Commission

Evaluation Commission
X

Pursuant to bye-law 2.2 of Rule 34 of the Olympic Charter, the IOC President will appoint an Evaluation Commission to study the candidatures of all Candidate Cities. This Commission will be composed of IOC members and representatives of:

- NOCs
- IFs
- Athletes
- International Paralympic Committee (IPC)
- IOC administration

as well as specialists whose advice may be helpful.

Visit Coordination

After receiving the Candidature Files, the IOC coordinates the visits of the IOC Evaluation Commission to all Candidate Cities. The costs of such visits (travel + accommodation) shall be borne by the IOC.

During its visit, the Commission inspects the sites proposed for the Olympic Games and holds meetings on all aspects and themes of the candidature with all the parties involved in the candidature – e.g. the Bid Committee, authorities, experts etc.

Force of obligation	Candidate Cities should bear in mind that all representations, statements and other commitments made during such visit – either orally or in documentation presented to the Commission – are legally binding.
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Visit Guidelines
X

The IOC will provide Candidate Cities with Evaluation Commission visit guidelines.

A draft programme of the Evaluation Commission visits shall be prepared by the Candidate Cities in accordance with these visit guidelines for IOC approval.

The dates of the Evaluation Commission visits shall be determined by the IOC, based on logistical and geographical considerations. The Evaluation Commission visits will not necessarily take place in the order of drawing of lots.



1.1.10 Report of the IOC Evaluation Commission

Evaluation Commission report

At the end of the visits to all Candidate Cities, the Evaluation Commission issues a report to the IOC. In order to maintain equal treatment for all Candidate Cities, only documents relating to the discussions between the Evaluation Commission and the Bid Committee and received up until the departure of the Evaluation Commission from each city will be taken into account in this report.

The aim of this report is to assist the IOC in the important decision of electing the Host City and to underline the challenges that could be faced in each Candidate City in the seven years leading up to and including the 2014 Olympic and Paralympic Winter Games.

The IOC will make this report public no later than one month before the election of the Host City and simultaneously to the following persons and/or organisations:

- Candidate Cities and their NOCs
- IOC members
- Honorary IOC members
- IOC Honour members
- Each International Olympic Winter Sports Federation
- The Association of International Olympic Winter Sports Federations (AIOWF)
- The Association of National Olympic Committees (ANOC)
- Each of the five NOC Continental Associations (ANOCA, ODEPA, OCA, EOC, ONOC)
- International Paralympic Committee (IPC)
- Media



1.1.11 Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election

Provision

X

Bye-law 3.1 to Rule 34 of the Olympic Charter stipulates that:

“Following the submission of its report by the Evaluation Commission, the IOC Executive Board shall draw up the final list of Candidate Cities retained by the IOC Executive Board in order to be submitted to the vote by the Session for election.”



1.1.12 Election of the Host City of the XXII Olympic Winter Games in 2014

- Introduction** The IOC Session elects the Host City.
- The Host City of the XXII Olympic Winter Games in 2014 will be elected at the 119th IOC Session in Guatemala City on 4 July 2007.
- Presentations** Each Candidate City will make a presentation to the IOC Session at which the Host City will be elected. The order of presentations is determined by the IOC by the drawing of lots, which took place in Lausanne on 26 October 2005.
- Each presentation will be followed by questions from the floor.
- IOC technical regulations** The IOC shall establish the technical regulations concerning the Candidate City presentations. The IOC will provide, at its cost, various audio-visual means for the presentation and will make available to the Candidate Cities in advance the list of equipment to be provided with the relevant technical norms and specifications.
- No other technical equipment/means may be used for the presentation. Prior to the Session, the IOC will arrange a technical meeting in the city in which the election will take place to discuss the technical aspects of the presentation with Candidate Cities/ NOCs.
- Delegation** Depending upon the capacity of the room, the IOC may authorise that a number of observers - to be specified subsequently by the IOC - be allowed into the Session room as spectators to follow the presentation of their own Candidate City.
- Further details regarding the size of delegations, logistics, rehearsals and presentations will be communicated to Candidate Cities at a later stage.
- Minutes** Minutes will be taken of the Candidate City presentations, including all questions and answers.

Continued on next page



1.1.12 Election of the Host City of the XXII Olympic Winter Games in 2014, Continued

Evaluation Commission report	At the end of all Candidate City presentations, the IOC Evaluation Commission will make a report to the IOC Session.
Vote	The IOC members vote in secret ballot. The ballot will have as many rounds as necessary in order for one city to gain a majority of votes. After each round of voting, the city with the least number of votes is eliminated.
Announcement	The final result is announced by the IOC President. It may be broadcast live on television.
Host City Contract	The IOC, representatives of the elected city and the NOC concerned then sign the Host City Contract.



1.1.13 Candidate City debriefings

Audit X

According to Article 3 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, Candidate Cities are required to designate an independent expert responsible for controlling the financial operation of the bid and to submit audited accounts to the IOC.

The information to be provided by the independent expert and a template for the financial audit can be found in Appendix 1 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games.

Debriefing meetings

Six to nine months after the election of the Host City, a debriefing meeting will be organised with each Candidate NOC/City. These NOCs/cities will be invited to convey their suggestions for future candidature processes.



1.2 → IOC Code of Ethics

Overview

Introduction

Candidate Cities must abide, in all aspects, by all provisions of the “IOC Code of Ethics”.

This chapter contains the articles of the “IOC Code of Ethics”.



IOC Code of Ethics

Preamble

The International Olympic Committee and each of its members, the Cities wishing to organise the Olympic Games, the Organising Committees of the Olympic Games and the National Olympic Committees (hereinafter "the Olympic parties") restate their commitment to the Olympic Charter and in particular its fundamental principles. The Olympic parties affirm their loyalty to the Olympic ideal inspired by Pierre de Coubertin.

Consequently, within the framework of the Olympic Games, the Olympic parties and the participants undertake to respect, and ensure respect of the following rules:

A. Dignity

1. Safeguarding the dignity of the individual is a fundamental requirement of Olympism.
2. There shall be no discrimination between participants on the basis of race, sex, ethnic origin, religion, philosophical or political opinion, marital status or other grounds.
3. No practice constituting any form of physical or mental injury to the participants will be tolerated. All doping practices at all levels are strictly prohibited. The provisions against doping in the Olympic Movement Anti-Doping Code* shall be scrupulously observed.
4. All forms of harassment against participants, be it physical, mental, professional or sexual, are prohibited.
5. The Olympic parties shall guarantee the athletes conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.

* or in the World Anti-Doping Code as soon as it is enforced.

B. Integrity

1. The Olympic parties or their representatives shall not, directly or indirectly, solicit, accept or offer any concealed remuneration, commission, benefit or service of any nature connected with the organisation of the Olympic Games.
2. Only gifts of nominal value, in accordance with prevailing local customs, may be given or accepted by the Olympic parties, as a mark of respect or friendship. Any other gift must be passed on to the organisation of which the beneficiary is a member.
3. The hospitality shown to the members and staff of the Olympic parties, and the persons accompanying them, shall not exceed the standards prevailing in the host country.

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IOC Code of Ethics, Continued

B. Integrity (continued)

4. The Olympic parties shall avoid any conflict of interest between the organisation to which they belong and any other organisation within the Olympic Movement. If a conflict of interest arises, or if there is a danger of this happening, the parties concerned must inform the IOC Executive Board, which will take appropriate measures.
5. The Olympic parties shall use due care and diligence in fulfilling their mission. They must not act in a manner likely to tarnish the reputation of the Olympic Movement.
6. The Olympic parties must not be involved with firms or persons whose activity is inconsistent with the principles set out in the Olympic Charter and the present Code.
7. The Olympic parties shall neither give nor accept instructions to vote or intervene in a given manner within the organs of the IOC.

C. Resources

1. The resources of the Olympic parties may be used only for Olympic purposes.
2. The income and expenditure of the Olympic parties shall be recorded in their accounts, which must be maintained in accordance with generally accepted accounting principles. These accounts will be checked by an independent auditor. They may be subjected to auditing by an expert designated by the IOC Executive Board.
3. The Olympic parties recognise the significant contribution that broadcasters, sponsors, partners and other supporters of sports events make to the development and prestige of the Olympic Games throughout the world. However, such support must be in a form consistent with the rules of sport and the principles defined in the Olympic Charter and the present Code. They must not interfere in the running of sports institutions. The organisation and staging of sports competitions is the exclusive responsibility of the independent sports organisations recognised by the IOC.

D. Candidatures

The Olympic parties shall in all points respect the IOC Manual for cities bidding to host the Olympic Games. Candidate Cities shall, *inter alia*, refrain from approaching another party, or a third authority, with a view to obtaining any financial or political support inconsistent with the provisions of such Manual.

Continued on next page



IOC Code of Ethics, Continued

E. Relations with states

1. The Olympic parties shall work to maintain harmonious relations with state authorities, in accordance with the principle of universality and of political neutrality of the Olympic Games. However, the spirit of humanism, fraternity and respect for individuals which inspires the Olympic ideal requires the governments of countries that are to host the Olympic Games to undertake that their countries will scrupulously respect the fundamental principles of the Olympic Charter and the present Code.
2. The Olympic parties are free to play a role in the public life of the states to which they belong. They may not, however, engage in any activity or follow any ideology inconsistent with the principles and rules defined in the Olympic Charter or set out in the present Code.
3. The Olympic parties shall endeavour to protect the environment on the occasion of any events they organise. In the context of the Olympic Games, they undertake to uphold generally accepted standards for environmental protection.

F. Confidentiality

The Olympic parties shall not disclose information entrusted to them in confidence. Disclosure of information must not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or organisation.

G. Implementation

1. The Olympic parties shall see to it that the principles and rules of the Olympic Charter and the present Code are applied.
2. The Olympic parties shall notify the Ethics Commission of any breach of the present Code.
3. Each year, the Ethics Commission will submit to the IOC President and Executive Board a report on the application of the present Code, noting any breaches of its rules. The Commission will propose to the IOC Executive Board sanctions, which might be taken against those responsible.
4. The Ethics Commission may set out the provisions for the implementation of the present Code in a set of Implementing Provisions.



1.3 → Rules of conduct applicable to all cities wishing to organise the Olympic Games

Overview

Introduction

Candidate Cities must abide, in all aspects, by all provisions of the “Rules of conduct applicable to all cities wishing to organise the Olympic Games”.

This chapter contains the “Rules of conduct applicable to all cities wishing to organise the Olympic Games”.



Rules of conduct applicable to all cities wishing to organise the Olympic Games

Article 1 SCOPE OF APPLICATION

These Rules of Conduct apply to cities wishing to organise the Olympic Games and to their National Olympic Committees (NOCs), as well as any person or organisation acting on their behalf.

The cities are successively: Applicant Cities and Candidate Cities.

These Rules are applicable from the date on which the procedure begins, when the IOC invites the NOCs to submit a candidature, until the election of the Host City.

Article 2 PRINCIPLES

The conduct of the cities must conform strictly to the provisions of the Olympic Charter, the IOC Code of Ethics and its Implementing Provisions. It must also respect the procedure for evaluating the candidature established by the IOC.

The NOC of the country is responsible for the activities and conduct of the Applicant and Candidate City.

Article 3 AUDIT

As soon as an entity or any organisation in charge of promoting a city, notably a bid committee, is created, and no later than three months after publication by the IOC of the list of Applicant Cities, such entity or organisation must designate an independent expert responsible for controlling the financial operation of the bid and must immediately inform the IOC and the IOC Ethics Commission of the name of the chosen expert. The IOC Ethics Commission and the IOC may not approve this expert if his/her independence is questionable. The expert will provide, in particular, to the IOC and the IOC Ethics Commission, the information mentioned in appendix 1.

Continued on next page



Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Article 4 LOGO - EMBLEM

The Applicant Cities may use a logo, which does not feature the Olympic symbol.

The Candidate Cities may adopt an emblem, which includes the Olympic symbol.

The creation and use of the logo and emblem are subject to the conditions listed in appendix 2.

Article 5 STATEMENT OF ACTIVITIES

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of international Olympic sports competitions and meetings of IOC-recognised organisations to take place in its territory until the date of the election of the Host City and scheduled, or in the process of being scheduled, on the date of publication by the IOC of the list of Applicant Cities. The NOC will provide this list within three months from the date of publication by the IOC of the list of Applicant Cities.

After this period, any addition to the list of meetings and competitions must be previously submitted to the IOC Ethics Commission for its review.

Article 6 ASSISTANCE TO NOCs

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of NOC aid programmes, as well as sports development programmes involving the provision of equipment or operational assistance, existing on the date of publication by the IOC of the list of Applicant Cities. The NOC will provide this list within three months from the date of publication by the IOC of the list of Applicant Cities.

The addition of any new programmes during the candidature period will be subject to IOC approval.

Article 7 INTERNET

The Applicant and Candidate Cities may create their own Internet site for informative purposes only.

The site may list third parties providing financial support to the candidature, subject to the conditions listed in Appendix 2. Sale of promotional items is permitted through the site, subject to the conditions listed in Appendix 2.

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Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Article 8 PROMOTION

Throughout the procedure, the promotion of a candidature must take place with dignity and moderation. The city and its NOC are entirely responsible for all forms of promotion. Any person or organisation acting on behalf of a city must respect, in particular, the provisions of this article.

National promotion:

Applicant and Candidate Cities are permitted to promote their candidature on the occasion of national events held on the territory of their NOC. The territory must be understood in a restrictive manner excluding, in particular, diplomatic representations abroad.

International promotion:

Only after IOC acceptance of their Candidature File, or any other date set by the IOC, in the final stage of the procedure, may the Candidate Cities undertake promotion at an international level.

However, no form of international promotion may be undertaken either on the territory of Switzerland at any time* or on that of the country hosting the Session during the three weeks before the day of the vote.

Such promotion is to be undertaken by the Candidate Cities themselves, excluding all third parties.

In addition, the cities may present their candidature at international events to which they are invited by the IOC or by third parties, provided that an equivalent offer is made to all the Candidate Cities and subject to IOC agreement.

* exclusion to be re-discussed if a Swiss city is a candidate.

Promotion among IOC members:

After IOC acceptance of their Candidature File, or any other date set by the IOC, in the final stage of the procedure, the Candidate Cities may promote their candidature among the IOC members, but exclusively by means of sending written documents. The embassies of the countries with Candidate Cities may not invite IOC members to any reception.

Article 9 GIFTS

No gifts may be given to or received by Olympic parties. This prohibition must be respected by the cities and their NOCs as well as by all those acting on behalf of or supporting the candidature.

The same principle applies to the cities' relations with third parties, in particular the media, IFs and organisations recognised by the IOC.

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Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Article 10 VISITS BY INTERNATIONAL FEDERATIONS, THE IOC EVALUATION COMMISSION AND THE MEDIA

Applicant Cities may request in writing the advice of the IFs concerning their project. If an IF deems necessary a working visit to a city, the IOC may authorise such visit.

The Candidate Cities may organise working visits by International Olympic Winter/Summer (as applicable) Sports Federations if these visits are necessary for the preparation of the candidature.

For the visits organised in the framework of the above two paragraphs, a sense of moderation must prevail, particularly concerning hospitality and accommodation.

The IOC Evaluation Commission will pay a working visit to each Candidate City. The Evaluation Commission will determine the order, period and programme of the visits.

The Candidate Cities may organise visits for information purposes for representatives of the media, entirely at the cost of such representatives.

Article 11 RELATIONS WITH IOC MEMBERS

There will be no visits by IOC members to the cities, nor from the cities to IOC members.

If an IOC member must travel to a city for any reason, he or she must inform the IOC Ethics Commission beforehand. The city may not take advantage of this occasion for the promotion of its candidature, nor cover the costs and other expenses linked to such a visit, in particular, travel and accommodation.

Article 12 ELECTION OF THE HOST CITY

The IOC Ethics Commission supervises the Host City election procedure, in accordance with the provisions made by the IOC. The Commission may request an amendment to these provisions.

Continued on next page



Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Article 13 RELATIONS BETWEEN CITIES

Each city must, in all circumstances and at all times, respect the other cities as well as the IOC members and the IOC itself.

The cities must refrain from any act or comment likely to tarnish the image of a rival city or be prejudicial to it. Any comparison with other cities is strictly forbidden.

No agreement, coalition nor collusion between cities aimed at influencing the result is permitted.

Article 14 INTERPRETATION AND SANCTIONS

The cities may seek the guidance of the IOC Ethics Commission on the interpretation of the present text. Any written interpretation will be brought to the attention of all of the cities.

Any breach of the present Rules of Conduct will be brought to the attention of the IOC Ethics Commission, which will proceed with an inquiry. Such referral must be confirmed in writing. The IOC Ethics Commission and the cities will keep this confidential.

Where proof of a breach of the present Rules is established, the IOC Ethics Commission may make observations or issue warnings to the city, which may be made public. In the event of a very serious or repeated violation, the IOC Ethics Commission may also propose to the IOC Executive Board the withdrawal of the candidature.

If breaches are proved to be attributable to the NOC concerned, the IOC Ethics Commission may propose to the IOC Executive Board to prohibit the NOC from submitting any future candidatures.

The various observations or warnings will be the subject of a specific report by the IOC Ethics Commission to the IOC Executive Board and/or Session.

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Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 1

(mentioned in article 3)

INFORMATION TO BE PROVIDED BY THE INDEPENDENT EXPERT

The audit must cover the time between the date of the opening of the procedure and the liquidation of the candidature.

The expenses and revenues must be clearly divided between phase I (Applicant City) and phase II (Candidate City) and into the various budget line items according to a template provided by the IOC.

The costs for infrastructure, if any, must be clearly identified separately from the actual candidature budget. Public authorities' allowances, in money or in kind, are to be included in the candidatures' revenues.

All figures must be given in USD and the audit report must be written in one of the official languages of the IOC – English or French.

General financial information:

- Audit report conducted by internationally recognised auditors;
- Detailed profit and loss account;
- Detailed information on income distinguishing revenue in cash and value-in-kind;
- Cash flow record;
- Accounting methods used;
- Detailed notes accompanying the financial records.

Complete list of natural or artificial persons with the amounts paid for the following expenditure categories:

- Salaries;
- Consultants and other fees;
- Entertainment expenses;
- Promotional expenses (with a national/international breakdown, publications, publicity etc.);
- Travel.

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Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 2

(mentioned in articles 4 and 7)

CONDITIONS GOVERNING THE USE OF LOGOS, EMBLEMS AND DESIGNATIONS OF APPLICANT CITIES AND CANDIDATE CITIES FOR AN OLYMPIC GAMES

1. Definitions:

Subject to the prior written approval of the International Olympic Committee ("IOC") and the National Olympic Committee ("NOC") of the territory in which the Applicant City or Candidate City (jointly, "City" or "Cities") is located, an Applicant City may create a Logo (as hereinafter defined) and a Candidate City may create an Emblem (as hereinafter defined). Applicant Cities may not use the Olympic symbol (i.e. the five interlaced rings) in any manner whatsoever.

A. For the purposes of these Rules of Conduct, "Logo" shall mean a graphic device composed of:

- (i) a distinctive element that:
 - shall not contain any component of the NOC emblem or a distorted version thereof or a design confusingly similar thereto;
 - shall not be limited to the name or abbreviation of the territory in which the City is located;
 - shall not contain an image or expression with a well-known international or universal connotation/message;
 - shall not contain the Olympic symbol, the Olympic motto, the Olympic flag, any other Olympic-related imagery (e.g. flame, torch, medal, etc.), slogan, designation or other indicia or the distorted version thereof or a design confusingly similar thereto.
- (ii) the name of the City and the year of the Olympic Games for the hosting of which the City is an applicant or candidate and
- (iii) the words "Applicant City" or "Candidate City", as appropriate.

The position, proportion and design of the Logo must not be altered, distorted or re-drawn in any way whatsoever. The Logo must always be reproduced in its entirety, no single element thereof may be used separately.

B. For the purposes of these Rules of Conduct, "Emblem" shall mean a graphic device composed of:

- (i) the Logo including the words "Candidate City"; and
- (ii) the Olympic symbol

The Emblem shall reproduce fully, accurately and without embellishment, the colour, design and appearance of the Olympic symbol and shall respect the following proportions: the Olympic symbol must not occupy more than a third of the total surface of the Emblem.

Continued on next page



Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 2 (continued)

C. For the purposes of these Rules of Conduct, "**Designation**" shall mean "Sponsor of 'City'" + "year of the Olympic Games for the hosting of which the City is an applicant or candidate" and no other designation, it being understood that the Designation shall not include the word "Olympic".

2. Use of Logo by Applicant Cities and Candidate Cities

A. Institutional use: Applicant Cities and Candidate Cities may use the Logo on their stationary (e.g. letterheads, business cards) or other materials (e.g. video presentations, brochures) in relation to the bid only.

B. Commercial use:

(i) Subject to the prior approval of the IOC and the NOC, Applicant Cities and Candidate Cities may authorise the use of the Logo and/or the Designation by third parties providing financial support to the bid, provided that:

- such third party is not a donor
- such third party is not a competitor of a TOP Partner, another international Olympic sponsor or NOC sponsor and
- such use is restricted to the territory of the NOC

Cities must provide the IOC, upon request, with copies of all material, promotional and commercial.

(ii) Agreements with third parties providing financial support to the bid must expressly state that:

- in the event that the Applicant City is not retained by the IOC as a Candidate City, all rights granted by the Applicant City to the use of the Logo and/or Designation terminate on the date of announcement of Candidate Cities by the IOC;
- all rights granted by Candidate Cities to the use of the Logo and/or Designation terminate on the date of the decision to award the Olympic Games for which the City is a candidate and
- third parties providing financial support to the bid shall have no automatic or binding residual rights, options or other arrangements of any nature, express or implied, with respect to the Olympic Games if the Candidate City is successful.

Cities must supply the IOC, upon request, with copies of all agreements and/or proposed agreements with third parties providing financial support to the bid.

Continued on next page



Rules of conduct applicable to all cities wishing to organise the Olympic Games, Continued

Appendix 2 (continued)

- (iii) Subject to prior NOC approval, Applicant Cities and Candidate Cities may develop merchandise bearing the Logo for sale and/or give-away to promote the bid provided that sales whether through the official website of the City or otherwise are limited to the territory of the NOC.

3. Use of Emblem by Candidate Cities

- A. **Institutional use:** Candidate Cities may use the Emblem on their stationary (e.g. letterheads, business cards) or other materials (e.g. video presentations, brochures) in relation to the bid only.
- B. **Commercial use:** Candidate Cities shall not use or authorise the use of the Emblem by third parties for any commercial purposes whatsoever

4. Recognition of and Communication by Third Parties Providing Financial Support to the Bid.

- A. Cities may list the names of third parties providing financial support to the bid (including donors) on their official website or in their publications provided that such third party is not a competitor of a TOP Partner, another international Olympic sponsor or an NOC sponsor.
- B. Donors being competitors of a TOP Partner, another international Olympic sponsor or an NOC sponsor shall not be authorised to communicate with respect to their donation to the bid or otherwise associate themselves with the bid in any manner whatsoever.

5. If the Candidate City is awarded the Olympic Games, the provisions of the Host City Contract between such City, the NOC and the IOC, together with the provisions of the Olympic Charter, shall apply thereafter.

6. Cities may not make any use of the Olympic symbol except as expressly provided for above.



1.4 → Promotion

Promotion

International promotion X

According to Article 8 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, Candidate Cities may only undertake promotion at an international level after the IOC's acceptance of their Candidature File or any other date set by the IOC.

In order to allow 2014 Candidate Cities to take advantage of the 2006/2007 winter season, the IOC Executive Board has authorised cities to commence international promotion from 1 October 2006.

Communication

Maintaining objectivity throughout the promotion campaign is essential. Casual promises and unrealistic goals are very quickly seen through and can often damage the image of the candidature and its chances of success.

For this reason, it is important to maintain coherence and harmony between the projects described in the Candidature File and those developed in the promotion campaign.

Force of obligation

All representations, statements and other commitments contained in the Candidature File have the force of obligations, as do all the other commitments made by the Candidate City, the NOC and the Bid Committee, and all declarations made during official presentations.

Copyright

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

Cost considerations

Candidate Cities must be cost-conscious throughout the promotion campaign. The candidature will be under tough public scrutiny and, whilst all efforts to promote the project will be enthusiastically supported during the candidature, the post-election attitudes of the public, media, sponsors and supporters can be very critical and damaging.

In this respect, it is essential to consider the value and target audience of all promotional activities, particularly those involving international travel, and to plan and budget accordingly in order to avoid unnecessary expenditure and criticism.





1.5 → Undertaking

Overview

- Introduction** As already mentioned in chapter 1.1, Candidate Cities are required to abide by the terms of the “Undertaking”.
- Each Candidate City will receive an original Undertaking from the IOC which must be duly signed by representatives of the Bid Committee, the city and the NOC and returned to the IOC with the Candidature File not later than 10 January 2007.
- Contents** The Undertaking primarily states that, if the Candidate City is elected as Host City, representatives of the city and the NOC will sign the Host City Contract.
- The text of the Undertaking follows.



Undertaking

BY

The Bid Committee of (**"The Bid Committee"**)
(name of City)

AND

The City of..... (**"City"**)
(legal name of city)

AND

The NOC of..... (**"NOC"**)
(legal name of National Olympic Committee)

1. The Bid Committee, the city and the NOC (hereinafter collectively referred to as the "Parties") recognise and declare that they are aware of the contract which shall be executed with the International Olympic Committee ("IOC") if the city is elected for the organisation of the XXII Olympic Winter Games in the year 2014 (such contract being referred to herein as the "Host City Contract" and such Games as the "Games") and are prepared to sign the Host City Contract without reserve or amendment.
2. In consequence thereof, the Parties declare that, during the period of the candidature of the city, they will 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.

Continued on next page



Undertaking, Continued

3. Should the Parties have already entered into or approved or consented to a commitment which would be in conflict with, jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract, the Parties shall bring to the attention of the IOC Executive Board all such commitments, no later than 10 January 2007. The Parties declare that all such commitments shall be neither enforced nor enforceable vis-à-vis the IOC and that such commitments shall be deemed, as regards the IOC and any party with which the IOC may enter into an agreement with respect to the Games, to be null and void, unless approved in writing by the IOC Executive Board. Furthermore, the Parties shall take all steps necessary to terminate or cause to be terminated all such commitments which would be contrary to the obligations stipulated in the Host City Contract.
4. The Parties undertake to abide by the Olympic Charter and, in particular, the Rules and bye-laws regarding the use of the Olympic marks.
5. The Parties have ensured, or shall ensure, that the Olympic symbol and the terms "Olympic" and "Olympiad" and the Olympic motto are protected in the name of the IOC and/or 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. The Parties have brought this provision to the attention of their government and their competent national authorities and confirm that their government and their competent national authorities have agreed with its contents. The NOC confirms that, in accordance with the Olympic Charter, should such protection exist in the name of or for the benefit of the NOC, the NOC shall exercise any such rights in accordance with the instructions received by the IOC Executive Board.
6. The Parties declare that any dispute arising during the period of the candidature of the city, in connection with this Undertaking, shall be definitively settled by the Court of Arbitration for Sport in Lausanne, pursuant to the Code of Sports-related Arbitration. Swiss law shall be applicable to this Undertaking.

Continued on next page



Undertaking, Continued

7. This Undertaking shall remain in full force and effect until 31 December 2014.

The Bid Committee of (**"The Bid Committee"**)
(name of City)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____

The City of (**"CITY"**)
(legal name of city)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____

The NOC of (**"NOC"**)
(legal name of National Olympic Committee)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____



1.6 → Preparing for the potential constitution of an Organising Committee

Preparing for the potential constitution of an OCOG

Intellectual property rights
X

“The Olympic Games are the exclusive property of the IOC which owns all rights and data relating thereto, in particular, and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanism whatsoever, whether now existing or developed in the future.”

Paragraph 1, Rule 7 of the Olympic Charter

Host City Contract – signature
X

After the announcement of the Host City, the Host City Contract is signed by the IOC, the Host City authorities, duly empowered by the city to make this commitment, and the NOC of the country in which the city is located. This contract outlines the legal, commercial and financial obligations incumbent upon the city elected to organise the Olympic Winter Games.

Pre-election agreements

To best prepare for the constitution of an OCOG, it is essential that the necessary groundwork be completed during the candidature phase. At the time of signing the Host City Contract, agreements should therefore be in place between all parties involved in the Olympic Winter Games project, clearly outlining each party’s roles, responsibilities and financial contributions.

OCOG constitution

It is essential that the Bid Committee plans for the constitution of an Organising Committee for the Olympic Games (OCOG) as it is the OCOG which is the main body responsible for organising the Olympic Winter Games.

The Bid Committee should ensure that all parties concerned in the preparation of the candidature are aware of this fact and that, in the earliest stages of planning, consideration is given to the structure of the Organising Committee, in the event that the city is elected to host the Olympic Winter Games. It is important that there is some continuity between the Bid Committee and the Organising Committee.

Continued on next page



Preparing for the potential constitution of an OCOG, Continued

OCOG constitution (continued)

The OCOG must be constituted within five months of the date on which the Host City Contract is signed. The executive body of the OCOG must include: the IOC member(s) in the country, the President and Secretary General of the NOC, an athlete representative and at least one member representing and designated by the Host City. The executive body may also include representatives of public authorities and other leading figures. In order to ensure continuity, it would be appropriate for some members of the Bid Committee to be members of the OCOG.

It is important to think about how to manage the time between the election and the constitution of the OCOG and to consider planning for a transition team early on in the candidature process in order to ensure continuity and to ensure that planning work can continue without interruption after the election.

Compliance with IOC rules **X**

From the time of its constitution and until the time of its dissolution, the OCOG must conduct its activities in accordance with the Olympic Charter and the instructions of the IOC Executive Board. Moreover, it will be called upon to act in its capacity as party to the Host City Contract and will be jointly and severally liable, with the Host City and the NOC of the country, for carrying out the obligations contained in the Host City Contract and its appendices.

The OCOG must comply fully with the commitments and the promises made during the candidature phase, both in the Candidature File and the declarations and comments made by the Bid Committee during its presentations to the Session and other Olympic meetings.



2014 Candidature Procedure – signature page

Acceptance of the Candidature Procedure The Candidate Cities shall abide, in all aspects, by all provisions of the Olympic Charter and the Candidature Procedure which includes the IOC Code of Ethics, the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, and all other rules, instructions and conditions which may be established by the IOC Executive Board.

The present Candidature Procedure comes into effect on 22 June 2006 and shall remain in force until further notice.

Lausanne, 22 June 2006

The IOC Executive Board

The **Bid Committee** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)

The **City** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)

The **NOC** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)





Part 2 → IOC Questionnaire

Overview

Candidature File

In the candidature phase of the bid process, Candidate Cities are required to present their city's blueprint for organising the Olympic Games in the form of the Candidature File.

The structure of such Candidature File shall follow the structure of the questionnaire contained in Part 2 of this document. The Candidature File provides the basis for a technical analysis of a city's project. The facts should therefore be presented in as clear and concise manner as possible.

Fonts

Throughout the questionnaire contained in Part 2, **all questions and guarantees are presented in bold font** and any accompanying explanatory text is presented in regular font.

Guarantees



The IOC questionnaire also requires Candidate Cities to obtain many guarantees from third parties. Questions requiring a guarantee are flagged with the following icon in the questionnaire:



Certain guarantees require Candidate Cities to use a standard text provided in the Model Guarantees File. These guarantees will be clearly marked as follows:



Standard text provided for this guarantee in the Model Guarantees File.

Continued on next page



Overview, Continued

Additional documents

Candidate Cities are also required to provide certain additional documents to the IOC, in various formats specified throughout the questionnaire. Questions requiring an additional document to be submitted are flagged with the following icon in the questionnaire:



Instructions

Precise instructions on how to create both the Candidature File and the Guarantees File, from a presentation and content point of view, can be found in Part 3 of this document. The aim of these instructions is two-fold:

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

Candidate Cities must follow the instructions given in Part 3.

Force of obligation

It is very important to remember that all representations, statements and other commitments contained in the Candidature File are binding in the event that the city in question is elected to host the Olympic Winter Games.

Reference documents X

We remind Candidate Cities that anyone connected with the preparation of a Candidature File must refer to the Olympic Charter, the Host City Contract including the IOC Technical Manuals, and the Olympic Games Knowledge Management programme for further information concerning all themes of the IOC Questionnaire.

Continued on next page



Overview, Continued

Contents

The questionnaire is divided into the following themes:

Theme	See Page
Theme 1 - Olympic Games concept and legacy	69
Theme 2 - Political and economic climate and structure	73
Theme 3 - Legal aspects	77
Theme 4 - Customs and immigration formalities	81
Theme 5 - Environment and meteorology	85
Theme 6 - Finance	93
Theme 7 - Marketing	119
Theme 8 - Sport and venues	131
Theme 9 - Paralympic Games	151
Theme 10 - Olympic Village(s)	159
Theme 11 - Medical services and doping control	165
Theme 12 - Security	171
Theme 13 - Accommodation	175
Theme 14 - Transport	195
Theme 15 - Technology	213
Theme 16 - Media operations	217
Theme 17 - Olympism and culture	221





Theme 1 → Olympic Games concept and legacy

Overview

Aim of the theme

Theme 1 seeks to establish a Candidate City's vision for the Olympic Winter Games, how this vision fits into the city/region's long-term planning and what legacy is planned for the city, region and sport in the host country after the Olympic Winter Games. Theme 1 also seeks to understand a Candidate City's communication strategy with regard to promoting the Olympic Ideal and the city's Olympic Winter Games project.

Related document X

- Technical Manual on Communications

Guarantees summary

Candidate Cities are not required to obtain any guarantees for theme 1.



Theme 1 – Olympic Games concept and legacy

CONCEPT AND LEGACY

- Q 1.1** In accordance with the Olympic Charter, *“the duration of the competitions of the Olympic Games shall not exceed 16 days”*.
- State your proposed dates to host the XXII Olympic Winter Games in 2014 and specify your reasons.**
- Q 1.2** Describe your vision of the Olympic Winter Games, should your city become the Host City of the XXII Olympic Winter Games.
- Describe your motivation behind the choice of location of key Olympic infrastructure.**
- Provide Map A (no larger than A3 – folded or double page – and clearly indicating the graphic scale used): a map of your city/region on which your project is superimposed thus giving a complete visual overview of your project.**
- Q 1.3** Explain how your vision of the Olympic Winter Games fits into your city/region’s long-term planning strategy.
- Q 1.4** What would be the impact and legacy for your city/region of hosting the Olympic Winter Games?
- Q 1.5** Describe your plans for the sustainable development of any new permanent infrastructure, including transport infrastructure, included in your project.

Continued on next page



Theme 1 – Olympic Games concept and legacy, Continued

COMMUNICATING THE CONCEPT

- Q 1.6** Describe how you would build and promote your image and reputation.
- Describe the challenges and opportunities you foresee for an OCOG in terms of communications.
- How do you intend to cultivate local support and interest within your country and community?
- How do you intend to do so internationally?
- Q 1.7** 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.
- Briefly describe the communications programmes you intend to set up during the years leading up to the Olympic Winter Games in order to promote the Olympic Ideal.





Theme 2 → Political and economic climate and structure

Overview

Aim of the theme

Theme 2 seeks to provide the IOC with:

- a clear understanding of the political and economic climate of your country, region and city
- an evaluation of the jurisdiction, responsibilities and prerogatives of the national, regional and local authorities in the planning, organising and running of the Olympic Winter Games.

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 2:

G

Question number	Guarantee
Q 2.3	Guarantees – financial or other – obtained from national, regional and local authorities and bodies involved in your project of hosting the Olympic Winter Games.



Theme 2 – Political and economic climate and structure

Q 2.1

In order 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, the IOC seeks to understand the following elements:

- Political, economic and social structure (national, regional and local)
- Jurisdiction, responsibility and prerogative (national, regional and local)
- Political, economic and social stability (national, regional and local)
- General public opinion

Describe the political structure in your country: what are the institutions at national, regional and local level and their respective competence 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.

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.

Q 2.2

List all cities, communities, regions, provinces or other public authorities involved in your project of hosting the Olympic Winter Games.

Describe what procedures will be in place to ensure coordination between the above-mentioned authorities during the candidature and after the Host City is elected.

Q 2.3

Describe the specific support provided to your project of hosting the Olympic Winter Games by all authorities concerned (national, regional, local authorities and all bodies listed in Q 2.2 above).

G

Indicate to what extent such support constitutes binding obligations for the authorities involved.

G

Provide any guarantees obtained from your national, regional and local authorities as well as the bodies listed in Q 2.2 above regarding their support and commitments – financial or other – towards your project of hosting the Olympic Winter Games.

Continued on next page



Theme 2 – Political and economic climate and structure, Continued

- Q 2.4** 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 2014.
- Also mention any political or other public figure likely to play an important role either in favour or against your project.
- List other possible political or social movements, the activities of which might be in support of or opposition to your project.
- Q 2.5** List all elections planned in your country at all levels until 2014 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 2014.
- Q 2.6** Give the full list of all public authorities and other official public or private bodies represented in your candidature committee.
- Q 2.7** 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).
- Q 2.8** List the Per Capita Income (in USD) for the last ten years.
- Q 2.9** Indicate the average inflation rate and average rate of local currency to the USD for the last ten years.
- Are there any current forecasts with regard to these parameters between now and 2014? (Indicate your sources for such information)
- Q 2.10** Identify all likely impact, including of a commercial, financial, fiscal or legal nature that the national or international obligations binding your country (e.g. international treaties or European Union rules and requirements) would have upon the organisation and staging of the Olympic Winter Games, particularly with respect to competition policy or other trade- and commerce-related practices.

Continued on next page



Theme 2 – Political and economic climate and structure, Continued

Q 2.11

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
 - Please provide details of any polls carried out: dates, questions asked, sample size, area covered
 - Any opinion polls must be conducted by internationally recognised research agencies/organisations
- Referendum (if applicable)
 - Please provide details
- Awareness campaigns
- Other



Theme 3 → Legal aspects

Overview

Aim of the theme


Theme 3 seeks to establish whether a Candidate City and its national, regional and local authorities understand and act in conformity with the rules relating to the Olympic Movement, including the Olympic Charter and Host City Contract.

Theme 3 also addresses the issues of prior agreements and Olympic mark protection.

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 3:



Question number	Guarantee
Q 3.1 	Covenant from all authorities concerned by your project of hosting the Olympic Winter Games – national, regional and local authorities.
Q 3.2	Guarantee that no other event will take place during the Olympic Winter Games or one week immediately before or after.
Q 3.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[city] 2014” within the host territory and register relevant domain names.
Q 3.5	Declaration from the government of your country stipulating that all necessary legal measures have been taken, or will be taken to facilitate the protection of Olympic marks.
Q 3.7.1	Declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city



Theme 3 – Legal aspects

Q 3.1



FULFILMENT OF OBLIGATIONS AND RESPECT OF THE OLYMPIC CHARTER AND HOST CITY CONTRACT

Provide a covenant from all authorities concerned by your project of hosting the Olympic Winter Games guaranteeing the following:

- The respect of the provisions of the Olympic Charter and Host City Contract
- The understanding and agreement that all commitments made are binding
- Taking the necessary steps so that the city fulfils its obligations completely

Covenants must be obtained from the following authorities:

- The government of your country
- All local and regional authorities concerned by your project of hosting the Olympic Winter Games



Standard text provided for this guarantee in the Model Guarantees File.

Q 3.2



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 or in its vicinity or in the other competition sites, during the Olympic Winter Games, or for one week immediately before or after the Games.

Q 3.3

Do you envisage the implementation of any new laws to facilitate the organisation of the Olympic Winter Games? Explain.

Q 3.4



WORD MARK “[City] 2014” AND DOMAIN NAME PROTECTION

The IOC has taken necessary measures to protect the word mark “[City] 2014” outside of the host territory.

As requested by the IOC in phase 1 (circular dated 24 June 2005) provide documentation indicating that appropriate measures have been taken to:

- protect the word mark “[City] 2014” within the host territory
- register domain names that are of value to your candidature such as “[City] 2014” followed by extensions .com .net .org as well as the country code concerned

Continued on next page



Theme 3 – Legal aspects, Continued

Q 3.5

G

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.

Describe the legal measures in force in your country to protect the Olympic symbol, 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?

G

Provide a declaration from the government of your country stipulating that all necessary legal measures have been taken, or will be taken, to protect the above-mentioned Olympic-related marks and designations in the name of the IOC.

Q 3.6

DETAILS OF PRIOR AGREEMENTS, IF ANY

Has the Candidate City, Bid Committee 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 and which have not been previously approved or agreed by the IOC? (e.g. 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?) If so, please describe them.

Please confirm that these agreements (if any) would not jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract.

Q 3.7

LEGAL ENTITY

Q 3.7.1

G

Name and describe the legal entity of the Bid Committee.

Provide a declaration from your city authorities confirming that the Bid 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.

Continued on next page



Theme 3 – Legal aspects, Continued

- Q 3.7.2** **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.**
- Q 3.8** **The official languages of the IOC are French and English. Which of these 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?**



Theme 4 → Customs and immigration formalities

Overview

Aim of the theme

Theme 4 seeks to establish a country's customs and immigration formalities as they will relate to the staging of the Olympic Winter Games for:

- Accredited persons
- Non-accredited persons
- Work permits
- Goods and services
- Products and equipment
- Guide dogs for the blind

Paralympic Games ▶ IPC

Candidate Cities should note that all benefits and services offered with respect to the Olympic Winter Games must also apply with respect to the Paralympic Games – e.g. access into the host country, customs facilities etc.

Related document ✕

- Accreditation and Entries at the Olympic Games – Users' guide

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 4:

Question number	Guarantee
Q 4.3	Guarantee of entry into your country with the Olympic identity and accreditation card.
Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Olympic Winter Games.
Q 4.7	Guarantee authorising the import, use and export of goods required for the Olympic Winter Games, free of all customs duties.



Theme 4 – Customs and immigration formalities

Q 4.1 Describe the regulations in force in your country regarding immigration and entry visas.

Q 4.2 Give precise details of the health and vaccination recommendations or regulations for persons entering your country.

Q 4.3
G **X**

In accordance with Rule 55 of the Olympic Charter, the Olympic identity and accreditation card is a document which establishes the identity of its holder and confers upon the latter the right to take part in the Olympic Games. Together with a passport or other official travel documents of the holder, the Olympic identity and accreditation card authorises entry into the country of the Host City. It allows the holder to stay and perform his Olympic function for the duration of the Olympic Games, including a period not exceeding one month before and one month after the Games.

The Olympic identity and accreditation card is delivered, under the authority of the IOC, to persons eligible for accreditation.

G **Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and an Olympic identity and accreditation card 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 Olympic Winter Games, in accordance with the Accreditation and Entries at the Olympic Games – Users' Guide.**

Q 4.4
G

In addition to those persons in possession of an Olympic identity and accreditation card, certain Games-related personnel will require temporary entry into the host country to perform their Olympic duties prior to the Olympic Winter Games. Such persons may be required to work and domicile in the country for at least one year before the Olympic Winter Games.

G **Provide a guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Olympic Winter Games will be authorised and that such persons will obtain appropriate work permits in an expedited and simplified manner, without any duties or taxes being payable.**

Q 4.5 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 and how this will be adjusted, if necessary, in order to conform with the requirements referred to in Q 4.4.

Continued on next page



Theme 4 – Customs and immigration formalities, Continued

- Q 4.6** Specify, if applicable, any regulations concerning the import of special products and equipment required by accredited persons to carry out their duties at the Olympic Winter Games: e.g. firearms and ammunition (for sports competitions or security services), photographic and audio-visual equipment, medical equipment and products, computer equipment, foodstuffs etc.
- Q 4.7**
G Provide a guarantee from the relevant authorities, concerning the import, use and export of goods, including consumables, 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.
- Q 4.8** 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.
- Q 4.9** Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals or other publications?
- Q 4.10** Describe the regulations in force in your country regarding the entry of guide dogs for the blind into your territory.





Theme 5 → Environment and meteorology

Overview

Aim of the theme

Theme 5 seeks to establish the general environmental and meteorological features of a Candidate City and its surroundings. The IOC also seeks to understand a Candidate City's environmental approach as it relates to the following elements:

- Geographical features
- Public authorities
- Environmental management systems
- Venue construction
- Development projects

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 5:

G

Question number	Guarantee
Q 5.7	Guarantee(s) stating that all construction work necessary for the organisation of the Olympic Winter Games will comply with: <ul style="list-style-type: none">• Local, regional and national regulations and acts• International agreements and protocols regarding planning, construction and protection of the environment



Theme 5 – Environment and meteorology

Commitment 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 are taken to minimise or eliminate negative impact on the environment and contribute to the harmonious integration of the Olympic Winter Games into the natural surroundings.

Collaboration Environmental protection is an area where Candidate 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 government and non-government organisations in this respect. In addition to the technical aspects involved, the Bid Committee can send very positive messages through its environmental protection efforts.

ENVIRONMENT

Q 5.1 Describe the following on maps of your Candidate City and major mountain clusters, no larger than A3 – folded or double page – and indicating the graphic scale used:

- General geographical features
- Protected/environmentally sensitive areas
- Cultural heritage monuments
- Potential natural hazards

Q 5.2 Provide detailed information on the ambient air quality in the Candidate City (according to WHO standards), including an assessment of the analyses performed over the last five years for the period during which you intend to hold the Olympic Winter Games and the testing methods used.

Further information must be provided for any proposed competition venues situated more than 50km from the Candidate City or for any proposed competition venues where conditions are significantly different from the rest of the Candidate City.

Please include the following figures in your assessment:

	mg/m ³
Carbon monoxide	
PM10	
Sulphur dioxide	
Nitrogen dioxide	

Continued on next page



Theme 5 – Environment and meteorology, Continued

Q 5.3 Provide detailed information on the quality of drinking water in the Candidate City (according to WHO standards), including an assessment of the analyses performed over the last five years, the testing methods used and the system of supply.

Further information must be provided for any proposed competition venues situated more than 50km from the Candidate City or for any proposed competition venues where conditions are significantly different from the rest of the Candidate City.

Q 5.4 Describe the respective public authorities' environment and natural resource management systems and their cooperation, responsibilities and working methods vis-à-vis the OCOG.

Q 5.5 Describe the OCOG's planned environmental management system:

- Objectives, goals and priorities
- Environmental key-point action plan for the Olympic Winter Games
- Collaboration with the environmental public authorities
- Collaboration with non-government environmental organisations
- Efforts to be undertaken regarding transport and minimisation of the impact of air and noise pollution
- Plans for solid waste management and sewage treatment
- Energy supply and conservation, renewable energy use and management
- Efforts to protect and enhance significant features of the natural environment and cultural heritage before, during and after the Olympic Winter Games
- Environmental awareness programmes

Q 5.6 Environmental quality standards and knowledge quickly become obsolete and a proactive attitude is necessary 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

Continued on next page



Theme 5 – Environment and meteorology, Continued

Q 5.6
(continued)

Carry out initial environmental impact assessments for all venues (competition venues, IBC and MPC).

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.

Q 5.7

G

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

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

Q 5.8

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

Q 5.9

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?

Q 5.10

Indicate any special features which are not covered by this questionnaire, and which the Bid Committee believes are relevant.

METEOROLOGY

The information requested in the following questions must be given:

- for your proposed Games dates (as stated in Q 1.1)
- for the area in which the Olympic Winter Games would be held and
- for the last ten years.

Further information must be provided for any proposed competition venues situated more than 50km from the Candidate City or for any proposed competition venues where conditions are significantly different from the rest of the Candidate City.

Continued on next page



Theme 5 – Environment and meteorology, Continued

Q 5.11

Complete table 5.11 indicating:

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

Q 5.12

Complete table 5.12 indicating:

- Number of precipitation days* per year
- Number of precipitation days* for your proposed Games dates
- Average volume of precipitation (in l/m²) per year
- Average volume of precipitation (in l/m²) for your proposed Olympic Winter Games dates

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

(*Precipitation days = more than 0.1mm precipitation in 24 hours in the water column)

Q 5.13

For the following outdoor competition venues:

- Ski jumping
- Nordic combined
- Alpine skiing

complete table 5.13 indicating:

- Average wind direction at 9 a.m. / 12 noon / 3 p.m. / 6 p.m. / 9 p.m.
- Average wind strength (km/h) at 9 a.m. / 12 noon / 3 p.m. / 6 p.m. / 9 p.m.

Please use data from the closest wind station to each of these venues and clearly identify its location.

TABLE 5.11 – Temperature and humidity

The information requested must be given:

- For your proposed dates of the Olympic Winter Games
- For the area in which the Olympic Winter Games will be held (Candidate City + any proposed competition venues where conditions are significantly different to the rest of the Candidate City + any proposed competition venues situated more than 50km from the Candidate City)
- For the last ten years

	Temperature in °C			Humidity in %		
	Maximum	Average	Minimum	Maximum	Average	Minimum
Candidate City						
9 a.m.						
12 noon						
3 p.m.						
6 p.m.						
9 p.m.						
Competition venues where conditions are significantly different from the rest of the Candidate City (<i>insert name of venue</i>)						
9 a.m.						
12 noon						
3 p.m.						
6 p.m.						
9 p.m.						
Competition venues situated more than 50km from the Candidate City (<i>insert name of venue</i>)						
9 a.m.						
12 noon						
3 p.m.						
6 p.m.						
9 p.m.						

TABLE 5.12 – Precipitation

The information requested must be given:

- For your proposed Olympic Winter Games dates
- For the area in which the Olympic Winter Games will be held (Candidate City + any proposed competition venues where conditions are significantly different to the rest of the Candidate City + any proposed competition venues situated more than 50km from the Candidate City)
- For the last ten years

Location	Number of precipitation days		Average volume of precipitation (in l/m ²)	
	Per year	For your proposed Games dates	Per year	For your proposed Games dates
Candidate City				
Competition venues where conditions are significantly different to the rest of the Candidate City <i>(insert name of venue)</i>				
Competition venues situated more than 50km from the Candidate City <i>(insert name of venue)</i>				

TABLE 5.13 – Wind direction and strength

The information requested must be given:

- For your proposed Olympic Winter Games dates
- For the following outdoor competition venues: ski jumping, Nordic combined and alpine skiing
- For the last ten years

	Wind data	
	Average wind direction	Average wind strength (km/h)
Venue A		
9 a.m.		
12 noon		
3 p.m.		
6 p.m.		
9 p.m.		
Venue B		
9 a.m.		
12 noon		
3 p.m.		
6 p.m.		
9 p.m.		
Venue C		
9 a.m.		
12 noon		
3 p.m.		
6 p.m.		
9 p.m.		



Theme 6 → Finance

Overview

Aim of the theme

Theme 6 seeks to establish:

- The reasonableness of the financial plan/budget developed to support the operations of the Olympic Winter Games as described in the themes of this manual
- The relevance of the financial guarantees provided to
 - ensure the financing of all major capital infrastructure investments required to deliver the Olympic Winter Games
 - cover a potential economic shortfall of the OCOG

“Each Candidate City shall provide financial guarantees as required by the IOC Executive Board, which will determine whether such guarantees shall be issued by the city itself, or by any other competent local, regional or national public authorities, or by any third parties.”

Olympic Charter – Bye-law 2.4 to Rule 34

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 6:

Question number	Guarantee
Q 6.1	Shortfall guarantee
Q 6.2	Any other additional financial guarantees obtained
Q 6.3	Guarantee concerning general price control before and during the Olympic Winter Games, with particular reference to hotel rates and related services.



Theme 6 – Finance

Q 6.1



Provide a financial guarantee from the competent authorities covering a potential economic shortfall of the OCOG.

Q 6.2



Please note that financial guarantees are requested in many other themes of this questionnaire including security, medical services, customs and immigration, Olympic Village, transport, sport and venues etc. and should be referenced under their corresponding theme and question number as per the instructions pertaining to the Guarantees File.

Provide any other additional financial guarantee you may have obtained.

Q 6.3



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

Q 6.4

Provide a plan for the disposal, after the Olympic Winter Games, of the OCOG's assets and/or for financing the running and maintenance costs of specific Olympic Games-related infrastructure.

Q 6.5

TAXES

Q 6.5.1

Describe the various types of taxes which are currently levied in your country and which may have an impact should the Olympic Winter Games be hosted in your country.

Q 6.5.2

Which legal form do you expect your Organising Committee to take and what tax status do you expect the Committee to be subject to?

Continued on next page



Theme 6 – Finance, Continued

Q 6.5.3 **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 marketing 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 2014 Olympic Winter Games?

Please respond to this question in two parts:

- Third parties resident in your country
- Third parties resident abroad

Q 6.5.4 **Would any taxes be levied in relation to sums of money paid by the OCOG to the IOC (e.g. royalties)?**

Continued on next page



Theme 6 – Finance, Continued

Q 6.6 **BUDGETING**

(x Q 2.9)

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 candidature.

The possible inflationary and currency effect will be analysed by the IOC, based on information provided in theme 2 (Q 2.9).

In considering plans for the financing of the Olympic Winter Games, it should be borne in mind that there are two distinct budgets:

- **OCOG budget**: this is the operations budget for the organisation of the Olympic Winter Games. Infrastructure development costs for sports venues, the Olympic Village, the IBC and MPC or other major infrastructure projects should not be included in the OCOG budget.
- **Non-OCOG budget**: for financing the construction of the sports venues and other infrastructure required for the Olympic Winter Games which will be a long-term legacy. The financing of such investments should be undertaken by the public authorities or the private sector. In certain instances, these parties may equally finance temporary facilities.

Candidate 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.

All questions must be answered in strict accordance with the budget templates provided in this theme. Brief guidance on the content of each budget line is also provided in this theme, after the budget templates.

For budgeting purposes, Candidate Cities should use the amounts communicated by the IOC by circular letter for the IOC contribution and TOP programme estimates.

Q 6.6.1 Using template 6.6.1, provide a detailed budget for the Olympic Winter Games in USD 2006 (specify the date on which this was established and the USD/local currency exchange rate used).

Q 6.6.2 Using templates 6.6.2 a and b, provide an overview of all capital investments directly related to your Olympic Winter Games project and a detailed capital investment budget (in USD 2006) for all sports venues, all villages and the IBC/MPC, by physical location.

Continued on next page



Theme 6 – Finance, Continued

Q 6.6.3 **Using template 6.6.3, prepare a simple cash flow forecast, disclosing the expected annual cash flows and financing lines from the year of election to the expected date of dismantling the OCOG.**

Q 6.6.4 **In addition to the standard budget structure to be presented in the Candidature File, Candidate Cities are required to provide the IOC with comprehensive data supporting the build-up of each budgetary caption at least one month before the visit of the IOC Evaluation Commission.**



A list with the names and qualifications of all the people having contributed to the preparation of the budget should also be made available to the finance expert of the IOC Evaluation Commission.

Continued on next page



Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.1: Detailed Olympic Winter Games budget (OCOG budget)

A – REVENUES		USD (000)	%	B – EXPENDITURE		USD (000)	%
1	IOC Contribution			B1 Capital Investments			
2	TOP sponsorship			13 - Sports facilities			
3	Local sponsorship			- Olympic Village and other villages			
3	Official suppliers			- MPC & IBC			
4	Ticket sales			- Other (specify)			
5	Licensing			B2 Operations			
	- Licensing merchandise			14 Sports venues			
	- Coin programme			14 Olympic Village & other villages			
	- Philately			14 MPC			
6	Lotteries			14 IBC			
7	Donations			15 Workforce			
8	Disposal of assets			16 Information systems			
9	Subsidies			16 Telecommunications & other technologies			
	- National government			16 Internet			
	- Regional government			17 Ceremonies and culture			
	- Local government			- Opening Ceremony			
10	Other			- Closing Ceremony			
				- Medal award ceremonies			
				- Cultural programme			
				- Torch relay			
				- Other programmes			
				18 Medical services			
				19 Catering			
				20 Transport			
				21 Security			
				22 Paralympic Games			
				23 Advertising & promotion			
				24 Administration			
				25 Pre-Olympic events & coordination			
				26 Other			
11	SHORTFALL			27 SURPLUS			
12	TOTAL						

- Indicate USD/local currency exchange rate used in preparing the budget
- Date of finalisation of the budget

Continued on next page



Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.2 a): Overview of the non-OCOG capital investments directly related to the Olympic Winter Games project (City, regional or state authorities & private sector)

C – Capital Investments	USD (000)
<ul style="list-style-type: none">- Airport- Roads and railways- Visitor accommodation- Sports venues<ul style="list-style-type: none">- Competition venues- Training venues- Olympic Village(s)- Media village(s)- Other (please specify)	

Continued on next page



Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.2 b): Capital investments by physical location

(XQ 8.4 and Q 10.5)

	OCO G BUDGET			NON-OCO G BUDGET			TOTAL OCO G & NON-OCO G
	B1 – budget line 13			C			
	New installations	Upgrading of existing installations	Sub-total	New installations	Upgrading of existing installations	Sub-total	
(a) Sports facilities							
	(b)	(b)	(b)	(c)	(c)	(c)	
Olympic Village(s) (Detail by location)							
	(b)	(b)	(b)	(c)	(c)	(c)	
MPC & IBC (Detail by location)							
	(b)	(b)	(b)	(c)	(c)	(c)	
TOTALS							

- (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 OCO G budget (template 6.6.1)
- (c) Subtotals should be identical to those disclosed under caption C “non-OCO G budget” (template 6.6.2 a)

Continued on next page



Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.3: OCOG cash flow forecast

	Games year - 7	Games year - 6	Games year - 5	Games year - 4	Games year - 3	Games year - 2	Games year - 1	Games year	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										



Theme 6 – Finance / Description of Olympic Games budget categories

Games budget categories The description of each budgetary caption listed below provides Candidate Cities with information on what elements are to be taken into consideration in the preparation of the budget according to the templates provided above.



In addition to the standard budget structure to be presented in the Candidature File, comprehensive data supporting the build-up of each budgetary caption shall be sent to the IOC Candidate City Relations department at least one month before the visit of the IOC Evaluation Commission.

Reference in the descriptions below to “subsidiary schedules to be provided” refer to the comprehensive data requested and should not be included in the Candidature File.

OCOG REVENUES

1. IOC Contribution These are revenues earned by the IOC and then redistributed to the OCOG for services rendered in the organisation of the Olympic Games, arising from the sale of radio and television rights for the Olympic Games. The amount of such contribution shall be decided by the IOC Executive Board.

An estimate of the figure to be used in the budget will be provided by the IOC by circular letter.

2. TOP sponsorship These are revenues arising from the international Olympic marketing programme (the "TOP Programme") whereby major companies are granted certain exclusive worldwide sponsorship rights in particular product or service categories.

Revenues are received in the form of cash and the monetary value of "Value in Kind" (VIK) goods and services. This item will be reflected as net of the IOC's management cost but separate from on-screen credits revenue and royalty.

Indicate the proportions anticipated for cash and VIK and be able to demonstrate that the VIK categories are also reflected in the expenditure budget in comparable amounts to the projected VIK revenue.

An estimate of the figure to be used in the budget will be provided by the IOC by circular letter. Provide a subsidiary schedule detailing your estimates by product/service category.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

3. Revenues from local sponsorship tiers

These are revenues in both cash and VIK arising from the sale of sponsorship rights initiated by the OCOG for marketing rights granted in the OCOG's domestic territory. They include gross revenue before IOC royalties and sponsorship sales and servicing costs.

Provide a subsidiary schedule detailing your estimates by product/service category and sponsorship tier. For these revenues, it should be clearly specified what percentage of the revenue is cash and what percentage is VIK. The budget must be able to demonstrate that the VIK categories are also reflected in the expenditure budget in comparable amounts to the projected VIK revenue.

- Local Sponsorship

These are rights granted to the highest sponsorship tier, and the sponsors are entitled to the highest level of sponsorship rights and benefits.

- Official Suppliers

These are rights granted to the second and third sponsorship tiers, at levels of investment significantly lower than Local Sponsors, who are then entitled to reduced marketing rights and benefits.

4. Ticket sales

These are revenues arising from ticket sales to Olympic Games events, Opening and Closing Ceremonies and other programmes, including the cultural programme.

Reflect gross revenue before IOC royalties.

Provide (a) subsidiary schedule(s) demonstrating the event schedule, gross and net venue capacities, ticket prices for different levels of seating quality, premium tickets or corporate boxes and sell-through assumptions.

5. Licensing

This includes revenues arising from the sale of various merchandise and is the gross licensing royalties revenue before IOC royalties. The merchandise includes:

- Licensing Merchandise

Licensed product sales activities. Provide a subsidiary schedule detailing your estimates by licensed product category.

- Philately

Revenues arising from sales of collectible stamps produced for the particular Olympic Games organised by the OCOG. Provide a subsidiary schedule detailing your estimates by programme sub-component.

- Olympic Coin Programme

Revenues arising from sales of collectible Olympic Coins produced for the particular Olympic Games organised by the OCOG. Provide a subsidiary schedule detailing your estimates by programme sub-component.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 6. Lotteries** Revenues arising from national and other lotteries organised in relation to the Olympic Games. Provide a subsidiary schedule demonstrating the anticipated parameters of the programme.
- 7. Donations** Donations received from third parties without any attached sponsorship or marketing rights. Provide a subsidiary schedule demonstrating the anticipated parameters of the programme.
- 8. Disposal of assets** Revenues arising from post-Games sales of capital investments (Sports venues, Olympic Village, MPC & IBC, installations and equipment) for which the OCOG holds title of ownership.
- Provide a subsidiary schedule demonstrating the gross investment value of the assets, the assumed liquidation recovery percentage, and portraying where the gross acquisition costs of the assets (purchase price vs. leased) are reflected in the expenditure budget.
- 9. Subsidies** Subsidies received from city, regional, state or national authorities.
- Provide demonstrable evidence of the commitment of these authorities to provide such subsidies.
- 10. Other revenues** Other revenues not included in the above captions, including the following.
- Provide subsidiary schedules demonstrating your assumptions and calculations for each relevant item.
- Interest income & foreign exchange
 - Gross interest earned on invested cash, as demonstrated by the cash flow model.
 - Foreign exchange gains from hedging strategies for revenues and expenditures denominated in currencies other than the OCOG's domestic currency.
 - Interest expenses and foreign exchange losses should be reflected as a financing cost in the expenditure budget.
 - Accommodation commissions

The OCOG's share of gross hotel room revenue from all paying customers in the Olympic Hotel network.
 - Catering commissions

The OCOG's share of gross spectator food and beverage sales in venues.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

10. Other revenues (continued)

- Villages accommodation and food & beverage income
Revenue from the sale of room nights and catering in villages other than the Olympic Village (usually Media villages), although it may include Olympic Village accommodation prior to the official village opening and guest meals in the Olympic Village.
- Torch Relay sale of torches
Revenue from the sale of torches to torchbearers, usually on a cost recovery basis. Costs of torch design and production should be included in the Torch Relay programme.
- Test Event income
Revenue from the conduct of test events that accrues solely to the benefit of the OCOG, generally from sponsorship, TV rights, ticket sales or athlete participation fees.
- Paralympics revenue
Revenues from sponsorships, TV rights, ticket sales, etc. specifically attributable to the Paralympic Games. If these revenues are otherwise included in the respective OCOG revenue categories they should be separately identified in those categories.
- Rate card revenue
Gross revenues generated from the provision of goods and services to customers for a fee, which are in excess of their Host City Contract entitlements. The goods and services are generally provided on a cost recovery basis and the prices are subject to the approval of the IOC Executive Board. The costs of sale and administration for providing these services are included in the rate card programme expenditure budget.
- Other miscellaneous revenue
Any other revenues not specifically categorised above.

OCOG EXPENDITURES

13. Capital investments & legacy contributions

Construction, installation and equipment costs of a permanent nature for new sports facilities, training venues, the Olympic Village, Media villages and the MPC & IBC, if financed by the OCOG.

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

Any contributions to the cost of permanent construction or renovation by the OCOG to other parties, if such construction or renovation is not fully funded by the OCOG.

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

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

OCOG OPERATIONS

14. Games operations

The planning, implementation, establishment and operating costs of all Olympic Games facilities, as well as the temporary venues or adaptations required to bring permanent facilities to Olympic requirements. Note that the staffing costs for these operations are portrayed under caption 15, "Workforce".

Consider the nature of the ramp-up to full Games operations, whereby the final installation of temporary facilities, equipment, technology and staffing will occur. The operating period should be considered to be 6 - 8 months before the Closing Ceremony.

Certain venues will have shorter or longer operating periods. The competition schedule will demonstrate that some venues will host competitions for only a few days, providing the opportunity to re-deploy resources across venues. A number of non-competition venues (Olympic Village, IBC, uniform distribution, accreditation, logistics warehouses) will operate for considerably longer periods.

a. Sports Venues

Sports competition venues and training venues.

b. Olympic Village & other villages

Villages and Games-related housing sites established and operated by the OCOG, including Olympic Village(s), Media village(s), Technical Officials village(s), etc.

c. MPC, IBC & other non-competition venues

Other operational venues not otherwise reflected in other operating programmes, including Main Press Centre, International Broadcast Centre, and the likes of Olympic hotel(s), uniform distribution centre(s), accreditation centre(s), welcome centre, logistics warehouse(s), transportation depot(s), etc.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

14. Games operations (continued)

Costs for each category of facilities should include details of the following:

- Construction of temporary facilities where long-term use after the Olympic Games is not anticipated. This category includes costs for facilities which are 100% temporary as well as temporary adaptations to existing facilities. Provide (a) subsidiary schedule(s) that demonstrates the quantification and unit pricing, on a facility-by-facility basis, the cost estimates for each temporary commodity type, such as seating, tents, portable buildings, toilets, lighting, power and the costs to install, operate, maintain, dismantle and restore the facilities to their permanent configuration.
- All furniture, fixtures and equipment (FF&E) required in relation to the facility (e.g. for sports events, training venues and test events) which will be disposed of after the period of the Olympic Games. Provide (a) subsidiary schedule(s) that demonstrates the quantification and unit pricing of your estimates for sports equipment and FF&E, including acquisition cost (specify leased vs. purchased), and the costs to deliver, install, maintain, recover and dispose of the equipment.
- Rental costs for venues if the installations do not belong to the OCOG. Provide a subsidiary schedule that shows which venues in your programme will be rented on commercial terms, and the basis for the rental calculation. Be mindful that the IOC expects facilities owned by public authorities to be provided to the OCOG either at no cost, or at a rental cost to be pre-approved by the IOC. Note: contributions to new venue construction should be reflected under capital investments and not as a venue rental.
- Electricity and other sources of energy. Provide a subsidiary schedule that reflects for each facility your estimates for power consumption from primary sources, and the costs of such power consumption.
- Facility logistics: costs for the delivery, set-up, installation, maintenance, tracking, recovery and disposal of venue FF&E, usually a labour services contract. Provide a subsidiary schedule indicating parametric estimates on a facility-by-facility basis, taking into consideration size and complexity of venue and duration of operations.
- Cleaning, waste management & linen/laundry services: Provide a subsidiary schedule indicating the level of service required on a facility-by-facility basis, taking into consideration size and complexity of the facility and the duration of operations.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

14. Games operations (continued)

For competition venues:

- **Event services:** costs for spectator crowd flow management, magnetometer and bag search operations, ticket checking, ushering, lost and found and spectator information. Provide a subsidiary schedule that reflects your operating assumptions about each venue and other location requiring event services operations and the resources required to deliver the programme, taking into consideration the size and complexity of each venue, and the duration of operations.
- **Command, control & communications:** communication, coordination and decision-making structure of Games-time operations. Includes costs for main headquarters operations centre, venue communications centres and functional command centres. Provide a subsidiary schedule portraying the parametric estimates of resource requirements to support the command network.

For Olympic Village and other villages:

- **Front desk operations:** provide a subsidiary schedule indicating the cost assumptions about front desk operations, taking into consideration the level of service required for each village and the resources required to support the operation.
- **Athlete/resident entertainment:** provide a subsidiary schedule indicating the cost assumptions about athlete/resident entertainment, taking into consideration the level of service required for each village.
- **Village operations:** provide incremental operating costs not provided under contracted services contained in operating programmes. Provide a subsidiary schedule indicating rationale for allowances for each village.

For MPC, IBC and other non-competition venues:

- **Written & photographic press operations:** operating costs of the Main Press Centre and Venue Press Sub-Centres. Provide a subsidiary schedule that reflects the parametric estimates underlying the operating costs of each Press Centre, taking into consideration the resources required.
- **Host broadcast organisation:** cost for the provision of services as defined in the Host City Contract appendix in support of the Host Broadcasting function assumed by the IOC through its subsidiary, OBS SA.
- **Other non-competition venues operations:** provide a subsidiary schedule that details the various operating costs for each operating site, taking into consideration the level of service required, and the complexity and duration of the operation.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 15. Workforce** The cost of all human resources required in the life-cycle of an OCOG to plan and deliver the Olympic Winter Games. These include but are not limited to:
- Permanent staff of the OCOG
 - Temporary staff
 - Secondees: secondees from sponsors or other partners who would otherwise have had to be hired by the OCOG
 - Consultants: individual and general Games consultants who would otherwise have had to be hired by the OCOG
 - Volunteers
- NOT TO BE BUDGETED IN WORKFORCE BUT UNDER THE APPROPRIATE FUNCTIONAL ITEM:**
- Consultants: consultant companies providing an end to end service in a specific functional domain (e.g. technology, spectator services, legal, risk management, security, auditing)
 - Contractors: employees of contracted service providers providing an end to end service (e.g. catering, waste management and cleaning)

- 16. Technology** An opportunity will be given to Candidate Cities to discuss the budget of technology, telecommunications and internet with the IOC. The Host City Contract will also dictate a number of the technology solutions, by virtue of multi-quadrennial agreements the IOC has with several technology providers. Technology has three subsections: information systems, telecommunications and other technologies and Internet.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

16. Technology (continued)

Provide subsidiary schedules reflecting the parametric resource requirements for each technology area as the basis for your cost estimates. Be aware that the technology area is an intensive user of VIK, especially as several of the TOP Sponsors provide resources in the technology arena, and therefore be able to demonstrate that the cost estimates are consistent with the VIK components of the sponsorship revenue plan. Recent quadrennia have also included a significant cash cost for the systems integration effort.

- **16a. Information systems**

Typically consists of the following functional components:

- Timing & scoring systems
- On-venue results systems
- Games management systems
- Administrative systems, such as finance, human resources, project management, procurement & logistics
- Integration of systems
- Systems operations
- Hardware & systems software
- Photocopy & printing

- **16b. Telecommunications and other technologies**

Typically includes the following functional components:

- Communications infrastructure
- Landline communications
- Wireless communications
- Radio frequency communications
- Public address systems
- Cable TV & cabling
- Televisions & video cassette recorders
- Imaging & photolab
- Video boards

- **16c. Internet**

Pre-Olympic Games and Olympic Games Internet Site

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

17. Ceremonies and culture

Costs incurred for the pageantry, ceremonial, artistic and celebratory aspects of the Olympic Games, including the following. This area represents the opportunity for the OCOG to showcase the host country's artistic and cultural heritage. It is very much based on a level of investment decision.

Provide subsidiary schedules that reflect the bases for your cost estimates, and your reflection of the levels of investment in these programmes.

- Opening Ceremony
- Closing Ceremony
- Flag hand-over ceremony at the Vancouver 2010 Closing Ceremony
- Medal award ceremonies
- Team welcome ceremonies
- Cultural programme
- Torch Relay
- Other programmes & special events, including educational programmes.

18. Medical services and doping control

Medical services are typically characterised by significant volunteer support from the health care practitioner community. Doping control is typically performed on a fee for service basis, although certain OCOG costs may involve the accreditation of, or enhancing the capacity of a local drug testing facility.

The costs for the following services should be budgeted in this caption. Provide subsidiary schedules reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates.

- Athlete care at competition venues and training venues
- Olympic Village polyclinic services
- Medical services provided to accredited persons according to the provisions of the Host City Contract
- Medical services provided at the MPC & IBC
- Doping controls
- Hospital facilities
- Medical transport facilities

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

19. Catering

Catering costs incurred to meet all food and beverage requirements, including but not limited to the constituents and cost categories listed below.

Consider the nature of the catering operation for different constituent groups.

- Athletes: free and open access to a wide variety of menu choices on a 24-hour basis. Difficult to predict on a cost-per-meal basis. Costs will also be driven by certain sponsor presence requirements.
- VIP hospitality: IOC lounges provide a light food or snacks operation. Sponsor hospitality is conducted on a rate card basis.
- Staff catering: provided on a defined entitlement of a meal per shift worked, and can be calculated on a cost-per-meal basis. Meals for contract staff are usually cost recoverable from the contractor organisation.
- Spectator catering: the OCOG's share of revenue will vary, depending on the level of investment in temporary infrastructure and equipment required by the concessionaire versus existing infrastructure of incumbent caterers.

Provide (a) subsidiary schedule(s) reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates.

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

20. Transport

Transport costs incurred to provide Olympic Games' participants with reliable, secure and efficient transport between the various Olympic Games activity centres.

Consider the impact of the operating environment on the transport solution. Geographically dispersed venues will demand a different transport operation, and therefore a different cost scenario, than clustered venues.

Different constituent groups are entitled to a variety of transport modes, including car, bus and rail. The existing transport infrastructure will be enhanced by a variety of services including dedicated routes, additional bus services, park and ride operations, etc.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 20. Transport (continued)** Provide subsidiary schedules reflecting the parametric estimates underlying the operating costs of transport, taking into consideration the level of service and method of service delivery for each area.
- T1-T3 transport
 - Olympic Games Workforce transport - paid staff, volunteers, contracted staff (security, catering staff, etc.)
 - Spectator transport - note that it is not uncommon for OCOGs to include a transport surcharge in the ticket price as a way of compensating local transport authorities for the spectator volume. If contemplated in your programme, such a surcharge should be separately identified in the ticket sales revenue section of the budget.
 - Athletes' and team officials' transport from housing sites to venues
 - Athletes and team travel grants
 - Technical officials transport
 - Media transport
 - Sponsors transport
- 21. Security** These are costs incurred to provide necessary security to accredited persons, visitors and residents of the Host City at sports venues, villages, hotels, other non-competition venues, and during transport between the various Olympic Games activity centres. Provide (a) subsidiary schedule(s) reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates. Costs will include:
- Equipment
 - Private security contractors
 - Planning, co-ordination and training
 - Law enforcement. Describe the delineation of jurisdictional responsibilities between the OCOG and the various law enforcement agencies, and the security and command responsibilities of each. Clearly distinguish the different responsibilities of law enforcement and private security with respect to physical security, asset protection, access control, public safety, protection of VIPs, etc.
- 22. Paralympic Games** Costs specifically attributable to the Paralympic Games. Provide a subsidiary schedule that details these costs, if not separately included in the other expenditure line items of this budget, including any direct contribution from the OCOG to the Paralympic Games. The OCOG's contribution to the International Paralympic Committee for broadcasting and marketing rights should be included in this category.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

23. Advertising & promotion

Costs incurred for the advertising and promotion of the Olympic Games. Provide subsidiary schedules that detail your cost estimates for these items. Costs will include:

- Advertising and promotion through international and domestic media
- Publication of sports event brochures and reports
- Decoration programme of the city and Look of the Games
- Marketing and sales programme
- Sponsorship sales and servicing
- Licensing
- Ticket marketing
- Ticket sales order processing
- Communications, community relations
- Media relations

24. Administration

These pertain to general overhead costs and include the following areas:

- Corporate administrative services
Olympic Games headquarters administrative costs, including: headquarters rental, fit-out and operating costs, office furniture and equipment, telephone, fax and postage costs.
- Finance
OCOG Finance department operations including, financial accounting, financial planning, accounts payable and receivable, internal and external audit and treasury management.
- Risk management
Risk management, insurance & operational safety costs, including premiums for insurance coverage, brokerage and workplace safety advisory services.
- Legal services
External legal services provided in the field of contract negotiation, legislation, obligations management, brand protection and litigation.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

24. Administration (continued)

- Workforce management
All costs related to the management of workforce including recruitment, remuneration and benefits, staff requirements planning, workforce relations and recognition, and uniforms.
- Programme planning & project management
Master planning, strategic planning, operational planning & integration, timelines and milestones.
- Environment
Environmental policy and implementation of initiatives.
- Post-Games dissolution
Settlement of accounts, final financial results and audit, Post-Games Report.
- Language services
Translation and interpreting costs.
- Procurement/supply chain
Requirements definition & scoping, value engineering & resource rationalisation, tendering process, supplier selection, contract administration.
- Rate card
Order processing and fulfilment. Gross cost of sales and programme administration for the provision to customers for a fee of goods and services which are in excess of their Host City Contract entitlements.
- Logistics
Material logistics, received goods, warehouse management, delivery, installation, asset tracking, maintenance and removal of goods in venues, disposal of assets.
- Accommodation
Costs of establishing and managing the Olympic Hotel network, including establishing contracts with the hotel properties and administering hotel reservations from constituent customers.

If below-market hotel room rates are used in the candidature, the budget should contain an allowance for the OCOG's cost to underwrite this.
- Accreditation
Costs of establishing and administering accreditation policies and operations of the accreditation process on venues. Operations of accreditation centres are included in venue operations.
- Government services & coordination
Liaison and coordination of the OCOG's relationship with related public agencies.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

25. Test events & meetings This caption should include the costs of organising events to test all competition venues, non-competition venues and other functions. Other costs relating to liaison and coordination between the OCOG, IOC, NOCs and IFs should also be included in this caption. These costs include:

- IOC, IF and NOC meetings, including costs of hosting IOC Coordination Commissions and Sessions, IF technical inspections and IF Association Congresses, and NOC liaison and Association Congresses.
- Reports and presentations
- Costs of OCOG event observation travel to other Games and events.

26. Other All other operating costs not included in the above captions, in particular the cost of securing the NOC marketing rights and deductions for TOP marketing commissions and IOC royalties. Provide a subsidiary schedule detailing your calculation of the commissions and royalties.

- Host NOC marketing rights
The cost of securing Olympic Games and host team marketing rights in the OCOG's domestic territory from the host NOC. The Joint Marketing Programme Agreement (JMPA) specifies the contractual relationship between the OCOG and NOC in this respect and has the effect of unifying the marketing efforts of the NOC and the OCOG during the quadrennium and avoiding market confusion over Olympic Games versus team sponsorship.

The NOC's share of marketing revenues from the JMPA should be consistent with what the NOC would have generated without having hosted the Olympic Games, but in no case should be greater than 10% of the OCOG's marketing revenues.

- On-screen credits
Royalties payable to the IOC for revenue credits applicable to certain technology sponsorships in relation to broadcast recognition of the systems integration effort.
- Domestic sponsorship and suppliers royalties
Royalties payable to the IOC on domestic sponsorship cash and VIK revenues, as defined in the Host City Contract.
- Licensing royalties
Royalties payable to the IOC on licensing revenues, as defined in the Host City Contract.

Continued on next page



Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 26. Other**
(continued)
- Coins and philatelic royalties
Royalties payable to the IOC on coins and philatelic revenues, as defined in the Host City Contract.
 - Ticketing royalties
Royalties payable to the IOC on ticketing revenues, as defined in the Host City Contract.
 - Other operating costs
Other operating costs not included in the above captions.
 - Contingency
Establishment and management of financial contingencies against financial risks and uncertainties is an important component of the budget. The contingency is designed to provide a financial cushion against shortfalls in revenues and over-runs in expenses. It should be substantial early in the planning process and then decline as uncertainties become clarified.
- 27. Net financial result** The division of any surplus is laid down in the Host City Contract. In the event of any shortfall, specify how and by whom such shortfall will be absorbed.

NON-OCOG BUDGET

Non-OCOG facilities budget The capital investment budget of the city, regional, state or national authorities and the private sector for the creation of new infrastructures or updating of existing infrastructures required to host the Olympic Games should be disclosed under the appropriate captions even if such investments have been integrated into a long term urban development plan. Indicate which of these investments are planned specifically for the Olympic Games, and which are planned irrespective of the awarding of the Games.

- Airport
- Roads and railways
- Visitor accommodation
- Sports venues, including competition venues and training venues
- The Olympic Village(s)
- The Media village(s)
- Other

Non-OCOG operating budgets The financing of support operations provided by different levels of government and others to the Olympic Games (e.g., transport, security, health services).





Theme 7 → Marketing

Overview

Aim of the theme

Theme 7 seeks to establish a Candidate City's understanding of the complex intricacies involved in the development of a successful OCOG marketing programme. Some of the immediate priorities include:

- Reaching agreements with all sports entities (NOCs, NPC, NFs etc.) in the future host territory necessary to develop a successful Joint Marketing Programme
- Obtaining unconditional commitments from all public and private entities within the future host territory to protect the Olympic image and prevent ambush marketing
- Securing 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
- Projecting and substantiating conservative revenue forecasts from major marketing sources (e.g. local sponsorship and suppliers, ticketing, licensing, coins, lotteries and other revenue generating initiatives)
- Developing a strategic and tactical understanding of how to fully leverage corporate hospitality opportunities

Related documents X

- Technical Manual on Brand Protection
- Technical Manual on Hospitality
- Technical Manual on Ticketing
- Complementary Marketing Information for 2014 Candidate Cities
- IOC Naming Rights Protocol for Venues used in the Games of the Olympiad and Olympic Winter Games
- Joint Marketing Programme Agreement
- Paralympic Joint Marketing Programme Agreement

Continued on next page





Overview, Continued

Guarantees summary

G

Candidate Cities are required to obtain the following guarantees for theme 7:

Question number	Guarantee
Q 7.1 	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.
Q 7.2 	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2008.
Q 7.3.1	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing and, during the period beginning two weeks before the Opening Ceremony to the Closing Ceremony of the Olympic Winter Games eliminate street vending and control advertising space and air space will be passed no later than 1 January 2012.
Q 7.3.2	Binding options from each space owner to acquire all existing or hereafter developed outdoor advertising in the Host City and in cities having an operational role in the staging of the Olympic Winter Games (e.g. venue cities, transport hub cities etc.)
Q 7.3.3	Binding options from each space owner to acquire all existing or hereafter developed advertising on public transport in the Host City and in cities having an operational role in the staging of the Olympic Winter Games (e.g. venue cities, transport hub cities etc.)
Q 7.3.4	Binding options from each space owner to control all existing or hereafter developed advertising space at the airports used for the Olympic Winter Games.
Q 7.4	Guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes.
Q 7.7.2	Guarantee(s) securing plans for any proposed coin programme.
Q 7.8	Guarantee(s) endorsing plans for an Olympic Games-related lottery, if applicable, and securing revenue projections in case such projected revenues are not achieved.



Theme 7 – Marketing

Q 7.1

G

JOINT MARKETING PROGRAMME (“JMP”)

The purpose of the JMP is to create a simplified marketing structure for Olympic marketing within the Olympic Games’ territory (“Territory”) by consolidating all Olympic-related properties and equities in the Territory for the Joint Marketing Period as defined below.

The JMP is formalised through the Joint Marketing Programme Agreement (“JMPA”) entered into between the Candidate City and the NOC, whereby the Candidate City, on behalf of the future OCOG, acquires all commercial rights related to the NOC for the period beginning on 1 January 2009 through to 31 December 2016 (the “Joint Marketing Period”). Upon its formation, the OCOG becomes a party to the JMPA and the JMPA is developed and implemented solely by the OCOG during the Joint Marketing Period.

- G** Enclose one fully executed copy of the JMPA, including the written guarantees from each National Sports Federation and the NPC as well as other required appendices in your Guarantees File.

 Standard text provided for the JMPA (see Model Guarantees File)

The following deadlines shall be respected in connection with the JMPA:

Step	Action
1	<p>Candidate Cities to conclude JMPA discussions with their NOCs and submit draft JMPA for IOC approval no later than 29 September 2006.</p> <p>The following shall be submitted to the IOC for its approval:</p> <ul style="list-style-type: none"> - A marked-up copy of the standard form JMPA modified only to reflect the financial terms and local specificities, if necessary. - Detailed explanations on how the financial terms of the JMPA were reached, including audited financial statements from the NOC for the past quadrennium (2001 – 2004), as well as projected marketing income for the NOC for the current and upcoming quadrennia (i.e. 2005 – 2008, 2009 –2012 and 2013 – 2016). The audited statements and projected income must be presented in USD 2006, using a conversion rate (and discount/inflation rate if relevant) that is consistent with other financial information presented in the Candidature File.

Continued on next page



Theme 7 – Marketing, Continued

Q 7.1 (continued)

Step	Action
	<p>The following shall be submitted to the IOC for its approval (continued):</p> <ul style="list-style-type: none"> - A list of all the NOC's commercial partners (e.g. sponsors, suppliers, licensees and others as the case may be), summarising the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted. - A list of all the Bid Committee's (and City's – to the extent any commercial agreements were concluded in relation to the Olympic Games) commercial partners, summarising the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted. <p>A list of all (summer and winter) National Sports Federations ("NFs") in the Territory.</p>
2	IOC to review the draft JMPA and provide Candidate Cities with its approval or comments <u>no later than 20 October 2006</u>.
3	Candidate Cities to include the final JMPA, as approved by the IOC, in their Guarantees File, <u>no later than 10 January 2007</u>.

Q 7.2

► IPC



PARALYMPIC JOINT MARKETING PROGRAMME

Provide a guarantee from the relevant parties stating that, in order to consolidate all Paralympic properties and equities in the host territory between 1 January 2009 and 31 December 2016 (the "Paralympic Joint Marketing Period"), the OCOG and the NPC will enter into a Paralympic Joint Marketing Programme Agreement ("PJMPA") on or before 31 July 2008.

Standard text provided for this guarantee in the **Model Guarantees File**

Please note that a draft Paralympic Joint Marketing Programme Agreement will be provided to Candidate Cities for information.

Continued on next page



Theme 7 – Marketing, Continued

Q 7.3 PREPARING THE LOCAL MARKETPLACE BY DEVELOPING MEASURES TO PREVENT AMBUSH MARKETING

Q 7.3.1 **G** Provide (a) written guarantee(s) 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), and, during the period beginning two weeks before the Opening Ceremony to the Closing Ceremony of the Olympic Winter Games eliminate street vending, control advertising space (e.g. billboards, advertising on public transport, etc.) as well as air space (to ensure no publicity is allowed in such airspace) will be passed no later than 1 January 2012.

Q 7.3.2 **G** Complete table 7.3.2.
Provide binding options from each space owner to acquire all existing or hereafter developed outdoor advertising space (e.g. billboards) in the Host City and in cities having an operational role in the staging of the Olympic Winter Games (e.g. venue cities, transport hub cities etc.) at 2006 rates adjusted solely for inflation.

Q 7.3.3 **G** Complete table 7.3.3.
Provide binding options from each space owner to acquire all existing or hereafter developed advertising space on public transport (e.g. buses, metro, trams, etc.) in the Host City and in cities having an operational role in the staging of the Olympic Winter Games (e.g. venue cities, transport hub cities etc.) at 2006 rates adjusted solely for inflation.

Q 7.3.4 **G** Complete table 7.3.4.
Provide binding options from each space owner to control all existing or hereafter developed advertising space (indoor or outdoor) at the airports used for the Olympic Winter Games, at 2006 rates adjusted solely for inflation.

Q 7.4 TOP PROGRAMME AND OTHER IOC MARKETING PROGRAMMES

G 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 Olympic Games, the IOC and the 203 NOCs, based on exclusivity for a given product category.

G Provide a guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes.

Continued on next page



Theme 7 – Marketing, Continued

Q 7.5

▶ IPC

DOMESTIC SPONSORSHIP

Use table 7.5 to indicate the product categories and projected income for each level of national sponsorship. Please DO NOT include here any product categories forming part of the TOP programme or other IOC marketing programmes.

Table 7.5 –Projected income from domestic sponsorship		
Level of sponsorship	Product category*	Projected income by level of sponsorship* (USD 2006)
First level (Highest level of national sponsors)	<i>Category X</i>	TOTAL projected income
	<i>Category Y</i>	
	<i>Category Z</i>	
Second level	<i>Category XX</i>	TOTAL projected income
	<i>Category YY</i>	
	<i>Category ZZ</i>	
Third level	<i>Category XXX</i>	TOTAL projected income
	<i>Category YYY</i>	
	<i>Category ZZZ</i>	

* Product category and projected income should take into account both Olympic and Paralympic Games

Q 7.6

TICKETING

Q 7.6.1

▶ IPC

What is the total projected income from ticket sales?

a) Olympic Games b) Paralympic Games

Q 7.6.2

▶ IPC

What percentage sell-out rate are these projected incomes based on?

a) Olympic Games b) Paralympic Games

Continued on next page



Theme 7 – Marketing, Continued

Q 7.6.3
‣ IPC

What is the price range of Olympic and Paralympic Games tickets in the following categories:

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

Q 7.6.4

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

Q 7.7

LICENSING

Q 7.7.1
‣ IPC

Use table 7.7.1 to indicate the projected income from licensed merchandise sales as well as type of categories. Please DO NOT include here any product categories forming part of the TOP programme or other IOC marketing programmes.

Category type*	Projected income* (USD 2006)
Category X	TOTAL projected income
Category Y	
Category Z	

* Category type and projected income should take into account both Olympic and Paralympic Games

Q 7.7.2

G

Are there plans to develop a circulating and/or commemorative Olympic coin programme?

If so, what format would such a programme take and what is the projected income?

G

Provide the necessary guarantee(s) from the National Mint and Minister of Finance (or other authorised governing entity), securing plans for the proposed coin programme.

Continued on next page



Theme 7 – Marketing, Continued

Q 7.8

LOTTERY

G

Are there any plans for a lottery to finance the Olympic Winter Games (whether or not as part of the OCOG marketing programme)?

If so, please outline the concept of such lottery.

What is the projected overall lottery income and what would be the OCOG's share?

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 Olympic Games-related lottery?

G

In the event that there are plans for a lottery to finance the Olympic Winter Games, provide (a) guarantee(s) from the relevant authorities, endorsing the proposed plan and securing revenue projections in case such revenue projections are not achieved.

Important note

Please ensure that royalties on all projected revenues from sponsorship, ticketing, licensing and lotteries are included in the OCOG budget.

Q 7.9

SPONSOR HOSPITALITY CENTRE

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

TABLE 7.3.2 – Advertising controls (outdoor advertising)

Please provide separate tables for the Candidate City and any other cities which have an operational role in staging the Olympic Winter Games (e.g. venue cities, transport hub cities etc.)

CITY:								
City-wide billboard signage (list)	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2006 best commercial price**	2014 indexed price***	Period of OCOG control		Incumbencies (if any)
						Start date	Finish date	

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

TABLE 7.3.3 – Advertising controls (advertising on public transport)

Please provide separate tables for the Candidate City and any other cities which have an operational role in staging the Olympic Winter Games (e.g. venue cities, transport hub cities etc.)

CITY:								
Local transport advertising space (list)	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2006 best commercial price**	2014 indexed price***	Period of OCOG control		Incumbencies (if any)
						Start date	Finish date	
Bus								
Metro								
Rail								
Other								

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

TABLE 7.3.4 – Advertising controls (at the airports/airspace)

Please provide separate tables for all airports to be used at Games-time, if applicable

AIRPORT:								
Key areas	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2006 best commercial price**	2014 indexed price***	Period of OCOG control		Incumbencies (if any)
						Start date	Finish date	
At airports (indoors)								
At airports (outdoors)								
Airspace control								

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File





Theme 8 → Sport and venues

Overview

Aim of the theme

Theme 8 seeks to establish a Candidate City's detailed plans for sport and venues including the following elements:

- Competition schedule
- Venue identification and location
- Venue financing and works
- Venue use and ownership
- Venue layouts
- Electrical power
- Venue responsibilities
- Tendering processes


Related documents X

- Technical Manual on Venues – Design Standards for Competition Venues
- Technical Manual on Sport

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 8:



Question number	Guarantee
Q 8.4	Guarantees for the financing of work
Q 8.5 	Guarantees for use of venues and control of commercial rights
Q 8.5	IF agreements for use of venues



Theme 8 – Sport and venues

Q 8.1 COMPETITION SCHEDULE

Based on the Olympic Programme provided in Appendix A to Theme 8, use table 8.1 to indicate:

- Dates and days of competition (by sport/discipline)
- Type and level of competition
- Finals (by sport/discipline)
- Total gold medals awarded each day and for each sport/discipline
- Opening and Closing Ceremonies

Q 8.2 VENUES

Use table 8.2 to list:

- All proposed competition venues
- Gross seating and standing capacities of competition venues
- Altitude of competition venues
- All proposed training venues

The following information contains important guidelines concerning the choice of venues:

IOC Guiding Principles – Venues X

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 to permanent construction, temporary infrastructure, overlay, operations, transition to Paralympic Games where applicable and retrofit.

Whilst some guiding principles are listed below, please note that further details concerning venues can be found in the Technical Manual on Venues – Design Standards for Competition 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 Olympic Games in general, and to venues specifically (e.g. use of permanent versus temporary facilities, environmentally sensitive materials/systems/impacts)
- For venue selection:
 - Use existing venues with refurbishment if needed
 - Build a new venue only if there is a legacy need, ensuring flexible use if possible
 - If there is no legacy need, seek a temporary solution
- Venues should be safely and efficiently operated, keeping the primary focus on the athletes

Continued on next page



Theme 8 – Sport and venues, Continued

Important note Although Candidate Cities are requested to allocate specific sports to specific venues in theme 8, the IOC reserves the right to work with the eventual Organising Committee to modify this allocation if required.

Gross seating capacities

The IOC's standards for venue gross seating capacities are provided in the Technical Manual on Venues – Design Standards for Competition Venues. Please note that, for every Olympic Games, these standards must be considered with the following points to determine final venue gross seating capacities:

- Capacity of any existing venue to be used
- Capacity of any new venue for legacy use post-Games
- Popularity of the sport in the Host City, region and/or country
- The ability to increase capacity on a temporary basis for Olympic Games use

Q 8.3



VENUE LOCATION

Map B

Indicate on Map B, no larger than A3 – folded or double page – and giving the graphic scale used, the location of all competition and training venues, as well as the following non-competition venues:

- The main Olympic Village
- Any other Olympic Village being used for the respective sport (if applicable)
- Olympic Hotel(s) – see list of constituent groups in theme 13 (Q 13.5.1)
- MPC
- IBC

Maps B1, B2, B3 etc. (venue cluster maps)

Provide (a) separate map(s) (Maps B1, B2, etc.) no larger than A3 – folded or double page – and giving the graphic scale used, for any venue cluster(s) in your concept.

Please make sure you observe the following colour code on all B maps requested above:

- PALE BLUE Existing infrastructure, no permanent works required
- DARK BLUE Existing infrastructure, permanent works required
- GREEN Planned infrastructure (irrespective of the Games)
- RED Additional infrastructure (necessary to host the Games)

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.3
(continued)



Please note that all B maps must also be provided to the IOC, with the Candidature File, in the following formats:

- 5 printed sets of Map B in **A0** format (841 x 1189 mm) clearly indicating the graphic scale used
- 5 printed sets of Map(s) B1, B2 etc. in **A2** format (420 x 594 mm) clearly indicating the scale used
- Maps B, B1, B2 etc., *in the scales used above*, must also be included on the CD ROMs to be provided to the IOC (see Part 3.1.3)

Q 8.4



VENUE WORKS

Complete tables 8.4.1, 8.4.2, 8.4.3 and 8.4.4, to include all competition venues and the IBC and MPC according to their state of construction:

Table 8.4.1	Existing venues, <u>no permanent works</u> required
Table 8.4.2	Existing venues, <u>permanent works</u> required
Table 8.4.3	Venues to be built as <u>new permanent structures</u> – specify if venues are planned to be built irrespective of the Olympic Winter Games or if they are additional venues required to host the Olympic Winter Games
Table 8.4.4	Venues to be built as <u>totally temporary</u> venues

Indicate for each venue:

- **Financing** (These figures must correspond to the figures provided in theme 6)
 - An estimate of the cost (in year 2006 USD) of all the permanent work to be carried out
 - An estimate of the cost (in year 2006 USD) of all the temporary work to be carried out
 - The amount to be financed by the OCOG (amount in figures in year 2006 USD and percentage of total cost)
 - The amount to be financed by other organisations, which should be specified (amount in figures in year 2006 USD and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 8.4.1

N.B.: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.4

(continued)

- **Works schedule**

- **For existing venues: give the start and finish dates of any permanent work required**
- **For those permanent venues to be built: give the start and finish dates of permanent work**
- **For all venues: give the start and finish dates of temporary works**

In planning your works schedule, please note that venue works should be at an appropriate state of completion to host test events.

- G** **Provide guarantees for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in year 2006 USD figures and percentage of total cost of the venue(s)) and specifying for which venues.**

Q 8.5



VENUE USE

“No form of advertising or other publicity shall be allowed in and above the stadia, venues and other competition areas which are considered as part of the Olympic sites. Commercial installations and advertising signs shall not be allowed in the stadia, venues or other sports grounds.”

Olympic Charter – Article 2, Rule 53

Candidate Cities are required, via a guarantee from each venue owner, to secure use of venues and control of all commercial rights (e.g. in-stadium signage, catering and concessions signage and services, venue naming rights etc.) for the future OCOG, in relation to existing and hereafter developed Olympic venues (both competition and non-competition venues) for the period the OCOG has control of the venue, including test events.

The guarantee must confirm that the OCOG will have the possibility to rename and rebrand the venue for Olympic use, including test events, rather than using an existing name.

The agreement should also consider use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for test events, technology installations, commissioning, testing and fit-out.

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.5

(continued)

Use tables 8.5 a) and b) to indicate for each competition and training venue:

- **Use of venue**
 - Current use
 - Intended post-Games use of the venue
- **Ownership**
 - Current ownership
 - Intended post-Games ownership
- **Guarantee status (competition venues only)**
 - For use of venue
 - For commercial rights
- **IF agreement that a venue conforms/will conform with IF technical specifications (competition venues only)**

- G** For all competition venues, provide written guarantees from all current and future owners, which grant use of venue and control, to the OCOG, of all commercial rights in relation to existing or hereafter developed Olympic venues (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) for the period the OCOG has control of the venue, including test events.



Standard text provided for this guarantee in the Model Guarantees File.

- G** Provide all agreements signed with IFs concerning the use of competition venues for their respective sports.

Please note that, once elected as Host City, the OCOG must develop a more detailed agreement with each venue owner, which is subject to approval by the IOC. Amongst other details, this agreement should consider the use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for test events, technology installations, commissioning, testing and fit-out.

Please also note that agreements to be developed between the OCOG and all training venue owners once the Host City is elected must ensure control of all commercial rights (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”).

Q 8.6

For each competition venue, provide the following block plans*.

* Block plans are venue plan layouts that show major required spaces as blocks of space or areas but without interior layouts. This includes both permanent and temporary spaces.

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.6.1 One (1) block plan for each venue which shows the venue in the context of the surrounding area, including and labelling the following information. Use the colours indicated.

Colour	Description
Blue	Competition field of play
Black	Venue entry and exit points, for each constituent group (athletes and team officials, technical officials, IOC, media, spectators, sponsors, staff) Secure perimeter fence line Transport access routes to the venue Graphic scale of plan North arrow
White	All remaining permanent and overlay structures. Do not label these structures.

Note: for outdoor venues, this block plan must also include contour lines.

Q 8.6.2 One (1) block plan for each cluster of competition venues, where applicable. That is, where two or more venues are located in close proximity, provide a block plan which demonstrates the relationship between the venues, including and labelling the following information. Use the colours indicated.

Colour	Description
Blue	Venue footprint
Orange	All structures (permanent or temporary) that will be shared between or among the venues, that is, they will be used by more than one competition venue. Label these structures individually.
White	All remaining permanent and overlay structures. Do not label these structures.
Black	Secure perimeter fence line Transport access routes to the venues Graphic scale of plan North arrow

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.7 RESPECTIVE RESPONSIBILITIES

Use table 8.7 to indicate for each venue (competition venues + IBC + MPC) which organisation is responsible for the various phases in the development of the venue.

Q 8.8 LAND ACQUISITION

If land has to be acquired for any of your Olympic projects, please describe the process and timelines of land acquisition and any legal requirements pertaining thereto.

Q 8.9 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?

Q 8.10 REPORTING AND MONITORING

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

Q 8.11 VENUE SCHEDULE

For each venue, complete table 8.11 giving the days of use of the venue according to the competition schedule of the sport(s) in question and indicating session times.

If the venue is used for several sports, specify which ones, the days of use per sport, and how the schedule has accommodated this use.

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.12 ELECTRICAL POWER

Q 8.12.1 Describe the existing local and regional utility grid and generating plants. Are there any planned improvements necessary? If so, please provide completion dates for each project and explain how they will be funded.

Q 8.12.2 What will be the process for obtaining additional power beyond the capacity of the local system from other sources?

Q 8.12.3 Describe the state and private ownership of the local and regional distribution systems and how they are structured and managed.

Q 8.12.4 Can the existing distribution system supply the anticipated Olympic Winter Games demand in terms of load and reliability? If not, explain what improvements are planned and provide completion dates for these projects.

Q 8.12.5 What is planned for the supply of high quality, filtered power to specialised equipment in locations Games wide?

Q 8.13 TEST EVENTS (competition and non-competition venues)
Specify the period in which the test events will be held.

Q 8.14 WORKFORCE

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?

Continued on next page



Theme 8 – Sport and venues, Continued

Q 8.15 SPORTS EXPERIENCE

Use table 8.15 to list, in chronological order, 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 international level events)

Table 8.15 – Sports experience			
Date	Sport	Level of competition	Location

Chronological order
(most recent first)

TABLE 8.1 – Competition schedule *(with example)*

Competition days

Number of gold medals

Finals

- Indicate type and level of competition where applicable: M=Men, W=women, Q=Qualifications, QF=Quarter Final, SF=Semi Final, F=Final (medal) etc...
- Please create new lines in the table for separate disciplines as required.

Sport/Discipline	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Total gold medals
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Opening/Closing Ceremony																		
Biathlon																		
Bobsleigh																		
Skeleton																		
Curling <i>(example)</i>																		2
Ice hockey																		
Luge																		
Skating																		
Speed skating																		
Short track																		
Figure skating																		
Skiing																		
Cross country																		
Ski jumping																		
Nordic combined																		
Alpine																		
Freestyle																		
Snowboard																		
Total gold medals:																		

TABLE 8.2 – Venues

- If there is more than one competition venue for a sport/discipline/event and/or more than one training venue, please create new lines in the table as needed.

Sport/Discipline/Event	Competition venues				Training venues
	Venue Name	Gross seating capacity	Gross standing capacity	Altitude of venue	Venue name
Biathlon					
Bobsleigh					
Skeleton					
Curling					
Ice hockey					
Luge					
Skating					
Speed skating					
Short track					
Figure skating					
Skiing					
Cross country					
Ski jumping					
Nordic combined					
Alpine					
Freestyle					
Snowboard					

Total number of competition venues: _____

Total number of training venues: _____

TABLES 8.4 – Venue financing and works (all figures to be provided in USD million)

Table 8.4.1 – Existing venues, no permanent works required (with example)

Venue	Sport(s)	FINANCING OF WORKS					Original date of construction	Date(s) of any completed upgrade(s)	WORKS SCHEDULE	
		Cost of temporary works							Temporary works	
		Total cost of works USD 2006	OCOG		OTHER (specify)				Start date	Finish date
			USD 2006	%	USD 2006	%				
Venue A	Ice hockey	100.00	50.00	50%	50.00 (Private investor*)	50%	April 1989	-	November 2013	February 2014
TOTALS:		<u>100.00</u>	<u>50.00</u>		<u>50.00</u>					

* Private investor's financing is underwritten by the regional government

Table 8.4.2 – Existing venues, permanent works required (with example)

Venue	Sport(s)	FINANCING OF WORKS										Original date of construction	WORKS SCHEDULE					
		Permanent works					Temporary works						TOTAL COST OF WORKS		Permanent works		Temporary works	
		TOTAL perm. works USD 2006	OCOG		OTHER (specify)		TOTAL temp. works USD 2006	OCOG		OTHER (specify)			USD 2006	USD 2006	Start date	Finish date	Start date	Finish date
			USD 2006	%	USD 2006	%		USD 2006	%	USD 2006	%							
Venue B	Curling	100.00	0	0	100.00 (Private investor)	100%	100.00	63.00	63%	37.00 (Government)	37%	200.00	May 1987	Dec 2011	Jan 2013	Jan 2014	Feb 2014	
TOTALS:		<u>100.00</u>	<u>0</u>		<u>100.00</u>		<u>100.00</u>	<u>63.00</u>		<u>37.00</u>		<u>200.00</u>						

TABLES 8.4 – Venue financing and works (all figures to be provided in USD million) (continued)

Table 8.4.3 – Venues to be built – permanent (with example)

Venue (Specify if venue is planned or additional)	Sport(s)	FINANCING OF WORKS										WORKS SCHEDULE				
		Permanent works					Temporary works					TOTAL COST OF VENUE USD 2006	Permanent works		Temporary works	
		TOTAL perm. works USD 2006	OCOg		OTHER (specify)		TOTAL temp. works USD 2006	OCOg		OTHER (specify)			Start date	Finish date	Start date	Finish date
			USD 2006	%	USD 2006	%		USD 2006	%	USD 2006	%					
Venue C (planned)	Snowboard	100.00	10.00	10%	90.00 (City authorities)	90%	100.00	80.00	80%	20.00 (Regional gvt)	20%	200.00	Jan 2012	Feb 2013	Dec 2013	Feb 2014
TOTALS:		<u>100.00</u>	<u>10.00</u>		<u>90.00</u>		<u>100.00</u>	<u>80.00</u>		<u>20.00</u>		<u>200.00</u>				

Table 8.4.4 – Venues to be built – temporary only (with example)

Venue	Sport(s)	FINANCING OF WORKS					WORKS SCHEDULE	
		Cost of temporary works					Temporary works	
		TOTAL cost of works USD 2006	OCOg		OTHER (specify)		Start date	Finish date
			USD 2006	%	USD 2006	%		
Venue D	Ski jumping	100.00	45.00	45%	55.00 (Government)	55%	Feb 2012	Jan 2014
TOTALS:		<u>100.00</u>	<u>45.00</u>		<u>55.00</u>			

TABLE 8.5 a) – Competition venue use and ownership *(with example)*

- Group venues by clusters where applicable

Competition venues		Use of venue		Ownership		Venue Guarantees		IF Agreement		
Venue name (Existing/new venue)	Names of sports & disciplines/ number of events	Current use	Post-Games use	Current ownership	Post-Games ownership	Venue use	Commercial rights	IF name	Yes	No
CLUSTER AAA										
<i>Venue A (New venue)</i>	<i>Ice hockey (2 events)</i>	-	<i>Municipal ice rink</i>	-	<i>City authorities</i>	<i>Obtained – city authorities</i>	<i>Obtained – city authorities</i>	<i>IIHF</i>	✓	
<i>Venue B</i>										
<i>Venue C</i>										
CLUSTER BBB										
<i>Venue D</i>										
<i>Venue E</i>										
<i>Venue F</i>										

TABLE 8.5 b) – Training venue use and ownership

Training venues		Use of venue		Ownership	
Venue name (Existing/new venue)	Name of sport/discipline/event	Current use	Post-Games use	Current ownership	Post-Games ownership
<i>Venue A</i>					
<i>Venue B</i>					
<i>Venue C</i>					
<i>Venue D</i>					
<i>Venue E</i>					
<i>Venue F</i>					

TABLE 8.7 – Responsibilities for venue development

- Include all competition venues and the IBC, MPC, Olympic Village(s) and Media village(s) as applicable

Venue	Land assembly (if required)	Feasibility		Permanent works				Temporary infrastructure/overlay				Pre-Games operation (if applicable)
		Feasibility study	Approval of feasibility study	Design tender	Design contract approval	Construction tender	Construction contract approval	Design tender	Design contract approval	Construction tender	Construction contract approval	

TABLE 8.11 – Venue schedule *(with example)*

- Group venues by clusters where applicable
- Indicate session times

Competition venues		Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	
Venue name	Sport/ discipline/ event	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
CLUSTER AAA																	
Venue A	Snowboard		15:30 17:30	15:30 17:30					10:00 11:00	10:00 11:00							
			18:30 19:30	18:30 19:30					13:00 14:30	13:00 14:30							
	Freestyle skiing					18:00 19:00	18:00 19:00				18:00 19:30	18:00 19:30		09:00 10:00		09:00 10:00	
														12:00 13:00		12:00 13:00	
Venue B																	
Venue C																	
Venue D																	
CLUSTER BBB																	
Venue E																	
Venue F																	
Venue G																	



Appendix A – Olympic programme

PROGRAMME OF THE XX OLYMPIC WINTER GAMES, TORINO 2006

Sports	Men's events	Women's events	Mixed/open events	Total
BIATHLON	5 10 km 20 km 4 x 7.5 km relay 12.5 km pursuit 15 km mass start*	5 7,5 km 15 km 4 x 6 km relay 10 km pursuit 12.5 km mass start*		10
BOBSLEIGH and TOBOGGANING - BOBSLEIGH	3 2 Two-man Four-man	2 1 Two-woman		5
- SKELETON	1 Single	1 Single		
CURLING	1 Tournament (10 teams)	1 Tournament (10 teams)		2
ICE-HOCKEY	1 Tournament (12 teams)	1 Tournament (8 teams)		2
LUGE	1 Single	1 Single	1 Double	3
SKATING - SPEED SKATING	11 6 500 m 1,000 m 1,500 m 5,000 m 10,000 m Team pursuit*	11 6 500 m 1,000 m 1,500 m 3,000 m 5,000 m Team pursuit*	2	24
- SHORT TRACK	4 500 m 1,000 m 1,500 m 5,000 m relay	4 500 m 1,000 m 1,500 m 3,000 m relay		
- FIGURE SKATING	1 Individual	1 Individual	2 Pairs Ice dancing	

Continued on next page



Appendix A – Olympic programme, Continued

Sports	Men's events	Women's events	Mixed/open events	Total
SKIING - <i>CROSS COUNTRY</i>	22 6 15 km classical / 15 km free pursuit 15 km 30 km 50 km Team sprint 4 x 10 km relay (2 free / 2 classical)	16 6 7.5 km classical / 7.5 km free pursuit 10 km 15 km 30 km Team sprint 4 x 5 km relay (2 free / 2 classical)		38
- <i>SKI JUMPING</i>	3 NH individual LH individual LH team			
- <i>NORDIC COMBINED</i>	3 <u>Individual</u> : ski jumping NH + 15 km cross-country <u>Team</u> : ski jumping NH + 4 x 5 km cross-country relay <u>Sprint</u> : ski jumping LH + 7.5 km cross-country			
- <i>ALPINE</i>	5 Downhill Slalom Giant slalom Super giant Combined	5 Downhill Slalom Giant slalom Super giant Combined		
- <i>FREESTYLE</i>	2 Moguls Aerials	2 Moguls Aerials		
- <i>SNOWBOARD</i>	3 Parallel giant slalom Half pipe Snowboard cross*	3 Parallel giant slalom Half pipe Snowboard cross*		
TOTAL	44	37	3	84

* New events

Programme changes

A review of the sports programme takes place after each edition of the Olympic Games. Candidate Cities should therefore be aware that any modifications to the Olympic Winter Games sports programme would be voted by the 119th IOC Session in Guatemala City in July 2007.



Theme 9 → Paralympic Games

Overview

Aim of the theme

Theme 9 seeks to establish a Candidate City’s plans for the organisation of the Paralympic Games, including plans for:

- Sport and venues
- Transport
- Accommodation
- Security
- Finance

Related documents X

- Technical Manual on Paralympic Games
- Agreement regarding the organisation of the 2014 Paralympic Winter Games and the 2016 Paralympic Games

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 9:

G

Question number	Guarantee
Q 9.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases
Q 9.12.1	Guarantees from all funding sources obtained, including the government - national, regional, local or others.



Theme 9 – Paralympic Games

Q 9.1 Describe your overall philosophy and concept for the Paralympic Winter Games. Explain what will be the legacies of the Paralympic Winter Games and how your concept can contribute to sporting and social development in your region and country.

Q 9.2 Please indicate the following dates:

- Paralympic Village opening
- Paralympic Opening Ceremony
- Paralympic Closing Ceremony
- Paralympic Village closing

Q 9.3 List examples of significant sporting events previously organised in your city/region/country for athletes with a disability.

Q 9.4 Describe the structural integration of the organisation of the Paralympic Winter Games within the OCOG and specifically as it relates to the Board of Directors, senior management, the Paralympic department and other functional areas.

Q 9.5 VENUES

Q 9.5.1 Use table 9.5.1 to indicate:

- Total number of competition and non-competition venues
- Venue names (if used for the Olympic Winter Games, please use same name)
- Proposed use for each venue
- Modification or construction required to meet the needs of the Paralympic Winter Games (including planned accessible seating capacity)
- Estimated cost of above-mentioned work
- State of negotiations with venue owners relative to the Paralympic Winter Games if the venue is not already used for the Olympic Winter Games (signed agreement/date on which signature is expected)
- Gross seating capacities of competition venues for the Paralympic Winter Games (including existing accessible seating capacity)

Continued on next page



Theme 9 – Paralympic Games, Continued

Q 9.5.2 Use table 9.5.2 to indicate travel distances in km and average journey times by bus in minutes at Games-time.

Q 9.5.3 Provide a map, no larger than A3 – folded or double page – indicating the location of all competition and non-competition venues, including the Paralympic Village, with all distances indicated in km.

Indicate graphic scale used.

Q 9.6 COMPETITION SCHEDULE

Use table 9.6 to indicate:

- Opening and Closing Ceremonies
- Dates and days of competition (by sport/discipline)
- Finals (by sport/discipline)
- Total number of gold medals awarded each day
- Training days (by sport/discipline)

Q 9.7 TRANSPORT

Describe the transport operations concept during the Paralympic Winter Games for the following constituent groups:

- NPC delegations (athletes and team officials)
- Games officials (national and international technical officials)
- Paralympic Family (IPC, International Paralympic Sports Federations, guests and sponsors)
- Media
- Spectators

Q 9.8 ACCOMMODATION

In addition to the Paralympic Village, describe your Paralympic Winter Games accommodation plan for the following constituent groups:

- Games officials (if not included in a separate area of the Paralympic Village)
- Paralympic Family
- Media
- Spectators

Continued on next page



Theme 9 – Paralympic Games, Continued

Q 9.9 ACCESSIBILITY

Q 9.9.1 Describe the level of accessible infrastructure in your region in key areas including venues, accommodation, transport and general city environment.

Q 9.9.2 Provide a guarantee from the competent authorities stating the national and international accessibility standards to be applied for the Paralympic Winter Games and that accessibility will be fully integrated into the planning and construction phases.



Q 9.10 DISABILITY AWARENESS

Describe how a disability awareness and education training programme will 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.

Q 9.11 COMMUNICATION AND MEDIA

Q 9.11.1 Describe your vision of the Paralympic Winter Games.

Describe the challenges and opportunities you foresee in terms of communicating this vision.

Q 9.11.2 State whether the Paralympic IBC and MPC will be the same as the Olympic IBC and MPC.

If not, indicate the facilities available at the alternative site.

Continued on next page



Theme 9 – Paralympic Games, Continued

Q 9.12 FINANCE

Q 9.12.1 Describe how and by whom the Paralympic Winter Games will be financed.
G Provide guarantees from all funding sources obtained, including the government – national, regional, local or others.

Q 9.12.2 Provide the budget for the Paralympic Winter Games.

TABLE 9.5.1 – Paralympic venues

Venues (If venues are used for the Olympic Winter Games, please use the same name)	Use of venue	Gross seating capacity (+ Existing accessible seating)	Modification/ construction required (+ Planned accessible seating)	Estimated cost of modification (USD 2006)	State of negotiations with venue owners
----------------------------------------------------------------------------------------------	---------------------	------------------------------------------------------------------	------------------------------------------------------------------------------	--------------------------------------------------	------------------------------------------------

Competition venues					

Number of competition venues:

Non-competition venues					

Number of non-competition venues:

TABLE 9.5.2 – Distances and journey times in 2014 *(with example)*

- All distances must be given in km
- All times must be given in minutes and for journey times by bus
- Provide in brackets journey times and mode of transport for any alternative means of transport available for a particular journey, if applicable at Games-time

All distances in <u>km</u> and average journey times in <u>minutes</u> and by bus	Gateway international airport		Paralympic Family hotel		Paralympic Village		Media accommodation		Paralympic MPC /IBC	
	Km	Minutes	Km	Minutes	Km	Minutes	Km	Minutes	Km	Minutes
Gateway international airport			14	23 <i>(17 train)</i>	13	22				
Paralympic Family hotel										
Paralympic Village										
Media Accommodation										
MPC/IBC										
Competition venues										
Other non-competition venues										

TABLE 9.6 – Paralympic competition schedule

Competition days

Number of gold medals Finals

Sport/Discipline	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Total gold medals
	0	1	2	3	4	5	6	7	8	9	
Opening/Closing Ceremony											
Alpine skiing											
Biathlon											
Cross-Country											
Ice Sledge Hockey											
Wheelchair Curling											
Total gold medals:											



Theme 10 → Olympic Village(s)

Overview

Aim of the theme

Theme 10 seeks to establish a Candidate City's plans for the Olympic Village(s), including the following elements:

- Concept
- Location
- Design and layout
- Construction
- Financing
- Post-Games use

Related documents


X

- Technical Manual on Olympic Village

Guarantees summary

G

Candidate Cities are required to obtain the following guarantees for theme 10:

Question number	Guarantee
Q 10.2	Guarantee stating that the site chosen for the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.
Q 10.5	Guarantees for the financing of work
Q 10.6	Guarantees for government subsidies and/or rental costs related to the Olympic Village
Q 10.7	Guarantees of use for existing buildings and infrastructure, if applicable
Q 10.8	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.
Q 10.10 	Guarantee for the control of commercial rights.
Q 10.18.1	Guarantee that the OCOG will cover the travel costs, in economy class, of NOC/NPC delegations participating in the Olympic and Paralympic Games.



Theme 10 – Olympic Village(s)

Important note If (an) ancillary Olympic Village(s) is (are) required in your project of hosting the Olympic Winter Games (according to the requirements of the Technical Manual on Olympic Village), please ensure that all questions are answered and guarantees provided for all villages.

Q 10.1

X ▶ IPC

The Olympic Village is one of the largest projects an OCOG must undertake in preparing for the Olympic Games. The IOC's requirements for the Olympic Village are laid down in the Olympic Charter, the Host City Contract and the Technical Manual on Olympic Village. Post-Olympic legacy must also be carefully considered.

Designs for previous Olympic 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.

Describe your concept for the Olympic Village, including the following elements:

- Owner
- Location (in relation to the city)
- Altitude
- Design
- Layout
- Type of accommodation
- Special considerations/operations
- Size of village (hectares)
- Post-Olympic use
- Paralympic considerations

Q 10.2

G

Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.

Q 10.3

Carry out an initial environmental impact assessment and provide a summary of the study, including possibilities of natural disasters.



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

Q 10.4

**Who will be responsible for the construction of the Olympic Village?
(the answer to this questions should correspond to the information provided in table 8.7)**

Continued on next page



Theme 10 – Olympic Village(s), Continued

Q 10.5

G X

Give a breakdown of the financing and schedule of work separating permanent and temporary works as in tables 8.4.1 to 8.4.4 in theme 8.

G

Provide (a) guarantee(s) for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in USD 2006 and percentage of total cost) for the construction of the Olympic Village.

Q 10.6

G

If the national authorities are to subsidise construction of the Olympic Village, provide (a) guarantee(s) from the respective department stating the amount of funds to be allocated.

If the Olympic Village or existing structures are to be rented, provide a guarantee stating rental costs.

Q 10.7

▶ IPC

G

Should existing buildings and infrastructure be used in the Olympic Village, provide a guarantee stating the agreement of the owners to allow the use of the property for Olympic and Paralympic purposes, including possession and vacation dates.

(Please note that, in addition to the period of the Olympic and Paralympic Winter Games, these dates should take into consideration the time required for the fit out and retrofit of the Village)

Q 10.8

▶ IPC

G

Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.

Q 10.9

▶ IPC


Give a schedule for the various stages of the development of the Olympic Village, including design, construction, fit out and Olympic to Paralympic transition.

A critical analysis pathway should be provided from conception to the completion of fit out six months prior to the Olympic Winter Games.

Q 10.10

G

Provide (a) guarantees stating that the owner(s) grant(s) all rights with respect to commercial rights in relation to the Olympic Village (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OCOG for the period the OCOG has control of the venue.

 See “Clean Venue Appendix” in the Model Guarantees File.

Continued on next page



Theme 10 – Olympic Village(s), Continued

Q 10.11 Provide the following plans:

Q 10.11.1 Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the NOC units will be organised and indicating their positions within the site:

▶ IPC

- a) in Olympic mode
- b) in Paralympic mode – indicating the accessible facilities

Q 10.11.2 Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the apartments and rooms will be organised, including details of equipment and furnishings:

▶ IPC

- a) in Olympic mode
- b) in Paralympic mode – indicating the accessible facilities

Q 10.12 Indicate the surface area in m² (wall to wall) of the single and double rooms.

Q 10.13 Use table 10.13 to indicate, for both the Olympic and Paralympic Winter Games:

▶ IPC

- Number of single rooms
- Number of double rooms
- Number of beds

For the Paralympic Games, please specify the percentage of rooms that are wheelchair-accessible.

Table 10.13 – Number of rooms and beds				
Type of room	OLYMPIC GAMES		PARALYMPIC GAMES	
	Number of rooms	Number of beds	Number of rooms (% wheelchair-accessible)	Number of beds
Single rooms				
Double rooms				
TOTALS:				

Continued on next page



Theme 10 – Olympic Village(s), Continued

- Q 10.14** Indicate the amount of raw floor space per person within the living area of the village.
▶ IPC
(raw floor space = total floor space of NOC accommodation area / number of people in the Village)
[a) Olympic mode and b) Paralympic mode]
- Q 10.15** Provide a layout of the international and residential zones with emphasis on the location of the dining areas, access points and transport mall.
▶ IPC
[a) Olympic mode and b) Paralympic mode]
- Q 10.16** Indicate maximum gradients and distances expected between major service and accommodation facilities in the Olympic and Paralympic Village.
▶ IPC
- Q 10.17** State the planned number of dining halls in the Olympic and Paralympic Village, the total surface area in m² and the number of seats in each one.
▶ IPC
- Q 10.18** NOC DELEGATIONS – TRAVEL COSTS
- Q 10.18.1** *“The payment of the travel expenses, in economy class, of the team delegations of the National Olympic Committees (i.e. duly qualified and accredited competitors and accredited team officials and other team personnel entitled to stay in the Olympic Village), to the Host City from the capital city or main airport designated by each National Olympic Committee, by direct route, shall be borne by the OCOG”*
▶ IPC
Host City Contract
- G** 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 Rule 39 of the Olympic Charter) 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.
- The guarantee must also confirm that travel conditions will be the same for athletes and team officials at the Paralympic Winter Games as they are for the respective Olympic Winter Games, according to the terms of the IOC-IPC Agreement.
- Describe how these support grants/travel costs/fares will be determined.

Continued on next page



Theme 10 – Olympic Village(s), Continued

Q 10.18.2

▶ IPC

**What total amount is budgeted for these travel costs?
[a) Olympic Games and b) Paralympic Games]**



Theme 11 → Medical services and doping control

Overview

Aim of the theme

Theme 11 seeks to establish a Candidate City's ability to provide a health system adapted to the needs of the Olympic Games which will not affect the normal health operations of its city. It also seeks to determine whether a Candidate City can set up a doping control programme that is consistent with the Olympic Charter and the World Anti-doping Code.

Related documents



- World Anti-Doping Code
- IOC anti-doping rules

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 11:

Question number	Guarantee
Q 11.10	Guarantee from the relevant national, regional and local authorities that the investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.
Q 11.15	Guarantee to apply the World Anti-Doping Code and the IOC Anti-Doping Rules upon the occasion of the Olympic Winter Games.



Theme 11 – Medical services and doping control

A1 – HEALTH SYSTEM

The information requested below must be provided by the relevant public health authorities. In each case, specify the source of information.

Q 11.1 Provide a graphical summary of the following health-related data for a) your city and b) your country, over the last ten years:

- 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.

Q 11.2 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...).

Q 11.3 Give a general outline of the health care system currently in operation in your city and region.

Q 11.4 Describe your social system for managing medical expenses.

Explain the arrangements for foreign nationals visiting your country.

Continued on next page

**Theme 11 – Medical services and doping control, Continued****Q 11.5** Use tables 11.5.1 and 11.5.2 to list:

- Name and number of hospitals and teaching hospitals
- Distance of hospitals from the Olympic Village (in km)
- Number of beds
- List of departments by speciality (including sports-medicine, physiology and biomechanical research laboratories for teaching hospitals)
- Heavy equipment

Table 11.5.1 – Hospitals				
Hospital name	Distance from Olympic Village* (km)	Number of beds	List of departments by speciality	Heavy equipment

Total number: _____

Table 11.5.2 – Teaching hospitals			
Hospital name	Distance from Olympic Village* (km)	Number of beds	List of departments by speciality (including sports-medicine, physiology and biomechanical research laboratories)

Total number: _____

* if several Olympic Villages are planned, please add columns as appropriate

Q 11.6 Describe the operational procedure of your current emergency services.**Q 11.7** Explain how the Olympic Winter Games will fit in with your first aid, transport and emergency services.**Q 11.8** 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 were to change due to the Olympic Winter Games, please give details.

Continued on next page



Theme 11 – Medical services and doping control, Continued

Q 11.9 Describe the resources in your city, region and country to counter epidemiological risks, and list the organisations responsible for controlling this issue.

A2 – GAMES-SPECIFIC HEALTH SERVICES

Q 11.10 Describe what investments in healthcare facilities are planned in your city and region over the next ten years, irrespective of the Olympic Winter Games and any additional investments which would be necessary, should the city be elected to host the Olympic Winter Games.

G

G Provide a guarantee from the relevant national, regional and local authorities that these investment plans are practicable and compatible with the harmonious development of your country, region and city.

Q 11.11 Specify which hospital(s) would be used for the following constituent groups:

- Athletes
- International Federations (IFs), National Olympic Committees (NOCs), International Olympic Committee (IOC)

For each hospital, please indicate the number of beds available and the distance in km and travel time by car and in minutes from the Olympic Village.

Q 11.12 How do you propose to recruit, select and train the personnel necessary for the health services required for the Olympic Winter Games?

B – DOPING CONTROL

Q 11.13 Have the relevant authorities in your country signed an agreement with the World Anti-Doping Agency (WADA) (e.g. the Copenhagen declaration) and ratified the UNESCO convention?

Continued on next page



Theme 11 – Medical services and doping control, Continued

Q 11.14 Does your country have any legislation on doping? Explain.
Does your country have a National Antidoping Organisation? Explain.

Q 11.15 Provide a guarantee from the relevant national authority confirming that (i) the (WADA) World Anti-Doping Code and the IOC Anti-Doping Rules (which are based on the World Anti-Doping Code) will apply upon the occasion of the Olympic Winter Games, and (ii) should there be any conflict between, on the one hand, the World Anti-Doping Code and the IOC Anti-Doping Rules and, on the other hand, any other anti-doping rules applicable in your country, the World Anti-Doping Code and the IOC Anti-Doping Rules shall take precedence.

Q 11.16 Is there a WADA-accredited laboratory in your city?
G

Describe your plans for setting up/upgrading an anti-doping laboratory for the Olympic Winter Games.

Give details and a schedule for procurement (equipment, facilities, personnel...).

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 and the venues.

According to the Host City Contract, the laboratory used at Games-time should be situated in (or in close proximity to) the Host City.





Theme 12 → Security

Overview

Aim of the theme

Theme 12 seeks to establish whether Candidate Cities possess the necessary infrastructure to guarantee total security, discreetly but efficiently, and to provide a safe environment within which the Olympic Winter Games can take place.

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 12:

G

Question number	Guarantee
Q 12.15	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games – national government
Q 12.16	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games – regional and/or local governments (if applicable)



Theme 12 – Security

Q 12.1 Provide an analysis, by a competent authority, of the general risks connected with the Olympic territory:

- Fire (buildings, industry, forests)
- Intrusion into Olympic facilities
- Civil disobedience
- Crime
- Technological risks to services essential to the Olympic Games
- Traffic
- Natural catastrophes (earthquake, flood, volcano, hurricane, etc.)
- Other catastrophes (chemical, biological, nuclear, plane crash, serious land accident, etc.)
- Terrorism
- Major traffic accident, including in tunnels

Specify the authority which has provided the above analysis.

Q 12.2 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.

Specify the authority which has provided the above analysis.

Q 12.3 SECURITY ORGANISATIONS

Q 12.3.1 Identify the public and private organisations that will be involved with security during the Olympic Winter Games.

Q 12.3.2 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.

Q 12.3.3 Identify any existing key organisations that will not be involved in Olympic Winter Games security.

Continued on next page



Theme 12 – Security, Continued

- Q 12.4** **How will the Intelligence Services be involved?**
- Q 12.5** **Within the structure of the OCOG, will there be a department responsible for security matters?**
What will its functions and responsibilities be vis-à-vis the organisations identified in Q 12.3?
- Q 12.6** **Provide organisational charts of Olympic Winter Games security for the following:**
- **Organisation of the general and operational planning phases**
 - **Organisation of the implementation phase**
- Q 12.7** **Provide estimates of the available police and emergency services human resources in the region and city.**
- Q 12.8** **Will it be possible to use the resources of the Armed Forces in the Olympic Winter Games security operation and, if so, in what capacity?**
- Q 12.9** **Provide an estimate of the total human resources that would be used in the operational implementation of security during the Olympic Winter Games, specifying by staff type (e.g. police, emergency services, Armed Forces, volunteers, contract security etc.).**
What proportion of these will come from another region and will need varying degrees of logistical support?
- Q 12.10** **Does legislation permit a single management structure that will be effective whatever the origin of the human and technical resources that are used, and without functional or territorial restrictions?**
- Q 12.11** **If necessary, is your government 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?**

Continued on next page



Theme 12 – Security, Continued

Q 12.12 Is it possible to limit and exercise effective control over the use of air space affected by the Olympic Winter Games and, if so, how?

Q 12.13 State whether the security plan for the Paralympic Winter Games will be the same as for the Olympic Winter Games.

▶ IPC

If not, indicate the differences.

Q 12.14 Use table 12.14 to list, in chronological order (most recent first), the experience of your city/region and country over the last ten years in the organisation of security for major international events (particularly sports events).

Year	Event	Duration of event (days)	Number of participants	Number of dignitaries and VIPs	Number of attending spectators	Number of security personnel

Q 12.15 Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Olympic and Paralympic Winter Games.

▶ IPC

G

This guarantee must include the respective responsibilities of all relevant authorities (financial, planning, operational, etc.)

Q 12.16 In the event that the regional and/or local government(s) has (have) authority over public security, emergencies or any other aspect of security, in addition to the guarantee requested in Q 12.15, the highest authority of the regional and/or local government(s) must also provide (a) written guarantee(s) in the same terms.

▶ IPC

G



Theme 13 → Accommodation

Overview

Aim of the theme

Theme 13 seeks to establish whether a Candidate City meets accommodation requirements and demands in terms of:

- Guaranteed number of rooms
- Room location and rates
- Minimum stay
- Games-time accommodation allocation plan

Related document X

- Technical Manual on Accommodation

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 13:

G

Question number	Guarantee
Q 13.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.
Q 13.7.1	Guarantees from individual hotels and accommodation buildings concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.
Q 13.7.2	Guarantees of use, including possession and vacation dates, rental costs and financial guarantees for upgrades, for all existing buildings being used in the accommodation plan.
Q 13.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.



Theme 13 – Accommodation

Q 13.1 State what point of reference you have chosen as the Olympic Winter Games centre (e.g. IOC hotel(s), Olympic stadium, competition venue...) in each major competition area according to the list below and explain why:

- Candidate City (a)
- Mountain cities and/or major competition clusters outside the Candidate City that would have specific accommodation requirements (b, c, d etc...)

This/these point(s) of reference (a, b, c, d...) must be used to answer the questions below.

Q 13.2 **TOTAL ROOM INVENTORY**

G

Provide tables 13.2.1 and 13.2.2, duly completed and guaranteed by your national tourist board, detailing the total room capacity in and around your chosen points of reference.

TABLE 13.2.1 – TOTAL HOTEL ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINTS OF REFERENCE						
Point of reference in the Candidate City (a)						
Star category	0-10km radius from point of reference			10-50km radius from point of reference (for Candidate City only)		
	Existing	New construction		Existing	New construction	
		Planned*	Additional**		Planned*	Additional**
5 STAR						
4 STAR						
3 STAR						
2 STAR						
Other points of reference (b, c, d – please specify)						
Star category	0-10km radius from point of reference					
	Existing	New construction				
		Planned*	Additional**			
5 STAR						
4 STAR						
3 STAR						
2 STAR						

* Planned = hotels for which construction authorisations have already been signed

** Additional = hotels for which construction authorisations have not yet been signed

Continued on next page



Theme 13 – Accommodation, Continued

TABLE 13.2.2 – TOTAL <u>OTHER</u>* ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINTS OF REFERENCE						
Point of reference in the Candidate City (a)						
Star category	0-10km radius from point of reference			10-50km radius from point of reference (for Candidate City only)		
	Existing	New construction		Existing	New construction	
		Planned**	Additional***		Planned**	Additional***
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
Other points of reference (b, c, d – please specify)						
Star category	0-10km radius from point of reference					
	Existing	New construction				
		Planned**	Additional***			
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						

* Please list all other accommodation in this table, grouped by type (e.g. condominiums, apart-hotels, university residences...) and clearly specified in table as shown – please include as many lines as necessary.

** Planned = accommodation for which construction authorisations have already been signed

*** Additional = accommodation for which construction authorisations have not yet been signed

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3

X



GUARANTEED ROOM INVENTORY

Questions Q 13.3.1 to Q 13.3.6 require Candidate Cities to provide tables and maps that illustrate the total guaranteed room inventory (hotel + other accommodation) for the Olympic Winter Games in 2014 as follows:

- Q 13.3.1 – 5 STAR accommodation (table + map – see page 183)*
- Q 13.3.2 – 4 STAR accommodation (table + map – see page 184)*
- Q 13.3.3 – 3 STAR accommodation (table + map – see page 185)*
- Q 13.3.4 – 2 STAR accommodation (table + map – see page 186)*
- Q 13.3.5 – TOTAL guaranteed rooms by Games centre (summary table + map)*
- Q 13.3.6 – TOTAL guaranteed rooms (table in electronic format only)

* Provide separate tables and maps for each point of reference listed in Q 13.1. For the Candidate City list all guaranteed accommodation within a 50km radius and for any other mountain city/major competition cluster outside the Candidate City list all guaranteed accommodation within a 10km radius.

IMPORTANT: EACH HOTEL OR OTHER ACCOMMODATION BUILDING SHOULD APPEAR ONLY ONCE IN TABLES 13.3.1 TO 13.3.4

EXAMPLE:

Candidate City XYZ has 3 points of reference:

- ALPHA (Candidate City)
- BETA (Mountain city 1)
- GAMMA (Mountain city 2)

Candidate City XYZ is therefore required to produce 15 tables and maps as follows:

	ALPHA	BETA	GAMMA	
5 STAR	13.3.1 a)	13.3.1 b)	13.3.1 c)	} Maps 13.3.1 to 13.3.4 to be provided as separate documents with the Candidature File.
4 STAR	13.3.2 a)	13.3.2 b)	13.3.2 c)	
3 STAR	13.3.3 a)	13.3.3 b)	13.3.3 c)	
2 STAR	13.3.4 a)	13.3.4 b)	13.3.4 c)	
TOTAL	13.3.5 a)	13.3.5 b)	13.3.5 c)	→ Maps 13.3.5 to be included in the Candidature File

Continued on next page



Theme 13 – Accommodation, Continued

Q13.3

(Continued)

Tables/maps

Provide the tables and maps requested in questions Q 13.3.1 to Q 13.3.5, in strict accordance with the following instructions:

- For each table and map, please use, and clearly indicate, the appropriate point of reference listed in Q 13.1 (a, b, c, d...)
- Indicate the graphic scale used on each map.
- Maps 13.3.5 in the Candidature File should be no larger than A3 – folded or double page.
- Number each hotel/accommodation building with a unique colour-coded number, differentiating between hotels and other accommodation buildings* as follows:

	Hotels	Other accommodation buildings*
BLUE – existing	1	7
GREEN – planned (1)	3	8
RED – additional (2)	5	9

* e.g. condominiums, university residences, village etc...

(1) planned: construction authorisations have already been signed

(2) additional: construction authorisations have not yet been signed

- Numbers should be allocated in such a way that they appear in consecutive order on each map, in a clockwise direction.

i.e. if there are 50 hotels/accommodation buildings on map 13.3.1 a numbered from 1 to 50, the first hotel indicated on map 13.3.2 a should bear number 51

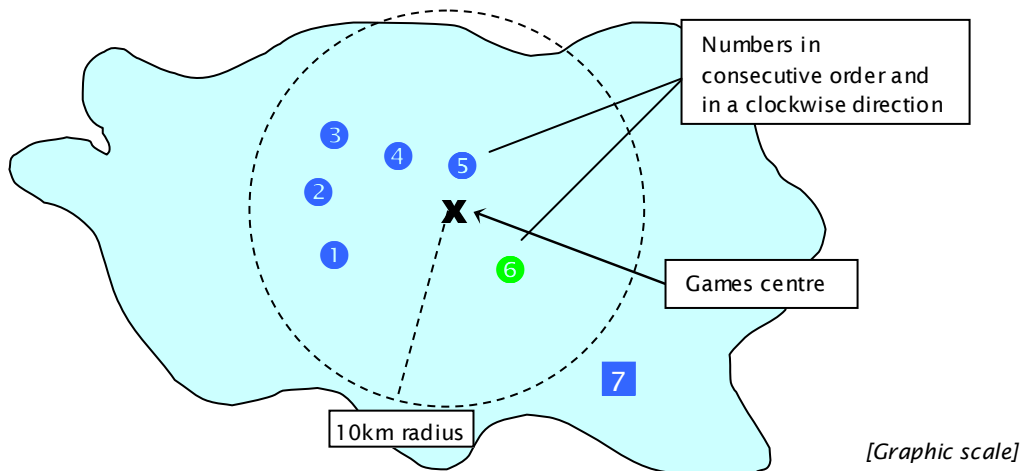
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Theme 13 – Accommodation, Continued

Q13.3
(Continued)

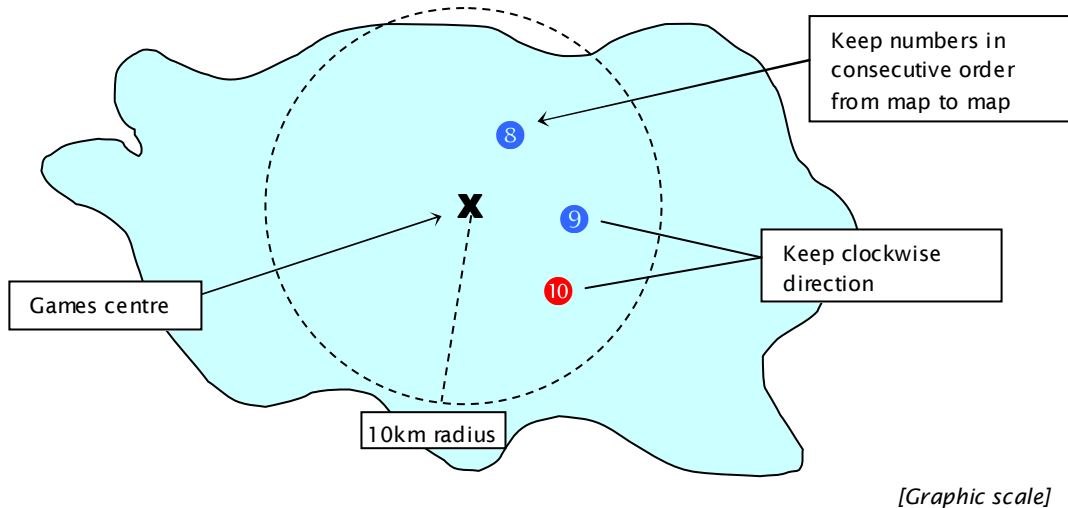
Example:

MAP 13.3.1 a – 5 STAR accommodation (Candidate City)



Example:

MAP 13.3.2 a – 4 STAR accommodation (Candidate City)



Continued on next page



Theme 13 – Accommodation, Continued



Please note that the following accommodation maps must also be provided to the IOC, with the Candidature File, in the following formats:

- 10 printed sets of maps 13.3.1 to 13.3.4 (a, b, c, d...), no larger than A3, indicating the graphic scale used
- 5 printed sets of accommodation maps 13.3.5 (a, b, c, d...) using a graphic scale large enough to clearly identify the location of each hotel/accommodation building
- All accommodation maps specified above must also be included on the CD ROMs to be provided to the IOC (see Part 3.1.3)

Q13.3

(Continued)

The following table shows the breakdown of constituent groups into sub-groups and populations as described in the IOC Technical Manual on Accommodation:

Constituent group	Constituent sub-group	Population
IOC	IOC members	Members
		Honorary and Honour members
	IOC management	President
		Director General
		Directors
	Other IOC	IOC group administration
		IOC interpreters
		IOC Commissions (Medical, Ethics, Athletes)
		IOC advisors, experts, consultants, agents
		IOC partners* and suppliers
		IOC guests, including IOC members' guests
		ANOC, ASOIF, AIOWF, GAISF*
		Previous OCOGs (President, Director General)*
		Bid Cities (Executives)
	Future Sessions*	
	Summer IFs	Presidents/Secretaries General
Winter IFs	Presidents/ Secretaries General	
Future OCOGs	President, Director General, Mayor, Executives*	
Agencies	CAS*	
	WADA*	
NOC	Presidents/ Secretaries General	
IF	Technical Officials	International Technical Officials
		National Technical Officials
	Other IF	Technical Delegates
		Boards
		Staff
		Guests
Host country national federations		

Continued on next page



Theme 13 – Accommodation, Continued

(continued)

Constituent group	Constituent sub-group	Population
NOC	NOC	Additional Officials Ao
		NOC sponsors
		Host country NOC
Host OCOG	Host OCOG	President/CEO
		Ceremony stars
		Ceremony production
		Cultural Olympiad
		Workforce including security forces
		Ticket agents
	Dignitaries	International dignitaries
		Domestic dignitaries
Future OCOGs	Observers	Staff
Marketing partners	Top sponsors	Hospitality guests and management
		Support and technical staff
	OCOG sponsors	Hospitality guests and management
		Support and technical staff
Media	Broadcasters hospitality	Rights holders hospitality – NBC
		Rights holders hospitality – EBU
		Rights holders hospitality – Others
		Host Broadcaster/OBO hospitality
	Broadcasters production	Rights holders production – NBC
		Rights holders production – EBU
		Rights holders production – Others
		Host Broadcaster/OBO production
	Written and photographic press	World news agencies
		Individual written and photographic press

* according to the IOC Accreditation and Entries at the Olympic Games – Users' Guide

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.1

5 STAR ACCOMMODATION – GUARANTEED

Complete tables 13.3.1 for **each point of reference** listed in Q 13.1 (Candidate City: 13.3.1a and any other mountain city/ major competition cluster outside your Candidate City that would have specific accommodation requirements: 13.3.1 b/c/d...).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 5 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other point of reference.

TABLE 13.3.1 – 5 STAR ACCOMMODATION <i>(specify point of reference a/b/c/d...)</i>											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Constituent sub-group	Construction timelines		Planned upgrade	
		0-10 km	10-50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
①	Hotel ABC	✓	-	500	250	50%	Broadcasters	-	-	Complete hotel renovation	April 2010
PLANNED HOTELS											
②	Hotel TBD	-	✓	1,000	1,000	100%	IOC	Dec 2006	Apr 2008	-	-
ADDITIONAL HOTELS											
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS: _____

* for table 13.3.1a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.2 4 STAR ACCOMMODATION – GUARANTEED

Complete tables 13.3.2 for **each point of reference** listed in Q 13.1 (Candidate City: 13.3.2a and any other mountain city/ major competition cluster outside your Candidate City that would have specific accommodation requirements: 13.3.2 b/c/d...).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 4 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other point of reference.

TABLE 13.3.2 – 4 STAR ACCOMMODATION (specify point of reference a/b/c/d...)											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Constituent sub-group	Construction timelines		Planned upgrade	
		0-10 km	10-50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
3	Hotel XYZ	✓	-	250	100	40%	IFs	-	-	Upgrade to 5 STAR	April 2010
PLANNED HOTELS											
ADDITIONAL HOTELS											
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
4	Condo 4	✓	-	500	300	60%	Media	-	-	-	-
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS: _____

* for table 13.3.2a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.3 3 STAR ACCOMMODATION – GUARANTEED

Complete tables 13.3.3 for each point of reference listed in Q 13.1 (Candidate City: 13.3.3a and any other mountain city/ major competition cluster outside your Candidate City that would have specific accommodation requirements: 13.3.3 b/c/d...).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 3 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other point of reference.

TABLE 13.3.3 – 3 STAR ACCOMMODATION <i>(specify point of reference a/b/c/d...)</i>											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Constituent sub-group	Construction timelines		Planned upgrade	
		0-10 km	10-50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
5	Hotel 5	✓	-	250	100	40%	IOC	-	-	-	-
PLANNED HOTELS											
ADDITIONAL HOTELS											
6	New hotel	✓	-	200	100	50%	OCOG sponsors	April 2011	Sept 2013	-	-
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS: _____

* for table 13.3.3a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.4 2 STAR ACCOMMODATION – GUARANTEED

Complete tables 13.3.4 for **each point of reference** listed in Q 13.1 (Candidate City: 13.3.4a and any other mountain city/ major competition cluster outside your Candidate City that would have specific accommodation requirements: 13.3.4 b/c/d...).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 2 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other point of reference.

TABLE 13.3.4 – 2 STAR ACCOMMODATION <i>(specify point of reference a/b/c/d...)</i>											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Constituent sub-group	Construction timelines		Planned upgrade	
		0-10 km	10-50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
PLANNED HOTELS											
ADDITIONAL HOTELS											
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
7	Condo7	✓	-	500	300	60%	Press	-	-	-	-
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											
8	Village 8	✓	-	1,500	1,500	100%	Media		Dec 2012	-	-

TOTAL NUMBER OF ROOMS: _____

* for table 13.3.4a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.5

SUMMARY OF ALL GUARANTEED ROOMS (HOTELS + OTHER ACCOMMODATION) BY POINT OF REFERENCE

Complete tables 13.3.5 for each point of reference listed in Q 13.1 (Candidate City: 13.3.5a and any other mountain city/ major competition cluster outside your Candidate City that would have specific accommodation requirements: 13.3.5 b/c/d...).

Provide corresponding maps in the Candidature File indicating all guaranteed accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other point of reference.

TABLE 13.3.5 – SUMMARY OF GUARANTEED ROOMS <i>(Specify point of reference a/b/c/d...)</i>					
	Hotels		Other accommodation		TOTAL NUMBER OF ROOMS
	Number of hotels	Number of hotel rooms	Number of other accommodation buildings	Number of rooms	
5 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
4 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
3 STAR					
Existing	34	1,400	3	540	1,940
Planned	2	150	-	-	150
Additional	-	-	-	-	
Sub-totals:	36	1,550	3	540	2,090
2 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
TOTALS:					

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.3.6 The IOC will provide Candidate Cities with an electronic template (.xls) of table 13.3.6.



Candidate Cities must include table 13.3.6, duly completed listing all guaranteed hotels and other accommodation buildings in numerical order by reference number, in electronic format only (.xls) on the CD ROMs to be provided to the IOC (see Part 3.1.3).

TABLE 13.3.6 – TOTAL GAMES-TIME ROOM INVENTORY <i>(with example)</i>									
Ref. number	Name	Accom. type*	STAR rating	Constituent sub-group	Number of guaranteed rooms	% of total number of rooms in the hotel	Location**		Construction status***
							Point of reference	Radius	
1	Hotel ABC	Hotel	5 STAR	Broadcasters	250	50%	Candidate City	0-10km	Existing

* Accommodation type: hotel, condominium, university residence, village etc...

** Location: state which Games Centre the hotel/accommodation building refers to and the radius 0-10 km or 10-50 km for the Candidate City only.

*** Construction status: existing, planned (new construction – authorisation already signed) or additional (new construction – authorisation not yet signed but required for the Games)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.4 ROOM ALLOCATION

In accordance with tables 13.3.1 – 13.3.6, show your planned allocation of rooms to the various constituent sub-groups by using table 13.4 (listing all constituent sub-groups individually):

TABLE 13.4 – ROOM ALLOCATION BY CONSTITUENT SUB-GROUP																									
<i>Constituent sub-group (e.g. Technical Officials)</i>																									
STAR rating	Location*	HOTELS								CONDOMINIUMS/APART-HOTELS								OTHER ACCOMMODATION							
		Number of hotels				Number of rooms				Number of buildings				Number of rooms				Number of buildings				Number of rooms			
		Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL
5 STAR	A																								
	B																								
	C																								
4 STAR	A																								
	B																								
	C																								
3 STAR	A																								
	B																								
	C																								
2 STAR	A																								
	B																								
	C																								
TOTALS:																									

* please specify as follows and create new lines in the table as required:
 - Candidate City 0-10 km (A)
 - Candidate City 10-50 km (B)
 - Other Games Centre 0-10 km (C, D, E etc...)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.5 ROOM RATES

Q 13.5.1 Olympic hotel(s) rate

Clearly stipulate the **maximum room rate for all room types** (single, double/twin and suite) in USD 2014 and including breakfast(s) and taxes, applicable to the following population:

Olympic hotel(s) rate population
IOC Members
IOC Honorary & Honour Members
IOC Management (President, Director General & Directors)
IF President/Secretary General (Summer/Winter*)
NOC President/Secretary General
IOC group administration
IOC interpreters
IOC Commissions (Medical, Ethics, Athletes)
IOC advisors, experts, consultants, agents
IOC partners and suppliers
IOC Guests (including IOC Members' guests)
ANOC, ASOIF, AIOWF, GAISF*
Future OCOGs (President, Director-General, mayor, Executive members)*
Previous OCOGs (President, Director-General)*
Bid Cities (Executives)*
Future Sessions*
CAS*
WADA*

* according to the IOC Accreditation and Entries at the Olympic Games – Users' Guide

Budget consideration

Should the price of such rooms in 2014 be higher than the price stated in your Candidature File, the OCOG must pay the difference (this must be clearly indicated in your budget).

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.5.2 Constituent hotel(s) rate

Give the maximum room rate in USD 2006 and 2014 for all room types for all populations not covered by the Olympic hotel(s) rate stated in Q 13.5.1

Describe how such room rates will be indexed to 2014 and controlled.

If the answer to this question involves a formula, please explain how each component of the formula is derived and provide an example using USD 100 (in USD 2006) as the base hotel room rate.

Q 13.5.3 Paralympic hotel(s) rate

► IPC

Clearly stipulate the **maximum room rate for all room types** (single, double/twin and suite) in USD 2014 and including breakfast(s) and taxes, applicable to the IPC constituent group (see IOC Technical Manual on Accommodation for list of sub-groups).

Q 13.5.4 Room rate control

What are your plans to control room rates in hotels to be constructed and in existing hotels to be refurbished?

Q 13.6 MINIMUM STAY

The IOC prefers that no minimum stay is proposed. However, if a minimum stay is envisaged in your accommodation plan, the IOC requirement is to allow different waves of room blocks throughout the Games period (17 nights from the night of the Opening Ceremony to night of the Closing Ceremony).

If applicable, describe your plan for minimum stay and room block waves.

Q 13.7 GUARANTEES

IMPORTANT: PLEASE MARK EACH GUARANTEE WITH THE UNIQUE COLOUR-CODED NUMBER ATTRIBUTED TO THE CORRESPONDING HOTEL/ ACCOMMODATION BUILDING IN Q 13.3 AND SUBMIT TO THE IOC IN NUMERICAL ORDER IN THE GUARANTEES FILE. (SEE DETAILED INSTRUCTIONS IN PART 3)

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.7.1

G

Provide guarantees from all individual hotels and other accommodation owners listed in tables 13.3.1 to 13.3.5 guaranteeing, for all constituent groups:

- Room availability
- Room rate (Olympic + Paralympic)
- Minimum stay/room block waves, if applicable
- Timelines and financing of hotel upgrades, if applicable
- Price controls for services other than room rates
- That accommodation contracts are binding to the end of the Games

Please note that, following election as Host City, the OCOG will be required to develop a detailed contract with each hotel/accommodation owner. Further, a different contract will be required for the Olympic hotel(s), to be selected by the IOC. Both types of agreement are described in the IOC Technical Manual on Accommodation and are subject to IOC approval after the election of the Host City.

Q 13.7.2

G

In addition, for all existing buildings (other than hotels) being used as part of your accommodation plan, provide guarantees from each individual owner concerned, guaranteeing:

- Use of building
- Possession and vacation dates
- Rental costs, if any
- Financial guarantees for any upgrade to the building(s), if applicable
- Obligation to transfer the terms of the guarantees provided to future owner(s) in case of sale up until and including the Olympic and Paralympic Winter Games in 2014.

Q 13.7.3

G

In addition, for all hotels and other accommodation buildings to be constructed (planned and additional) provide guarantees from the competent authorities, guaranteeing:

- Construction authorisation
- Works timelines
- Financing
- Management company

Q 13.8

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

Continued on next page



Theme 13 – Accommodation, Continued

Q 13.9 **Provide a brief explanation of how your accommodation plan is linked to public transport arrangements.**

Q 13.10 **If applicable, list any other accommodation possibilities which could be envisaged. (e.g. youth hostels, university campus, campsites etc.).**

What would be the capacity of this additional accommodation?





Theme 14 → Transport

Overview

Aim of the theme Theme 14 seeks to establish a Candidate City's transport network and operational plans for the Olympic Winter Games.

Related documents
X

- IOC's 2014 Information CD ROM for Applicant Cities
- Technical Manual on Transport

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 14:



Question number	Guarantee
Q 14.3	Guarantees for planned and additional transport infrastructure projects
Q 14.5	Guarantees for projected capacity improvements at your airport(s)
Q 14.10	Guarantees for projected fleet and rolling stock capacity improvements
Q 14.21	Guarantee for the transport and traffic management command and control centre.



Theme 14 – Transport

Introduction One of the keys to a successful Olympic Games is an efficient, safe and reliable transport system that allows all personnel to perform their specified roles.

Olympic traffic requirements must be planned, managed and integrated with the base traffic associated with the normal public activities of the city/region.

A – STRATEGIC PLANNING AND AUTHORITIES

Q 14.1 STRATEGIC TRANSPORT PLAN AND OBJECTIVES

Based on your general Games concept and your city and regional transport systems, explain your Olympic transport strategy.

State your goals and objectives as well as general transport strategies and policies in relation to:

- Main Olympic constituent groups
- Spectators and the general public

Q 14.2 AUTHORITIES

Which authorities (national, region, city etc.) will be responsible for planning, financing and constructing new and upgraded transport infrastructure defined in the transport infrastructure plan (see Q 14.3)?

What will their respective responsibilities be?

How will these different authorities as well as main transport service providers and operators be integrated with the OCOG from the foundation planning phase through strategic and operational planning and finally to Games-time transport and traffic management?

Provide a diagram showing the structure of this partnership.

Continued on next page



Theme 14 – Transport, Continued

B – SUPPLY

Q 14.3

G

TRANSPORT INFRASTRUCTURE PLAN

Complete tables 14.3.1, 14.3.2, 14.3.3 and 14.3.4 to include all transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity) according to their state of construction:

- Existing infrastructure, **no permanent works required**
- Existing infrastructure, **permanent works required**
- All transport infrastructure developments **planned** irrespective of the Olympic Winter Games but having a direct impact on Olympic venue accessibility
- Any **additional** transport infrastructure necessary to host the Olympic Winter Games

Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.

The infrastructure items in tables 14.3.1 to 14.3.4 should be attributed a unique colour-coded number (according to the colour code provided in Q 14.4) and listed in numerical order.

G

For all projected transport infrastructure (existing with permanent works required, planned and additional), provide guarantees containing:

- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing

Q 14.4



Complete the maps requested in Q 8.3 as follows:

Superimpose your city's transport infrastructure, as listed in tables 14.3.1 to 14.3.4, on **Maps B, B1, B2** etc.

Please label each infrastructure item on the map with the unique number attributed to it in tables 14.3.1 to 14.3.4 and observe the following colour code:

- **PALE BLUE** Existing infrastructure, no permanent works required
- **DARK BLUE** Existing infrastructure, permanent works required
- **GREEN** Planned infrastructure (irrespective of the Games)
- **RED** Additional infrastructure (necessary to host the Games)

Should your gateway international airport not appear on this (these) map(s), please use an arrow to indicate its direction and the additional distance to the airport.

Continued on next page



Theme 14 – Transport, Continued

Q 14.4 The following graphic standards should be used on Map B to represent your infrastructure:
(continued)

Infrastructure	Motorways	Major urban arterial network	Suburban rail	Subway	Light rail
Existing – no permanent works required					
Existing – permanent works required					
Planned					
Additional					



Please note that all B maps must also be provided to the IOC, with the Candidature File, in the following formats:

- 5 printed sets of Map B in **A0** format (841 x 1189 mm) clearly indicating the graphic scale used
- 5 printed sets of Map(s) B1, B2 etc. in **A2** format (420 x 594 mm) clearly indicating the scale used
- Maps B, B1, B2 etc., in the scales used above, must also be included on the CD ROMs to be provided to the IOC (see Part 3.1.3)

AIR TRANSPORT

Q 14.5

AIRPORT DATA

G

For your gateway international airport, as well as any other airport you intend to use for the Olympic Games, complete table 14.5.

If applicable, specify what airport capacity improvements will be made for the Olympic Winter Games.

Continued on next page



Theme 14 – Transport, Continued

Table 14.5 – Airport data		
<i>Airport A – Location and function* at Games-time</i>		
Capacity	Existing (2006)	Planned (2014)
Number of terminals		
Number of international departure gates		
Number of national departure gates		
Passengers/hour		
Runway movements/hour		
Night flight ban		

* e.g. Olympic arrival and departures, freight, charter flights etc.

What are the types and lengths of surface transport links from the airport(s) to the IOC hotel, the Olympic Village and the IBC/MPC?

- G** For all projected capacity improvements provide guarantees containing:
- Required authorisations
 - Bodies responsible for projects
 - Construction timelines
 - Financing

Q 14.6

FLIGHT NETWORK (2006)

Use table 14.6 to list the number of weekly national and international scheduled direct flights during the Olympic Winter Games period for each airport you intend to use, indicating the split between continents and cities served.

Table 14.6 – Flight network (<i>and example</i>)		
Continent	Cities served	Number of weekly flights
<i>Continent 1</i>	<i>City A</i>	<i>12</i>
	<i>City B</i>	<i>6</i>
	<i>City C</i>	<i>25</i>
TOTALS:	3	43

Should you expect the flight network at any of the proposed airports to expand rapidly, please give a brief description of the anticipated changes for 2014.

Continued on next page



Theme 14 – Transport, Continued

MOTORWAYS, MAIN ROADS AND PARKING

Q 14.7 NETWORK (2006 and 2014)

Referring to tables 14.3.1 to 14.3.4 and Map B (Q 14.4), describe the motorway and main road network which will play a key role during the Olympic Winter Games.

Are there alternative ways to reach the competition and non-competition venues?

Q 14.8 MAIN PARKING AREAS (2006 and 2014)

Please note that main parking areas refer to parking facilities of more than 300 spaces in the city and of more than 100 spaces in the mountains.

Use table 14.8 to indicate what is currently available in terms of main parking areas (location + capacity) and what you estimate are the additional needs during the Olympic Winter Games at competition and non-competition venues (capacity and location).

PUBLIC TRANSPORT NETWORK

Q 14.9 NETWORK (2006 and 2014)

Referring to tables 14.3.1 to 14.3.4 and map B (Q 14.4), describe the public transport network lines (regional and suburban rail, subway, light rail, mountain rail, high capacity dedicated bus lanes or cableways and waterways if applicable) which will play a key role during the Olympic Winter Games.

Are there alternative ways to reach the competition and non-competition venues?

Continued on next page



Theme 14 – Transport, Continued

Q 14.10 FLEET AND ROLLING STOCK (2006 and 2014)

G

Use table 14.10 to provide information on the fleet and rolling stock of the principal transport companies, including mode (e.g. train, bus, ferry...) and type (e.g. light rail, 12m. bus...).

What part of the fleet is/will be of low emission type?

G

For all projected fleet and rolling stock (planned and additional) provide guarantees containing:

- Bodies responsible for projects
- Financing

DISTANCES AND JOURNEY TIMES IN THE OLYMPIC REGION

Q 14.11 Use table 14.11 to indicate distances in kilometres and average and peak-hour journey times by bus and in minutes in 2006 and at Games-time.

If another mode of transport will be used, either instead of or in addition to buses, for any particular journey, please include this information in the table.

Q 14.12 Use table 14.12 to indicate distances in kilometres and average journey times by bus and in minutes between the training venues and the Olympic Village(s) at Games-time.

MOTORISATION RATES

Q 14.13 Use table 14.13 to provide automobile motorisation rates in 1995, 2005 and 2014.

Table 14.13 – Motorisation rates									
Motorisation rate	City			Region (please specify)			Country		
	1995	2005	2014	1995	2005	2014	1995	2005	2014
Automobile motorisation rate (cars per thousand people)									

Continued on next page



Theme 14 – Transport, Continued

C – DEMAND

Q 14.14 TRANSPORT WORKFORCE

What number of personnel (staff, volunteers and contractors) will be needed for Olympic transport functions at Games-time?

Q 14.15 TRANSPORT FOR SPECTATORS AND GAMES WORKFORCE

Use table 14.15 to estimate the average and maximum number of spectators and workforce for each venue per day and per session.

Considering the origin of spectators and Games workforce, explain how you intend to reinforce existing transport systems and rolling stock to respond to the additional spectator and workforce traffic loads both in the city and in the Olympic region.

Table 14.15 – Transport for spectators and Games workforce

Venue	Sport/ Event	Number of spectators per day		Number of spectators per session		Number of Games workforce per day		Number of Games workforce per session	
		Ave.	Max.	Ave.	Max.	Ave.	Max.	Ave.	Max.

D – TRANSPORT OPERATIONS

Q 14.16 OPERATIONAL OBJECTIVES

List your main operational objectives with regard to traffic management and performance during the Olympic Winter Games.

What constraints will be inherent to the project and what contingency plan will you implement in case of a major transport accident, unexpected demand peaks, event rescheduling and adverse weather?

Continued on next page



Theme 14 – Transport, Continued

Q 14.17 OPERATIONS

What transport principles are applied for each of the following constituent groups:

- Athletes and team officials
- Technical officials
- NOCs
- Media
- Sponsors
- T1-T3 constituents
- Spectators
- Workforce

Distinguish between arrival, departure and Games-time logistics, routes and demand to be met (people, equipment and delivery).

Q 14.18 TRANSPORT MEASURES

Describe the measures planned to facilitate Olympic Games traffic flow, punctuality and reliability, such as breakdown response units or Olympic lanes*, as well as normal traffic restrictions.

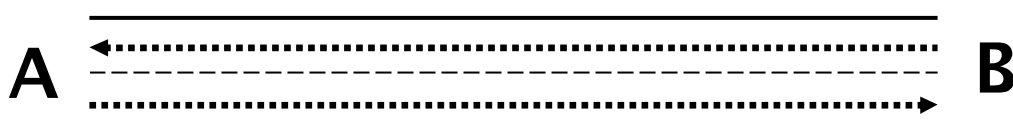
*Olympic lane: “an Olympic lane is a continuous directional road lane dedicated to designated Olympic traffic during 15 hours or more per day”

The length of an Olympic lane is measured in kilometres per direction:

- If an Olympic lane is provided in one direction only on a route AB, the Olympic lane length is **AB**:



- If Olympic lanes are provided for both traffic directions on a route AB, the Olympic lane length is **2 x AB**:



Continued on next page



Theme 14 – Transport, Continued

Should your traffic management measures include Olympic lanes, please indicate these on Maps B, B1, B2 etc. as follows:

Major urban arterial network

Olympic lane in one direction only				
Olympic lanes in both traffic directions				
	(Existing, no permanent works)	(Existing, permanent works required)	(Planned)	(Additional)

Motorways

Olympic lane in one direction only				
Olympic lanes in both traffic directions				
	(Existing, no permanent works)	(Existing, permanent works required)	(Planned)	(Additional)

Q 14.19

TICKETING, TRANSPORT AND PARKING FARE POLICIES

Will ticketed spectators using public transport benefit from fare reductions or free transport on the day of their event?

Explain any parking regulatory policies planned to limit parking demand (e.g. pre-paid parking reservation for ticketed spectators, parking priorities for car sharing...).

Q 14.20

TRAINING AND TESTING

Describe your concept for training and testing transport staff and facilities before the Olympic Winter Games.

Continued on next page



Theme 14 – Transport, Continued

E – GAMES TRAFFIC COMMAND AND COMMUNICATION

Q 14.21

GAMES-TIME RESPONSIBILITIES

G

Under which authority will your city and regional transport and traffic command and control centre be operated at Games-time?

G

Provide a guarantee from the responsible authority.

What coordination is planned between the Olympic transport command centre and the Olympic security command centre?

Q 14.22

INFORMATION AND COMMUNICATION

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

How will you communicate Games-time traffic and transport information to spectators and the general public?

TABLES 14.3 –Transport infrastructure

- The infrastructure items should be listed in numerical order with a unique colour-coded number as shown in the table
- Please note that all infrastructure items listed should appear on map B (Q 14.4) with the unique number attributed to it in tables 14.3.1 to 14.3.4

TABLE 14.3.1 – EXISTING transport infrastructure, NO PERMANENT WORKS REQUIRED					
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		
	Within City boundary	From City boundary to outlying venues	Construction date	Date of completed upgrade(s)	
①					
②					

TABLE 14.3.2 – EXISTING transport infrastructure, PERMANENT WORKS REQUIRED							
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	Body responsible	Construction date	Date of upgrade	Cost of upgrade in USD 2006	
③							
④							

TABLE 14.3.3 – PLANNED 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				Source of financing (Public/private/joint)
	Within City boundary	From City boundary to outlying venues	Body responsible	Start	End	Cost in USD 2006	
⑤							
⑥							

TABLE 14.3.4 – 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				Source of financing (Public/private/joint)
	Within City boundary	From City boundary to outlying venues	Body responsible	Start	End	Cost in USD 2006	
⑦							
⑧							

TABLE 14.8 – Main parking areas

- Group venues by clusters where applicable
- For venues with more than one parking area, please use separate lines

Venue	Sport/Event	Gross seating capacity (from theme 8)	2006			2014		
			Parking location (distance from venue)	Number of cars	Number of buses	Parking location (distance from venue)	Number of cars	Number of buses
All competition venues								
CLUSTER AAA								
Venue A								
Venue B								
Venue C								
CLUSTER BBB								
Venue D								
Venue E								
Venue F								
Venue G								
Venue H								
Non-competition venues								
Olympic Village(s)								
MPC								
IBC								
IOC hotel(s)								

TABLE 14.10 – Fleet and rolling stock *(with example)*

Relevant infrastructure project number as attributed in tables 14.3.1 to 14.3.4, if applicable	Mode	Type	Average age (in years)		Stock				Passengers/hour/direction		% low emission	
			2006	2014	Existing 2006	Planned total by 2014	Additional Games-time stock	TOTAL stock 2014	Current 2006	2014	Current 2006	2014
③	Bus	12 metres	6 years	3 years	2,500	3,100	400	3,500	1,400	2,900	25%	45%

TABLE 14.11 – Distances and journey times in 2006 and 2014 / competition venues *(with example)*

- All distances must be given in kilometres
- All times must be given in minutes and for journey times by bus (average and peak hours)
- Provide in brackets journey times and mode of transport for any alternative means of transport available for a particular journey, if applicable at Games-time
- If your project includes any other village(s) for athletes, please include it/them in this table.
- If there is more than one competition venue for a sport/discipline/event please create new lines in the table as needed.

All distances in <u>km</u> and journey times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village(s)			Olympic Stadium			Media Accommodation (please specify)			MPC /IBC		
		Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak
Gateway international airport	2006				14	23 (17 train)	35 (17 train)												
	2014					19 (17 train)	31 (17 train)												
Main hotel area	2006																		
	2014																		
Olympic Village	2006																		
	2014																		
Olympic Stadium	2006																		
	2014																		
Media Accommodation	2006																		
	2014																		
MPC/IBC	2006																		
	2014																		
Biathlon	2006																		
	2014																		
Bobsleigh	2006																		
	2014																		
Skeleton	2006																		
	2014																		
Curling	2006																		
	2014																		
Ice hockey	2006																		
	2014																		
Luge	2006																		
	2014																		

TABLE 14.11 – Distances and journey times in 2006 and 2014 / competition venues *(with example)*, continued

All distances in <u>km</u> and journey times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village(s)			Olympic Stadium			Media Accommodation (please specify)			MPC /IBC		
		Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak
Skating																			
Speed skating	2006																		
	2014																		
Short track	2006																		
	2014																		
Figure skating	2006																		
	2014																		
Skiing																			
Cross country	2006																		
	2014																		
Ski jumping	2006																		
	2014																		
Nordic combined	2006																		
	2014																		
Alpine	2006																		
	2014																		
Freestyle	2006																		
	2014																		
Snowboard	2006																		
	2014																		

TABLE 14.12 – Distances and journey times / training venues *(with example)*

- All distances must be given in kilometres
- All times must be given in minutes and for journey times by bus
- Provide in brackets journey times and mode of transport for any alternative means of transport available for a particular journey, if applicable at Games-time
- If your project includes any other village(s) for athletes, please include it/them in this table.

Training venues	Sport/Discipline/Event	Olympic Village(s)	
		Km.	Minutes (average journey time)
<i>Training venue 1</i>	<i>Biathlon Cross Country</i>	<i>5</i>	<i>15</i>
<i>Training venue 2</i>	<i>Ice Hockey</i>	<i>7</i>	<i>18</i>





Theme 15 → Technology

Overview

Aim of the theme

Theme 15 seeks to establish a Candidate City's ability to provide the necessary infrastructure to support the Olympic and Paralympic Winter Games' technology with a specific focus on telecommunications requirements.

Related documents X

- IOC's 2014 Information CD ROM for Applicant Cities
- Documentation provided during the Applicant City seminar (September 2005)

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 15:

Question number	Guarantee
Q 15.8	Guarantee that the competent body is prepared to allocate, manage and control the necessary frequencies for the organisation of the Olympic and Paralympic Winter Games.
Q 15.9	Guarantee that there will be no fee charged to the following constituent groups: <ul style="list-style-type: none">• Athletes• IOC• OCOGs• NOCs• IFs• Media• Broadcasters• Olympic partners for the reservation and services of allocated frequencies from one month before the Opening Ceremony of the Olympic Winter Games until one week after the Closing Ceremony of the Paralympic Winter Games.



Theme 15 - Technology

Introduction **X**

Technology plays an extremely important role both in the preparation phase and during the Olympic and Paralympic Winter Games.

Technology encompasses a wide field of services, which can be defined into three broad categories:

- Information systems
- Telecommunications and other technologies
- Internet

For more detailed information concerning the technology function, please refer to the Host City Contract, the 2014 IOC Information CD ROM for Applicant Cities and the documentation provided during the IOC Applicant City Seminar.

Please note that, although the OCOG is responsible for planning and implementation, the IOC reserves the right to choose suppliers to cover one or more areas of technology necessary to the preparation and smooth running of the Olympic and Paralympic Winter Games.

TELECOMMUNICATIONS MARKETPLACE

Q 15.1 Describe the market's level of openness to competition in the area of telecommunications.

Q 15.2 How many licences have been awarded for:

- Setting up fixed telephony networks
- Supplying second generation (e.g. GSM) and third generation (e.g. UMTS) mobile telephony services

Q 15.3 Indicate whether a regulatory body exists for the market, whether this body is tied to government authorities and who issues the licences.

Continued on next page



Theme 15 - Technology, Continued

Q 15.4 Describe the existing infrastructure and technology networks linking competition and non-competition venues that will support the traffic necessary for the organisation of the Olympic and Paralympic Winter Games (telephony, data network, audio and video circuits).

Indicate the existence of any alternative path for back-up purposes.

This information must be obtained from potential telecommunications providers.

Provide diagrams showing the infrastructure described above.

Q 15.5 For each competition and non-competition venue, describe the current capacity (number of simultaneously 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.

Q 15.6 If additional infrastructure for fixed and mobile networks is required to support the organisation of the Olympic and Paralympic Winter Games, describe this infrastructure and list which carriers are prepared to build it.

Will these carriers charge the OCOG to build this additional infrastructure or will the OCOG only be charged for the usage service based on standard tariffs in effect in the country at Games-time?

FREQUENCY CONTROL

Q 15.7 Indicate the body(ies) responsible (and any ties) for allocating and controlling the frequencies necessary for radio transmissions.

Q 15.8 Provide (a) guarantee(s) from the competent body(ies) that it (they) is(are) prepared to allocate, manage and control the necessary frequencies for the organisation of the Olympic and Paralympic Winter Games.

Continued on next page



Theme 15 - Technology, Continued

Q 15.9

G

Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following constituent groups:

- Athletes
- IOC
- OCOGs
- NOCs
- IFs
- Media
- Broadcasters
- Olympic partners

for the reservation and services of allocated frequencies from one month before the Opening Ceremony of the Olympic Winter Games to one week after the Closing Ceremony of the Paralympic Winter Games.

Q 15.10

Describe how you propose to involve all constituent groups, the OCOG and the authorities responsible for allocating, managing and monitoring usage of frequencies in order to fully understand the requirements of the above-mentioned constituent groups and to ensure that adequate frequencies will be allocated to them from one month before the Opening Ceremony of the Olympic Winter Games to one week after the Closing Ceremony of the Paralympic Winter Games.

PRIVATE RADIO NETWORKS

Q 15.11

Are there frequencies allocated to trunk radio type services?

Q 15.12

How many types of trunk radio networks are in operation and what is the level of local and regional coverage?

Q 15.13

How many subscribers are there to such networks?



Theme 16 → Media operations

Overview

Aim of the theme

Theme 16 seeks to establish a Candidate City's ability to ensure that the accredited media at the Olympic Winter Games are provided with appropriate facilities and services to ensure the best possible media coverage of the Games.

Related document


X

- Technical Manual on Media

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 16:

Question number	Guarantee
Q 16.1 	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates. Guarantees for the control of commercial rights.



Theme 16 – Media operations

Olympic Broadcasting Organisation (“OBO”)

X

The city, NOC and OCOG acknowledge and accept the importance of ensuring the highest broadcast quality of the Olympic Winter Games and the widest possible worldwide audience for the Olympic Winter Games. The Olympic Broadcasting Organisation (OBO) shall be established in accordance with the provisions outlined in the Host City Contract in order to provide the facilities, services and other requirements for the broadcasting of the Olympic Winter Games.

For the XXII Olympic Winter Games in 2014, the IOC Executive Board will determine, by March 2008 at the latest, whether the OBO will be an entity controlled by the IOC itself or by the OCOG.

If the IOC Executive Board determines that the OBO will be an entity controlled by the IOC itself, the OCOG shall still be responsible for providing certain facilities, services and other requirements as described in further detail in the Host City Contract and Technical Manual on Media, details of which will be further set out in an agreement to be entered into between the IOC, the OBO and the OCOG.

It is the OCOG’s obligation to fully cooperate with the OBO in accordance with the instructions of the IOC Executive Board.

Accommodation and transport

X

Please note that media accommodation and media transport are covered in greater detail in themes 13 and 14 respectively. Guarantees pertaining to both functions are also requested in themes 13 and 14.

Q 16.1

G

Describe your concept for the International Broadcast Centre (IBC) and Main Press Centre (MPC), including the following elements:

- **Location, size, adjacent compounds, transport hubs, parking and facilities**
- **State whether the IBC and MPC are existing facilities or to be constructed**
- **Explain the reason for your choice of IBC and MPC**
- **Specify the intended post-Olympic use of the IBC and MPC, including legacy considerations**
- **Specify who will finance the construction of the facilities**


Continued on next page



Theme 16 – Media operations, Continued

Q 16.1
(continued)

G Provide all guarantees obtained for the use and/or construction of the IBC and MPC from the owners concerned, including possession and vacation dates. This guarantee must also state that the owner(s) grant(s) all rights with respect to commercial rights in relation to the IBC and MPC (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OCOG for the period the OCOG has control of the venue(s).

 See “Clean Venue Appendix” in the Model Guarantees File.

(Please note that these dates should take into consideration the time required for both the fit out and retrofit of the IBC and MPC)

Q 16.2
X

Briefly describe your concept for media accommodation, with a particular focus on accommodation for the media in the mountain areas. (This description should correspond to the list provided in Q 13.4)

If you plan to use a media village(s), specify its/their location, size, capacity, type of structure (existing, permanent, temporary), room sizes and intended post-Olympic use/legacy.

Q 16.3

Briefly describe your concept for media transport, including:

Airport	↔	Media Accommodation
Media Accommodation	↔	IBC/MPC
Media Accommodation	↔	Competition Venues
IBC/MPC	↔	Competition Venues
Competition Venues	↔	Competition Venues

Q 16.4

Provide a map, no larger than A3 – folded or double page – and giving the graphic scale used, indicating:

- IBC
- MPC
- Media accommodation
- Media transport
- All competition venues
- Olympic Village(s)

Continued on next page



Theme 16 – Media operations, Continued

Q 16.5 **Would broadcasters or the OBO, and their personnel, normally be subject to union regulations or labour laws?**

Explain.

Q 16.6 **Would broadcasters or the OBO, and their personnel, normally be subject to specific taxes for broadcasting work such as taxes on production and/or equipment?**

Explain.



Theme 17 → Olympism and culture

Overview

Aim of the theme

Theme 17 seeks to establish a Candidate City's plans regarding culture and education, including the ceremonies and events associated with the sports competitions, to ensure that the blend of sport and culture expresses the true nature of the Olympic Winter 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.

Related documents X

- Technical Manual on Protocol
- Technical Manual on Ceremonies

Guarantees summary

Candidate Cities are not required to obtain any guarantees for theme 17.



Theme 17 – Olympism and culture

Q 17.1
X

“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 of effort, the educational value of good example and respect for universal fundamental ethical principles.”

Olympic Charter – Fundamental Principles

The OCOG must organise a programme of cultural events which shall be submitted to the IOC Executive Board for its prior approval no later than three years before the Olympic Winter Games.

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

- Opening and Closing Ceremonies
- Welcome ceremony at the Olympic Village
- Medal ceremonies (Medals Plaza)
- Olympic Torch Relay

IOC protocol must be respected for all these events, in accordance with the Olympic Charter and the Host City Contract. Please note that further details concerning all the above-mentioned ceremonial events can be found in the IOC Technical Manuals on Protocol and on Ceremonies.

Briefly describe your plans for the programme of cultural and ceremonial events to take place during the Olympic Winter Games.

Q 17.2

The details of all ceremony programmes must be approved by the IOC, prior to the Olympic Winter Games.

Describe the intended venue for the Opening and Closing Ceremonies of the Olympic Winter Games (location, dimensions, seating capacity etc.) and indicate whether the venue already exists or has yet to be built.

If the ceremonies are not taking place in one of your proposed competition venues, please give the location of the venue on maps A and B.

Q 17.3

Briefly describe the educational programmes intended to be set up during the years leading up to the Olympic Winter Games in order to promote the Olympic Ideal (in schools or for any other educational purpose).



Part 3 → Instructions

Overview

Introduction This part contains precise instructions on how Candidate Cities must present both their Candidature and Guarantees Files.

Contents Part 3 contains the following chapters:

Chapter	See Page
3.1 Model Candidature File	225
3.2 Model Guarantees File	251
3.3 Checklist	263





3.1 → Model Candidature File

Overview

Introduction The Model Candidature File provides clear instructions on how Candidate Cities must present their Candidature File.


Right of refusal The IOC reserves the right to refuse any file which does not comply with the presentation requirements.

Contents This chapter contains the following topics:

Topic	See Page
3.1.1 General presentation and layout	226
3.1.2 Content instructions	228
3.1.3 CD ROM instructions	249



3.1.1 General presentation and layout

Format	A4
Presentation	<p>Simple, soft-cover and glued binding. Loose leaves and binders not accepted.</p> <p>The three volumes of the Candidature File may be submitted in a simple cardboard sleeve, the design of which reflects the design of the Candidature File.</p> <p>Candidate Cities must show moderation with regard to expenditure on the presentation of their Candidature File. The form and presentation of the file are not evaluation criteria. The IOC wishes to have comprehensive answers so that it can analyse the current situation and potential of a bid. A costly, deluxe presentation therefore serves no purpose.</p>
Languages	The Candidature File must be bilingual English and French.
Layout	<p>The same information must be presented in French on the left-hand page and in English on the right-hand page.</p> <p>Exceptions to this are the cover of each volume, the first page (presentation) of each theme and all maps and tables: these pages will be bilingual.</p> <p>Each language may be presented in full page layout or in two columns in vertical format:</p> 
Colour illustration	Colour plans, graphics and other illustrations are permitted to present technical information. Photos may also be used to illustrate sites and infrastructure without increasing the maximum number of pages permitted.
Colour code	<p>The following colour code must be used throughout your Candidature File:</p> <ul style="list-style-type: none">• PALE BLUE <u>existing</u> infrastructure, <u>no permanent works required</u>• DARK BLUE <u>existing</u> infrastructure, <u>permanent works required</u>• GREEN <u>planned</u> infrastructure (for which contracts have already been signed)• RED <u>additional</u> infrastructure required to host the Olympic Games




















Continued on next page



3.1.1 General presentation and layout, Continued

Sport pictograms

The IOC hereby authorises Candidate Cities to use Salt Lake City's pictograms, on condition that no commercial use will be made of the pictograms and that they are used solely to illustrate competition venues.

	Aerials		Moguls
	Biathlon		Nordic combined
	Bobsleigh		Pairs ice dancing
	Cross country		Short track
	Curling		Skeleton
	Down hill		Ski jumping
	Figure skating		Slalom
	Giant slalom		Snowboard
	Ice hockey		Speed skating
	Luge		

SLOC pictograms will be sent to Candidate Cities in electronic format on request.



3.1.2 Content instructions

Volumes and themes

The 17 themes of the questionnaire must be divided into three volumes as follows:

- Volume 1 Themes 1 - 7
- Volume 2 Themes 8 - 10
- Volume 3 Themes 11 - 17

The following table specifies the maximum number of pages per theme and per volume, including all maps, plans and tables:

Themes		Max. pages per theme - bilingual
VOLUME 1	Introduction	14
	Theme 1 Olympic Games concept and legacy	14
	Theme 2 Political and economic climate and structure	16
	Theme 3 Legal aspects	10
	Theme 4 Customs and immigration formalities	8
	Theme 5 Environment and meteorology	26
	Theme 6 Finance	18
	Theme 7 Marketing	28
	Max.	134
VOLUME 2	Introduction	6
	Theme 8 Sport and venues	90
	Theme 9 Paralympic Games	20
	Theme 10 Olympic Village(s)	50
	Max.	166
VOLUME 3	Introduction	6
	Theme 11 Medical services and doping control	16
	Theme 12 Security	20
	Theme 13 Accommodation	60
	Theme 14 Transport	50
	Theme 15 Technology	14
	Theme 16 Media operations	10
	Theme 17 Olympism and culture	6
	Conclusion	4
	Max.	186
TOTAL (max.)		486

Continued on next page



3.1.2 Content instructions, Continued

Answers

Answers should be concise and concrete and should address the substance of the question put forward.

Answers must respect the form required for each question, as described below. This aspect is essential for the analysis which the IOC will subsequently perform.

There are three types of answers:

- **Explanatory:** textual explanation.
- **Visual:** concrete information which allows rapid visual grasp and objective analysis of the context (e.g. tables, graphics, lists, maps and plans).
When an answer has to be given using these elements, any attached explanation must be complementary and extremely brief.
- **Guarantees:** replies which require undertakings on the part of third parties. In the corresponding theme and question, indicate **whether or not** the Bid Committee has obtained the guarantee and **who** gave it. Include all original guarantee documents in the Guarantees File. (See instructions in the Model Guarantees File)

A detailed list of information and response types by volume, theme and question follows below.

Maps



Instructions regarding the individual maps requested in the questionnaire are given in the relevant themes/questions.

In addition to the maps included in your Candidature File, the IOC requires Candidate Cities to provide certain maps in a specific format.

The following table summarises the instructions for all maps requested in the questionnaire:

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 1.2	Concept map (<u>Map A</u>)	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • Indicate graphic scale used • North arrow 	-
Q 5.1	Environment features and conditions (Different maps for the Candidate City and any other major mountain clusters)	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • Indicate graphic scale used 	-

Continued on next page



3.1.2 Content instructions, Continued

Maps (continued)

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 8.3/ Q 14.4	<ul style="list-style-type: none"> Venue location and transport infrastructure – <u>Map B</u> Venue location and transport infrastructure <u>cluster maps</u> – Maps B1, B2, etc. (if applicable) 	<ul style="list-style-type: none"> No larger than A3 (folded or double page) Bilingual Indicate graphic scale(s) used Colour-coded (existing, planned and additional) Use the graphic standards provided in theme 14 to represent different types of transport infrastructure Label each infrastructure item on the map with the number attributed to it in tables 14.3.1 to 14.3.4 All B maps should be included in both themes 8 and 14 in your Candidature File. North arrow 	<ul style="list-style-type: none"> Provide 5 printed sets of Maps B, B1, B2, etc. (if applicable) in the following formats: <ul style="list-style-type: none"> <u>Map B</u>: A0 <u>Maps B1, B2 etc.</u>: A2 Clearly indicate the graphic scale used Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)
Q 9.5.3	Paralympic Games concept map	<ul style="list-style-type: none"> No larger than A3 (folded or double page) Bilingual Indicate graphic scale used North arrow 	-
Q 10.11.1	Plans and cross-sections showing how the NOC units will be organised	<ul style="list-style-type: none"> Bilingual Use graphic scale 1:200 Clearly indicate dimensions 	-
Q 10.11.2	Plans and cross-sections showing how the apartments and rooms will be organised	<ul style="list-style-type: none"> Bilingual Use graphic scale 1:200 Clearly indicate dimensions 	-
Q 10.15	Layout of the international and residential zones	<ul style="list-style-type: none"> Bilingual Indicate graphic scale used North arrow 	-

Continued on next page



3.1.2 Content instructions, Continued

Maps (continued)

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 13.3.1 – Q 13.3.4	<p><u>Accommodation maps:</u></p> <ul style="list-style-type: none"> • 5 star accommodation • 4 star accommodation • 3 star accommodation • 2 star accommodation <p>(To be repeated for each point of reference chosen in Q 13.1)</p>		<ul style="list-style-type: none"> • Provide 10 printed sets of accommodation maps 13.3.1 to 13.3.4 (a, b, c, d...) • No larger than A3 • All maps must show the point of reference used (as indicated in Q 13.1) • Indicate graphic scale used • All hotels/accommodation buildings to be attributed a unique, colour-coded number as described in Q 13.3 (existing, planned and additional) in such a way that they appear in consecutive order on the maps, in a clockwise direction • Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)
Q 13.3.5	<p><u>Accommodation maps:</u></p> <ul style="list-style-type: none"> • Total room inventory at Games time <p>(To be repeated for each point of reference chosen in Q 13.1)</p>	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • All maps must show the point of reference used (as indicated in Q 13.1) • Indicate graphic scale used • All hotels to be attributed a unique, colour-coded number as described in Q 13.3 (existing, planned and additional) 	<ul style="list-style-type: none"> • Provide 5 printed sets of accommodation maps 13.3.5 (a, b, c, d...), using a graphic scale large enough to clearly visualise the location of each individual hotel. • Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)
Q 16.4	Media concept map	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • Indicate graphic scale used • North arrow 	-

Continued on next page



3.1.2 Content instructions, Continued

VOLUME 1

- Volume 1**
- Themes 1 – 7
 - Maximum number of pages: 134
 - Front cover: name of the city, year of the Olympic Winter Games, volume number
 - Inside front cover: Map A
 - Inside back cover: organisational chart of the Bid Committee
 - Back cover: emblem of the candidature

- Introduction**
- Maximum number of pages: 14
 - **Map of the country, showing its continental location, distances and major cities**
 - **General introduction to the Candidature File**
Optional. May include support letters from the national, regional and/or local authorities and greetings or explanations by the Bid Committee.
 - **Introduction to Volume 1**
Compulsory. Must include a preamble and contents of Volume 1.

THEME 1 OLYMPIC GAMES CONCEPT AND LEGACY

- Maximum number of pages: 14
- Cover page (p.1): Theme number and title

Response types for theme 1 questions:

Question	Response type
Q 1.1	Explanation
Q 1.2	Explanation + map A
Q 1.3	Explanation
Q 1.4	Explanation
Q 1.5	Explanation
Q 1.6	Explanation
Q 1.7	Explanation

Continued on next page



3.1.2 Content instructions, Continued

THEME 2 POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

- Maximum number of pages: 16
- Cover page (p.1): Theme number and title and symbol of the city.


Response types for theme 2 questions:

Question	Response type
Q 2.1	Explanation
Q 2.2	List + explanation
Q 2.3	Explanation + guarantees
Q 2.4	List + explanation
Q 2.5	List + explanation
Q 2.6	List
Q 2.7	List + chart
Q 2.8	List
Q 2.9	List + explanation
Q 2.10	List + explanation
Q 2.11	Explanation

THEME 3 LEGAL ASPECTS

- Maximum number of pages: 10
- Cover page (p.1): Theme number and title.

Response types for theme 3 questions:

Question	Response type
Q 3.1	Guarantees  (Covenant)
Q 3.2	Guarantee
Q 3.3	Explanation

Continued on next page



3.1.2 Content instructions, Continued

Theme 3 (continued)

Question	Response type
Q 3.4	Guarantee
Q 3.5	Explanation + guarantee
Q 3.6	Explanation
Q 3.7.1	Explanation + guarantee
Q 3.7.2	Explanation
Q 3.8	Explanation

THEME 4 CUSTOMS AND IMMIGRATION FORMALITIES

- Maximum number of pages: 8
- Cover page (p.1): Theme number and title.

Response types for theme 4 questions:

Question	Response type
Q 4.1	Explanation
Q 4.2	Explanation
Q 4.3	Guarantee
Q 4.4	Guarantee
Q 4.5	Explanation
Q 4.6	Explanation
Q 4.7	Guarantee
Q 4.8	Explanation
Q 4.9	Explanation
Q 4.10	Explanation

Continued on next page




3.1.2 Content instructions, Continued

THEME 5 ENVIRONMENT AND METEOROLOGY

- Maximum number of pages: 26
- Cover page (p.1): theme number and title.

Response types for theme 5 questions:

Question	Response type
Q 5.1	Maps
Q 5.2	Explanation + table
Q 5.3	Explanation
Q 5.4	Explanation
Q 5.5	Explanation
 Q 5.6	Explanation (+ additional documents to be provided during the Evaluation Commission visit)
Q 5.7	Guarantee(s)
Q 5.8	Explanation
Q 5.9	Explanation
Q 5.10	Explanation
Q 5.11	Table 5.11
Q 5.12	Table 5.12 + explanation
Q 5.13	Table 5.13

Continued on next page




3.1.2 Content instructions, Continued

THEME 6 FINANCE

- Maximum number of pages: 18
- Cover page (p.1): theme number and title.



Response types for theme 6 questions:

Question	Response type
Q 6.1	Guarantee
Q 6.2	Guarantee(s)
Q 6.3	Guarantee
Q 6.4	Explanation
Q 6.5.1	Explanation
Q 6.5.2	Explanation
Q 6.5.3	Explanation
Q 6.5.4	Explanation
Q 6.6.1	Template 6.6.1
Q 6.6.2	Templates 6.6.2 a) and b)
Q 6.6.3	Template 6.6.3
 Q 6.6.4	Comprehensive financial data - to be submitted at least one month before the Evaluation Commission visit. List of people having contributed to the preparation of the budget - to be submitted to the IOC Evaluation Commission.

THEME 7 MARKETING

- Maximum number of pages: 28
- Cover page (p.1): theme number and title.

Response types for theme 7 questions:

Question	Response type
Q 7.1	Guarantee  (Joint Marketing Programme Agreement)
Q 7.2	Guarantee  (Guarantee to enter into a Paralympic Joint Marketing Programme Agreement)

Continued on next page



3.1.2 Content instructions, Continued

Theme 7 (continued)

Question	Response type
Q 7.3.1	Guarantees
Q 7.3.2	Table 7.3.2 + guarantees
Q 7.3.3	Table 7.3.3 + guarantees
Q 7.3.4	Table 7.3.4 + guarantees
Q 7.4	Guarantee
Q 7.5	Table 7.5
Q 7.6.1	Explanation
Q 7.6.2	Explanation
Q 7.6.3	Explanation
Q 7.6.4	Explanation
Q 7.7.1	Table 7.7.1
Q 7.7.2	Explanation + guarantee
Q 7.8	Explanation + guarantee
Q 7.9	Explanation

Continued on next page



3.1.2 Content instructions, Continued

VOLUME 2



- Volume 2**
- Themes 8 -10
 - Maximum number of pages: **166**
 - Front cover: name of the city, year of the Olympic Winter Games, volume number.
 - Inside front cover: Map B.
 - Inside back cover: optional or blank.
 - Back cover: emblem of the candidature.

- Introduction**
- Maximum number of pages: **6**
 - **Introduction to Volume 2**
Compulsory. Must include a preamble and contents of Volume 2.

THEME 8 SPORT AND VENUES

- Maximum number of pages: **90**
- Cover page (p.1): theme number and title.

Response types for theme 8 questions:

Question	Response type
Q 8.1	Table 8.1
Q 8.2	Table 8.2
 Q 8.3	Maps B, B1, B2 etc. (+ additional maps to be provided in accordance with table 3.1.2 – Map instructions)
Q 8.4	Table 8.4.1 + guarantees
	Table 8.4.2 + guarantees
	Table 8.4.3 + guarantees
	Table 8.4.4 + guarantees
Q 8.5	Tables 8.5 a) and b) + guarantees 
Q 8.6.1	Block plans
Q 8.6.2	Block plans

Continued on next page



3.1.2 Content instructions, Continued

Theme 8 (continued)

Question	Response type
Q 8.7	Table 8.7
Q 8.8	Explanation
Q 8.9	Explanation
Q 8.10	Explanation
Q 8.11	Table 8.11 and explanation
Q 8.12.1	Explanation
Q 8.12.2	Explanation
Q 8.12.3	Explanation
Q 8.12.4	Explanation
Q 8.12.5	Explanation
Q 8.13	Explanation
Q 8.14	Explanation
Q 8.15	Table 8.15

THEME 9

PARALYMPIC GAMES

- Maximum number of pages: 20
- Cover page (p.1): theme number and title.

Response types for theme 9 questions:

Question	Response type
Q 9.1	Explanation
Q 9.2	Explanation
Q 9.3	List
Q 9.4	Explanation
Q 9.5.1	Table 9.5.1
Q 9.5.2	Table 9.5.2
Q 9.5.3	Map

Continued on next page



3.1.2 Content instructions, Continued

Theme 9 (continued)


Question	Response type
Q 9.6	Table 9.6
Q 9.7	Explanation
Q 9.8	Explanation
Q 9.9.1	Explanation
Q 9.9.2	Guarantee
Q 9.10	Explanation
Q 9.11.1	Explanation
Q 9.11.2	Explanation
Q 9.12.1	Explanation + guarantee
Q 9.12.2	Explanation

THEME 10

OLYMPIC VILLAGE

- Maximum number of pages: 50
- Cover page (p.1): theme number and title.

Response types for theme 10 questions:


Question	Response type
Q 10.1	Explanation
Q 10.2	Guarantee
 Q 10.3	Explanation (+ additional documents to be provided during the Evaluation Commission visit)
Q 10.4	Explanation (must correspond to information provided in table 8.7)
Q 10.5	Answer according to tables 8.4.1 to 8.4.4 + guarantee
Q 10.6	Guarantee
Q 10.7	Guarantee
Q 10.8	Guarantee

Continued on next page



3.1.2 Content instructions, Continued

Theme 10 (continued)

Question	Response type
Q 10.9	Explanation
Q 10.10	Guarantee 
Q 10.11.1	Plans (scale 1:200)
Q 10.11.2	Plans (scale 1:200)
Q 10.12	Explanation
Q 10.13	Table 10.13
Q 10.14	Explanation
Q 10.15	Layout plan
Q 10.16	Explanation
Q 10.17	Explanation
Q 10.18.1	Guarantee + explanation
Q 10.18.2	Explanation

Continued on next page



3.1.2 Content instructions, Continued

VOLUME 3

- Volume 3**
- Themes 11 –17
 - Maximum number of pages: **186**
 - Front cover: name of the city, year of the Olympic Winter Games, volume number.
 - Inside front cover: Map B.
 - Inside back cover: optional or blank.
 - Back cover: emblem of the candidature.

- Introduction**
- Maximum number of pages: 6
 - **Introduction to Volume 3**
Compulsory. Must include a preamble and contents of Volume 3.

THEME 11 MEDICAL SERVICES AND DOPING CONTROL

- Maximum number of pages: 16
- Cover page (p.1): theme number and title.

Response types for theme 11 questions:

Question	Response type
Q 11.1	Graph + explanation
Q 11.2	Explanation
Q 11.3	Explanation
Q 11.4	Explanation
Q 11.5	Tables 11.5.1 and 11.5.2
Q 11.6	Explanation
Q 11.7	Explanation
Q 11.8	Explanation
Q 11.9	Explanation

Continued on next page



3.1.2 Content instructions, Continued

Theme 11 (continued)

Question	Response type
Q 11.10	Explanation + guarantee
Q 11.11	Explanation
Q 11.12	Explanation
Q 11.13	Explanation
Q 11.14	Explanation
Q 11.15	Guarantee
Q. 11.16	Explanation

THEME 12

SECURITY

- Maximum number of pages: 20
- Cover page (p.1): theme number and title.

Response types for theme 12 questions:

Question	Response type
Q 12.1	Explanation
Q 12.2	Explanation
Q 12.3.1	Explanation
Q 12.3.2	Explanation
Q 12.3.3	Explanation
Q 12.4	Explanation
Q 12.5	Explanation
Q 12.6	Organisational charts

Continued on next page



3.1.2 Content instructions, Continued







Theme 12 (continued)

Question	Response type
Q 12.7	Explanation
Q 12.8	Explanation
Q 12.9	Explanation
Q 12.10	Explanation
Q 12.11	Explanation
Q 12.12	Explanation
Q 12.13	Explanation
Q 12.14	Table 12.14
Q 12.15	Guarantee
Q 12.16	Guarantee

THEME 13 ACCOMMODATION

- Maximum number of pages: 60
- Cover page (p.1): theme number and title.

Response types for theme 13 questions:

Question	Response type
Q 13.1	Explanation
Q 13.2.1	Guarantee + table 13.2.1
Q 13.2.2	Guarantee + table 13.2.2
 Q 13.3.1	Tables 13.3.1 (a, b, c, d...) (+ maps to be provided in accordance with table 3.1.2 - Map instructions)
 Q 13.3.2	Tables 13.3.2 (a, b, c, d...) (+ maps to be provided in accordance with table 3.1.2 - Map instructions)
 Q 13.3.3	Tables 13.3.3 (a, b, c, d...) (+ maps to be provided in accordance with table 3.1.2 - Map instructions)
 Q 13.3.4	Tables 13.3.4 (a, b, c, d...) (+ maps to be provided in accordance with table 3.1.2 - Map instructions)
 Q 13.3.5	Maps and tables 13.3.5 (a, b, c, d...) (+ additional format)
 Q 13.3.6	Table 13.3.6 in electronic format

Continued on next page



3.1.2 Content instructions, Continued


Theme 13 (continued)

Question	Response type
Q 13.4	Table 13.4
Q 13.5.1	Explanation
Q 13.5.2	Explanation
Q 13.5.3	Explanation
Q 13.5.4	Explanation
Q 13.6	Explanation
Q 13.7.1	Guarantees
Q 13.7.2	Guarantees
Q 13.7.3	Guarantees
Q 13.8	Explanation
Q 13.9	Explanation
Q 13.10	List + explanation

THEME 14 TRANSPORT

- Maximum number of pages: 50
- Cover page (p.1): theme number and title.

Response types for theme 14 questions:

Question	Response type
Q 14.1	Explanation
Q 14.2	Explanation
Q 14.3	Tables 14.3.1, 14.3.2, 14.3.3 and 14.3.4 + guarantees
 Q 14.4	Maps B, B1, B2 etc. (+ additional maps to be provided in accordance with table 3.1.2 – Map instructions)
Q 14.5	Table 14.5 + guarantees
Q 14.6	Table 14.6 + explanation
Q 14.7	Explanation
Q 14.8	Table 14.8

Continued on next page



3.1.2 Content instructions, Continued

Theme 14 (continued)

Question	Response type
Q 14.9	Explanation
Q 14.10	Table 14.10 + guarantees
Q 14.11	Table 14.11
Q 14.12	Table 14.12
Q 14.13	Table 14.13
Q 14.14	Explanation
Q 14.15	Table 14.15 + explanation
Q 14.16	List + explanation
Q 14.17	Explanation
Q 14.18	Explanation + maps B, B1, B2 etc.
Q 14.19	Explanation
Q 14.20	Explanation
Q 14.21	Explanation + guarantees
Q 14.22	Explanation

THEME 15 TECHNOLOGY

- Maximum number of pages: 14
- Cover page (p.1): theme number and title.

Response types for theme 15 questions:

Question	Response type
Q 15.1	Explanation
Q 15.2	Explanation
Q 15.3	Explanation
Q 15.4	Explanation + diagrams
Q 15.5	Explanation

Continued on next page



3.1.2 Content instructions, Continued

Theme 15 (continued)


Question	Response type
Q 15.6	Explanation
Q 15.7	Explanation
Q 15.8	Guarantee(s)
Q 15.9	Guarantee(s)
Q 15.10	Explanation
Q 15.11	Explanation
Q 15.12	Explanation
Q 15.13	Explanation

THEME 16

MEDIA OPERATIONS

- Maximum number of pages: 10
- Cover page (p.1): theme number and title.

Response types for theme 16 questions:

Question	Response type
Q 16.1	Explanation + guarantees 
Q 16.2	Explanation
Q 16.3	Explanation
Q 16.4	Map
Q 16.5	Explanation
Q 16.6	Explanation

Continued on next page



3.1.2 Content instructions, Continued

THEME 17 OLYMPISM AND CULTURE

- Maximum number of pages: 6
- Cover page (p.1): theme number and title.

Response types for theme 17 questions:

Question	Response type
Q 17.1	Explanation
Q 17.2	Explanation + maps A and B
Q 17.3	Explanation

Conclusion

- Maximum number of pages: 4
Optional.



3.1.3 CD ROM instructions

Quantity

Candidate Cities are required to provide the IOC with **35 CD ROMs**, in addition to their Candidature Files, containing the following documents:

- **Electronic version of your Candidature File (.pdf)**
- **Maps B, B1, B2 etc.** in the formats specified in table 3.1.2 (.jpg)
- **All accommodation maps (Q 13.3.1 – 13.3.5)** using the graphic scale specified in table 3.1.2 (.jpg)
- **Table 13.3.6 (total Games-time room inventory) in electronic format (.xls)** – please note that this should be a simple Excel table that may be sorted by the IOC





3.2 → Model Guarantees File

Overview

Introduction The Model Guarantees File provides clear instructions on how Candidate Cities must present their Guarantees File.

Contents This chapter contains the following topics:

Topic	See Page
3.2.1 General presentation and layout	252
3.2.2 List of all guarantees requested	254
3.2.3 Standard text guarantees	258



3.2.1 General presentation and layout

Requirement Candidate Cities must provide two identical sets of guarantees:

- Guarantees File I : all original documents
- Guarantees File II : copies of all original documents

Only those guarantees requested in the questionnaire should be included in the Guarantees File. Any other document of support, assistance etc. should not be included.

Presentation A4 binder, made of simple and inexpensive materials, that reflects the presentation and design of the rest of the Candidature File.

Languages The guarantees may be provided in the official language(s) of your country.

If this (these) language(s) is (are) not English or French, you must include, for every guarantee, in the same sleeve, a translation, either in English or in French. All translations must be duly certified that they correspond accurately to the originals.

Referencing All guarantees must be clearly identified and referenced according to the following instructions:

- Each guarantee should be in a plastic sleeve, identified with a label stating:

Theme & question number
Institution, organisation and/or persons who provided the guarantee

- Guarantees should be classified according to the 17 themes by using dividers.
- Should a single guarantee document provide undertakings relating to several questions:
 - the guarantee should be structured by question number with clear headings
 - the original should be classified and referenced as above under the lowest theme number it refers to (in numerical order) and copies of this document should be classified and referenced as above, under all other theme numbers it refers to, with the additional mention of where the original is located in the Guarantees File.

Continued on next page



3.2.1 General presentation and layout, Continued

Referencing (continued)

Example:

Guarantee XYZ provides undertakings relating to questions Q 1.5 and Q 2.1

Original – file under divider 1
Reference as follows:

Copy – file under divider 2
Reference as follows:

Theme 1 Question Q 1.5
Government Authorities

Theme 2 Question Q 2.1
Original: Theme 1 Question 1.5
Government Authorities

Accommodation guarantees

Candidate Cities are required to provide a large number of accommodation guarantees. It is therefore essential that these guarantees are duly classified and presented as follows:

- Guarantees should be classified in ascending order according to the unique number attributed to it in theme 13.
- Each guarantee should be in a plastic sleeve, identified with a label stating:

Theme & question number

Person (*name + title*) who provided the guarantee

HOTEL NAME **1**

Star category


Location (*0-10km or 10-50km and specify from which point of reference*)

Unique number attributed in theme 13



3.2.2 List of all guarantees requested

The following table is a summary of all the guarantees requested in the IOC Questionnaire:

Theme	Question	Guarantee	Provided by	Standard Text
Theme 1	No guarantees requested			
Theme 2	Q 2.3	Guarantees, financial or other from all authorities and bodies concerned by your project of hosting the Olympic Winter Games.	National, regional and local authorities and bodies	-
Theme 3	Q 3.1	Covenant(s) from all authorities concerned by your project of hosting the Olympic Winter Games.	National, regional and local authorities	
	Q 3.2	Guarantee that no other event will take place during the Olympic Winter Games or one week immediately before or after.	Competent authorities	-
	Q 3.4	Documentation indicating that appropriate measures have been taken to protect the word mark "[City] 2014" within the host territory and to register relevant domain names.	Competent authorities	-
	Q 3.5	Declaration stipulating that all necessary legal measures have been taken, or will be taken to facilitate the protection of Olympic marks.	National authorities	-
	Q 3.7.1	Declaration confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	Candidate City authorities	-
Theme 4	Q 4.3	Guarantee of entry into your country with the Olympic identity and accreditation card.	Competent authorities	-
	Q 4.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Olympic Winter Games.	Competent authorities	-
	Q 4.7	Guarantee authorising the import, use and export of goods required for the Olympic Winter Games, free of all customs duties.	Competent authorities	-
Theme 5	Q 5.7	Guarantee(s) 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	Competent authorities	-




3.2.2 List of all guarantees requested, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 6	Q 6.1	Shortfall guarantee.	Competent authorities	-
	Q 6.2	Additional financial guarantees, if applicable.	Competent authorities	-
	Q 6.3	Guarantee concerning general price control with particular reference to hotel rates and related services.	Competent authorities	-
Theme 7	Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	Candidate City / NOC	
	Q 7.2	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2008.	Candidate City / NPC	
	Q 7.3.1	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending, control advertising space and air space during the period of the Olympic Winter Games, will be passed no later than 1 January 2012.	Relevant government authorities	-
	Q 7.3.2	Binding options to acquire all existing or hereafter developed outdoor advertising space in the Host City and cities having an operational role in the staging of the Olympic Winter Games.	Relevant space owners	-
	Q 7.3.3	Binding options to acquire all existing or hereafter developed advertising space on public transport in the Host City and cities having an operational role in the staging of the Olympic Winter Games..	Relevant space owners	-
	Q 7.3.4	Binding options to control all existing or hereafter developed advertising space at the airports used for the Olympic Winter Games.	Relevant space owners	-
	Q 7.4	Guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes.	Bid Committee on behalf of the OCOG	-
	Q 7.7.2	Guarantee(s) securing plans for any proposed coin programme.	Competent authorities	-
	Q 7.8	Guarantee(s) endorsing the proposed plan for an Olympic Games-related lottery and securing revenue projections in case such revenue projections are not achieved.	Competent authorities	-
Theme 8	Q 8.4	Guarantees for the financing of work.	Competent bodies/ authorities	-
	Q 8.5	Guarantees for use of venues and control of commercial rights.	All venue owners	
	Q 8.5	IF agreements for use of venues.	International Federations	-




3.2.2 List of all guarantees requested, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 9	Q 9.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases.	Competent bodies/ authorities	-
	Q 9.12.1	Guarantees from all funding sources obtained, including the government – national, regional, local or others.	Competent authorities	-
Theme 10	Q 10.2	Guarantee stating that the site chosen for the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	Authorities and owners concerned	-
	Q 10.5	Guarantees for the financing of work.	Competent bodies / authorities	-
	Q 10.6	Guarantees for government subsidies and/or rental costs related to the Olympic Village.	Competent bodies / authorities	-
	Q 10.7	Guarantees of use for existing buildings and infrastructure, if applicable.	Authorities and owners concerned	-
	Q 10.8	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.	Competent authorities	-
	Q 10.10	Guarantee for the control of commercial rights.	Authorities and owners concerned	
	Q 10.18.1	Guarantee that the OCOG will cover the travel costs, in economy class, of NOC/NPC delegations participating in the Olympic and Paralympic Games.	Competent authorities	-
Theme 11	Q 11.10	Guarantee that the healthcare investment plans described in the Candidature File are practicable and compatible with the harmonious development of your country, region and city.	Relevant national, regional and local authorities	-
	Q 11.15	Guarantee that the WADA Code and the IOC Anti-Doping Rules will apply upon the occasion of the Olympic Winter Games.	Relevant national authority	-
Theme 12	Q 12.15	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games.	National government	-
	Q 12.16	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games.	Regional and local governments	-



3.2.2 List of all guarantees requested, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 13	Q 13.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	National Tourist Board	
	Q 13.7.1	Guarantees concerning room availability, room rates and minimum stay/ room block waves, other price controls and binding contracts.	Owners concerned	-
	Q 13.7.2	Guarantees of use, including possession and vacation dates, rental costs and financial guarantees for upgrades for all existing buildings.	Owners concerned	
	Q 13.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	Hoteliers and/or competent authorities	-
Theme 14	Q 14.3	Construction and finance guarantees for planned and additional transport infrastructure projects.	Competent authorities	-
	Q 14.5	Construction and finance guarantees for projected capacity improvements at your airport(s).	Competent authorities	-
	Q 14.10	Responsibility and finance guarantees for projected fleet and rolling stock capacity improvements.	Competent authorities	-
	Q 14.21	Guarantee for the transport and traffic management command and control centre.	Competent authorities	-
Theme 15	Q 15.8	Guarantee that the necessary frequencies for the organisation of the Olympic Games will be allocated, managed and controlled	Competent authorities	-
	Q 15.9	Guarantee that there will be no fee charged for the reservation and services of allocated frequencies from one month before the Opening Ceremony of the Olympic Winter Games until one week after the Closing Ceremony of the Paralympic Winter Games.	Competent authorities	-
Theme 16	Q 16.1	Guarantees of use and/or construction for the IBC and MPC and control of commercial rights.	Owners and/or authorities concerned	
Theme 17	No guarantees requested			



3.2.3 Standard text guarantees

Covenant from all authorities concerned by your project of hosting the Olympic Winter Games

Q 3.1

The following text should be used for this guarantee:

“..... *(name(s) of the duly authorised representative(s))* hereby confirm(s) that the government of *(name of the host country)*/regional authority of *(name of the region)*/local authority of *(name of the city)*

- Guarantees the respect of the Olympic Charter and the Host City Contract;
- Understand(s) and agree(s) 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 Bid 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 fulfils its obligations completely.”

Joint Marketing Programme Agreement

Q 7.1

Candidate Cities will receive an electronic version of the Joint Marketing Programme Agreement.

Continued on next page



3.2.3 Standard text guarantees, Continued

Paralympic Joint Marketing Programme Agreement

Q 7.2

The NPC and, on behalf of the OCOG, the City hereby:

- undertake that, in order to consolidate all of their Paralympic-related properties and equities in the host territory between 1 January 2009 and 31 December 2016 (the "Paralympic Joint Marketing Period"), the OCOG and the NPC will enter into a Paralympic Joint Marketing Programme Agreement ("PJMPA") on or before 31 July 2008, such agreement to be based on the form attached hereto; and
- acknowledge that the PJMPA shall become effective upon its approval by the IOC and the IPC.

Further, the NPC hereby undertakes:

- to include the necessary contractual clause in their NPC sponsorship agreements stating that such agreements shall terminate on 31 December 2008 and NPC sponsors shall have no right to a commercial association with the Paralympic Winter Games, the OCOG, the NPC (beyond 31 December 2008) or the 2010, 2012, 2014 and 2016 NPC Paralympic Teams and shall have no right of first discussion or preferential right in connection with the Paralympic Winter Games, the OCOG, the NPC or the 2010, 2012, 2014 and 2016 NPC Paralympic Teams; and
- to ensure that National Paralympic Sports Federations (both summer and winter, hereinafter "NF") work with the OCOG to develop areas of common marketing interests and that NFs refrain from and cause their sponsors to refrain from any ambush marketing activities including without limitation the development of marketing activities that may have any connection with the Olympic or Paralympic Winter Games, the city of *[insert name of City]*, the year of the Olympic and Paralympic Winter Games or any Olympic or Paralympic Team.

[place and date]

City


NPC

Continued on next page



3.2.3 Standard text guarantees, Continued

Guarantees for use of venues and control of commercial rights

Q 8.5 

The following text should be used for these guarantees:

“The undersigned, on behalf of (*venue owner*), hereby guarantees that, with respect to the Olympic Winter Games venue(s) identified below, which is(are) owned by (*venue owner*), the Organising Committee of the Olympic Games (OCOG) will have:

- exclusive use of the venue; and
- all rights with respect to commercial rights (including but not limited to the terms and conditions listed in the “Clean venue appendix”)

during the period (*the period the OCOG has control of the venue, including test events*).

Games venue name(s)

Venue A

Venue B

The undersigned also agrees to abide by the terms of the Olympic Charter and Host City Contract throughout the term of the lease agreement with the OCOG.”

Clean venue appendix

Q 8.5
Q 10.10
Q 16.1

As part of the guarantees submitted granting the OCOG the right to use the venue in the period leading up to and during the Olympic Games and Paralympic Games (where applicable), the Bid Committee must ensure that for each proposed venue, the following terms and conditions are agreed to by the venue owner/manager.



1. Signage

The venue owner grants the OCOG the right to have:

- Exclusive use of all indoor and outdoor signage at the venues as well as signage in areas adjacent thereto and under the control of the owner
- Exclusive control of all venue naming rights and signage, including but not limited to the right to re-brand or cover existing signage. The undersigned further undertakes to comply with the IOC’s Naming Rights Protocol for Venues used in the Games of the Olympiad and the Olympic Winter Games from the date of election of the Host City to the conclusion of the 2014 Paralympic Winter Games.

Continued on next page



3.2.3 Standard text guarantees, Continued

Q 8.5

Q 10.10

Q 16.1



(continued)

2. Retailing and concessions

The venue owner grants the OCOG the right to:

- Be the sole and exclusive manager and operator of merchandise retail outlets and food/beverage concessions at the venue
- Sell Olympic merchandise at retail outlets and food/beverage concessions services, facilities and outlets
- Access all merchandise retail outlets as well as food and beverage products in venue
- Use staff of its choice and dress such staff in uniforms of its choice to operate the merchandise retail outlets and food/beverage concessions

3. Ticketing and hospitality

The venue owner grants the OCOG the exclusive right to:

- Manage and sell tickets and hospitality in relation to the Olympic Games for the venue
- Manage and sell suites and specialty seats in relations to the Olympic Games for the venue

Throughout the term of the lease agreement, the venue owner shall not subject the OCOG to any taxes or parking charges at the venue in relation to the sale of the aforementioned.

4. Broadcasting and Sponsorship

Throughout the term of the lease agreement, the venue owner agrees that the IOC and/or the OCOG has the exclusive right to sell broadcast, sponsorship or any other multimedia rights in relation to the Olympic Games being held at the venue.

5. Exclusive use of sponsor products

The venue owner agrees that the OCOG shall have the right to exclusively use products and services of Olympic Games sponsors at the venue (and re-brand existing products and services, to the extent necessary to respect the exclusive rights granted to Olympic sponsors), including but not limited to the following product categories:

- Payment systems (including but not limited to credit card acceptance, automated teller machines (ATMs) and telephone payment systems) in relation to all sales occurring at the venue related to the Olympic Games
- Non-alcoholic and alcoholic beverages
- Audio-visual equipment including but not limited to video boards and speakers
- Timing, scoring and on-venue results equipment including but not limited to scoreboards

Continued on next page



3.2.3 Standard text guarantees, Continued

Q 8.5

Q 10.10

Q 16.1



(continued)

6. No use of Olympic marks

The venue owner agrees that, at no time, shall it have the right to use any Olympic marks, symbols, terminology or derivatives thereof.

7. Brand protection and anti-ambush assistance

Throughout the term of the lease agreement, the venue owner agrees to assist the OCOG to combat attempts of ambush marketing by advertisers at the venue who are not Olympic sponsors but develop advertisements for use at the venue that may, implicitly, suggest that they are sponsors of the Olympic Games.



3.3 → Checklist

Checklist of documents to be submitted to the IOC

The following table gives a summary of all documents to be submitted to the IOC:

Date	Documents to be submitted	Quantity	✓
No later than 29 September 2006	<ul style="list-style-type: none">• Draft JMPA to be submitted to the IOC	1	
10 January 2007	<ul style="list-style-type: none">• Candidature File	100	
	<ul style="list-style-type: none">• Guarantees File	2	
	<ul style="list-style-type: none">• Original signed Undertaking	1	
	<ul style="list-style-type: none">• Printed set of maps B, B1, B2 etc. – see map instructions.	5	
	<ul style="list-style-type: none">• Printed set of accommodation maps 13.3.1 to 13.3.4 (a, b, c, d...) – see map instructions	10	
	<ul style="list-style-type: none">• Printed set of accommodation maps 13.3.5 (a, b, c, d...) – see map instructions.	5	
	<ul style="list-style-type: none">• CD ROMS (see CD ROM instructions – 3.1.3)	35	
1 month before the Evaluation Commission visits	<ul style="list-style-type: none">• Comprehensive financial data supporting the build-up of each budgetary caption	2	
During the Evaluation Commission visits	<ul style="list-style-type: none">• Initial environmental impact assessments and other relevant studies	1	
	<ul style="list-style-type: none">• List of all the people having contributed to the preparation of the budget (names + qualifications)	1	

