



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# 2018 CANDIDATURE PROCEDURE AND QUESTIONNAIRE

XXIII OLYMPIC WINTER GAMES



**International Olympic Committee**

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## I. Global Reference Data

**Name**                    **2018 Candidature Procedure and Questionnaire**

**Date**                    **June 2010**

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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 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 (Broadcasting & Press)
- Technical Manual on Ticketing
- Technical Manual on Brand Protection
- Technical Manual on Marketing Partner Services
- Technical Manual on Protocol and IOC Protocol Guide
- Technical Manual on Workforce
- Technical Manual on Medical Services
- Technical Manual on Ceremonies
- Technical Manual on Communications
- Technical Manual on Games Management
- Technical Manual on Paralympic Games
- Technical Manual on Organising an IOC Session and Related Meetings
- Technical Manual on Arrivals and Departures
- Technical Manual on City Activities
- Technical Manual on Finance
- Technical Manual on Food Services
- Technical Manual on Information Management
- Technical Manual on NOC Services

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## II. Related Documents, Continued

- List (continued)**
- Technical Manual on Olympic Games Impact (OGI)
  - Technical Manual on Olympic Torch Relay
  - Technical Manual on Signage
  - Technical Manual on Venues
  - Technical Manual on OCOG Marketing
  - Technical Manual on Olympic Hospitality Centre
  - Technical Manual on Visual Brand Presentation

### Other documents

- Olympic Games Study Report
- Complementary Marketing Information for 2018 Candidate Cities
- Joint Marketing Programme Agreement
- Paralympic Joint Marketing Programme Agreement
- World Anti-Doping Code
- IOC Anti-Doping Rules
- Official Core Terminology on Olympic and Paralympic Games
- Guiding Principles on Legacy
- Guiding Principles on Accessibility
- Vancouver Pictograms





### III. IOC Tools and Information

#### Presentation X

The IOC distributes contractual requirements and educational information that can be described as follows:

<p style="text-align: center;"><b>OLYMPIC CHARTER</b></p> <p>The Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement and it governs the organisation action and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games.</p>	<p style="text-align: center;"><b>HOST CITY CONTRACT</b></p> <p>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 their specific Olympic Games (it is therefore different from Games to Games). In case of conflict between provisions of the Host City Contract and the Charter, the Host City Contract shall take precedence.</p>	<p style="text-align: center;"><b>OLYMPIC GAMES KNOWLEDGE MANAGEMENT</b></p> <p>Information from the IOC's Olympic Games Knowledge Management (OGKM) Programme is found on a specific extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>), which contains reports, examples and data from previous Games experiences. More information on this Programme can be found in the Technical Manuals on Games Management and Information Management.</p>
<p style="text-align: center;"><b>MASTER SCHEDULE II</b></p> <p>All planning requirements (deliverables and milestones) are marked in a Generic Master Schedule, an executive road map used by the IOC to outline the key Games deliverables and to monitor the Games preparations. The Generic Master Schedule is then adapted per Organising Committee into a Specific Master Schedule, reflecting organisers' planning evolution. This information is the necessary planning complement to the Technical Manuals, and available through the IOC Games Dept.</p>	<p style="text-align: center;"><b>TECHNICAL MANUALS</b></p> <p>IOC Technical Manuals are documents that contain key educational information on a specific subject (Games function or theme), related to the organisation of the Olympic Games and the Paralympic Games: functional requirements, constituent perspective, planning information, current practices. Technical Manuals are also annexes to the Host City Contract, and therefore contain contractual requirements, which are identified as such. Technical Manuals can be found in e-version only on the OGKM Extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>).</p>	
	<p style="text-align: center;"><b>GUIDING PRINCIPLES</b></p> <p>Guiding Principles are documents that contain key educational information on a specific subject related to the organization of the Olympic and Paralympic Games. Unlike the Technical Manual, these documents do not contain any contractual requirements. They are positioned as best practices in their respective fields recommended to be integrated in the planning and staging of the Olympic and Paralympic Games. The Guiding Principles can be found in e-version only on the OGKM Extranet (<a href="http://extranet.olympic.org">http://extranet.olympic.org</a>).</p>	

#### Updates to Technical Manuals

Technical Manuals are updated as part of the post-Games evaluation process, following each edition of an Olympic Games. This process includes the official Debriefing as well as meetings with and reports from all clients, in which changes to policies, working practices and recommendations are set. These changes are subsequently formalized within the Technical Manuals, which are republished with the updates. Therefore, all Manuals are published with the same publication date. All changes are outlined in the "Changes from Previous Version" chapter, found at the beginning of each Manual.



### III. IOC Tools and Information, Continued

#### **Spirit of Technical Manuals**

The content found within the Manuals represents the IOC's best understanding of the specific theme at a given moment in time, and must always be put in context for each Games edition. Even a requirement with a distinct objective may vary from Games to Games, and therefore a spirit of partnership should be shared with the Games organisers to allow for the evolution of the requirements. This is especially true as the Manuals are updated following the evaluation phase of each Games.

#### **Olympic Games Knowledge Management – “OGKM”**

Underpinning this approach and fulfilling its role as a coordinator and facilitator in the transfer of information from OCOG to OCOG, with the objective of reducing the overall risk of staging a Games edition, the IOC initiated the Olympic Games Knowledge Management (OGKM) Programme.

The OGKM Programme features extensive educational material and service offers for OCOGs, as well as support processes such as the Games Debriefing. OGKM recently launched the Building Knowledge Capabilities project which sets up the framework of an on-going Transfer of Knowledge between the IOC and the OCOGs during the entire lifecycle of the OCOG. Technical Manuals are another integral part of this approach of knowledge transfer by providing to the user educational information alongside the contractual requirements described within, all of which are regularly updated with the latest knowledge available.

For the benefit of all the parties involved in the OGKM Program and especially the OCOGs, it is crucial that each OCOG engages in this program of knowledge capture and sharing.



## IV. Olympic Games Study

### **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. 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. 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 recommendations made by the Commission in 2003 have been fully integrated into the Technical Manuals.

Since the original Commission report was published, the technical aspects based on the original recommendations have evolved into more of a philosophical approach. The "spirit" of the Games Study recommendation to better manage the size, cost and complexity of the Games is now applied by all Games organisers in the management of the Games, supported by an effective transfer of knowledge.

This approach 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 key messages behind this approach are as follows:

- Maintaining the position of the Games as an excellent and unique sporting event while balancing the need to keep the investments associated with Games organisation under reasonable control.
- Ensuring that host cities and residents are left with the best possible legacy from the Games



## V. Olympic Games Impact (OGI)

### Presentation

Hosting an Olympic Games has a significant impact on the Host City and its community. From tangible infrastructure construction, such as competition venues and transport improvements, through to the evolution of the image of the Host City, the event acts as a vehicle and catalyst which leaves a lasting mark on the city, host country and its people through its economic, urban, social or historic influence.

The idea for the OGI study was born from this observation and the IOC's desire to measure objectively and scientifically this impact.

The OGI study proposes a set of indicators to measure the potential impacts of the Games. For the impact of the Games to be captured in a consistent manner from one Olympic Games edition to the next, this procedure is both common to all Olympiads and also compatible with the individual nature of each one.

There are two indicator categories, context and event, which are grouped into three types: mandatory, optional, and additional (as proposed by OCOG / stakeholders / Research Partner).

By monitoring the context indicators over time, one can understand the general evolution of the host context in which the Games impact will be measured by the event indicators.

The scope of the OGI study covers the three internationally recognised areas of sustainable development (economic, socio-cultural and environmental). Three territorial notions are proposed to take into account the different areas affected by the organisation and impact of the Olympic Games. They are the country, the region and the city.

The OGI study covers a period of twelve years. This period commences two (2) years prior to the Host City election and continues through to three (3) years after having staged the Games.

Two OGI reviews are provided to the IOC at G-48 and G-24. The initial conclusions of the OGI study are included within the Official Report that is submitted to the IOC at G+12. The final report is presented at G+36.

The OGI study can be used as a dynamic management tool which allows the organisers and their stakeholders to have an overall vision of the impact of their activities and investments made in the framework of staging the Games. Used actively, the OGI study offers the organisers a means of understanding the effects of certain actions undertaken and to make adjustments if necessary.

It can also be used as a means of demonstrating the positive contribution of holding the Games in terms of local and regional development.

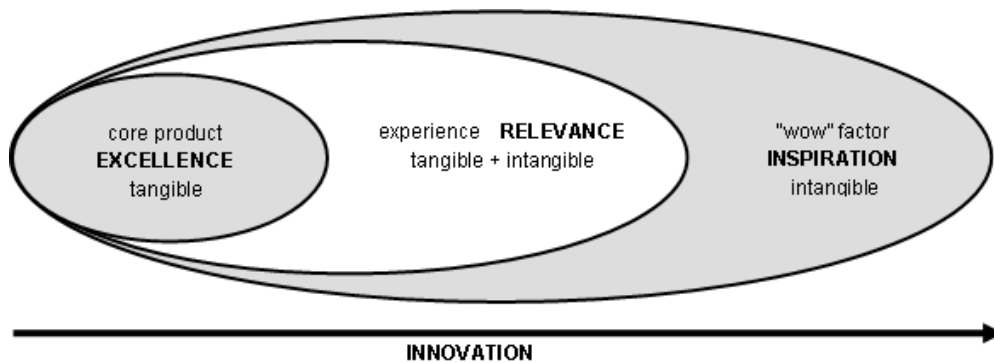


## VI. The Olympic Games Experience

### The Olympic Games Experience

Olympic Games clients wish to have a unique experience, one that merges concrete factors such as sporting competitions with other more intangible aspects such as a friendly atmosphere and cultural exchanges.

The power of the Games to inspire youth and the world in general requires both Excellence and Relevance. Excellence in the quality of the product – “doing things right” (preparation, staging, service levels, responsiveness, etc.) and Relevance in the way the Olympic experience is positioned – “doing the right thing”, for example closely considering the context when developing all the elements that eventually make an Olympic experience truly unique (sports presentation, look elements, city atmosphere, messaging, etc.). Innovation is therefore essential at all steps of the Games development: it allows for preparation and delivery of projects that can be less complex to manage and cheaper to develop or to provide the different stakeholders and the fans with a more stunning experience of the Games.



The following key principles underpin the vision and philosophy of the Olympic Experience:

- It is necessary for every party contributing to the Games' bid and organisation to share a common vision, mission and values.
- All elements of the Olympic Games must be developed in a coherent and integrated manner, with a consistent management and delivery approach among all parties: the IOC, the Clients and the Organisers.

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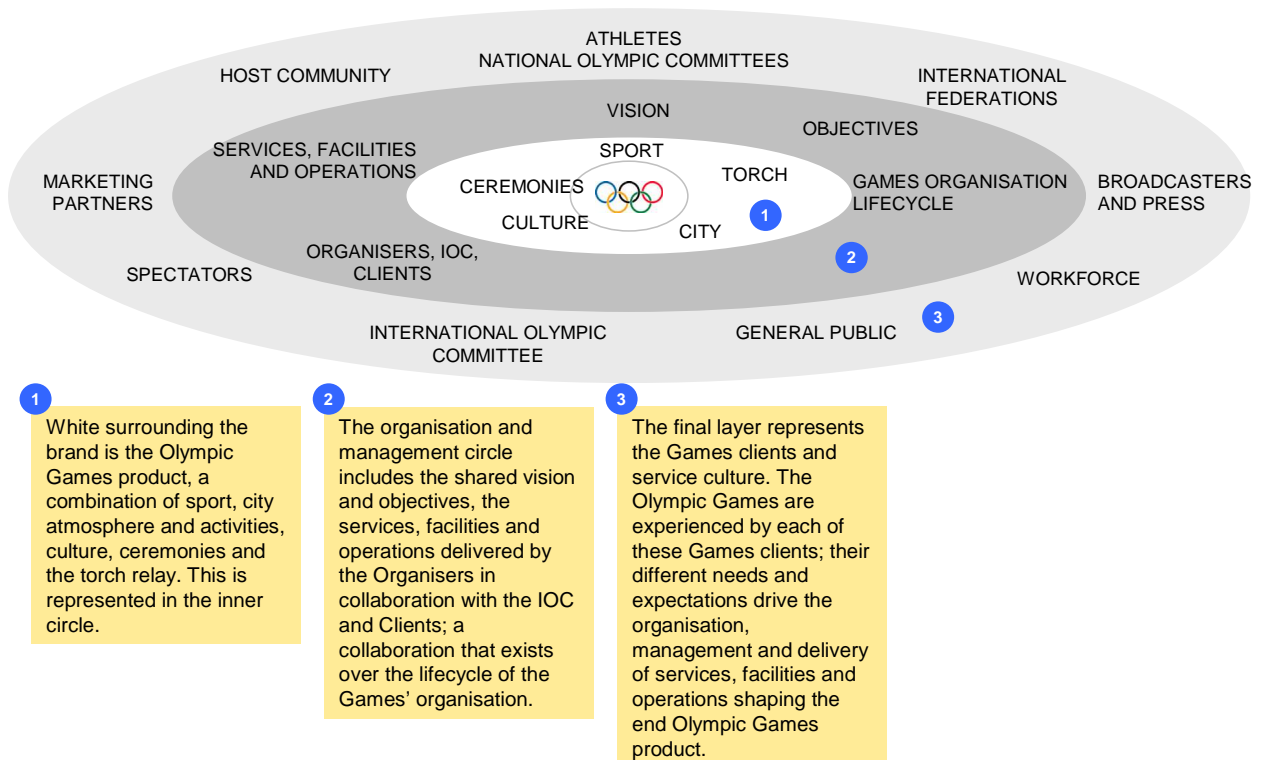


## VI. The Olympic Games Experience, Continued

The Organisers must have integrated management mechanisms linking the OCOG, National Olympic Committee and Public Authorities. Integration is critical in areas such as Operation / Function, Commercial, Client, Product, Brand and Communication. The key success factors of the Games do not lie solely within the OCOGs' hands but depend on a wide and complex network of stakeholders.

- It is key to address the global picture of client's needs and to ensure that stakeholders' obligations / requirements are built into the foundation.
- It is essential for Organisers to adopt a client-driven culture; it is this culture that enables differentiation between technically successful Games and an all-encompassing successful Games experience. The Olympic Experience is not homogeneous and needs to be personalized and adapted to a specific context.

The client culture is underpinned by the concept of reverse or backward planning: starting from a vision of the Clients' Games-time experience (based on the client needs and expectations) and working backwards to "now", where now is any specific point in time during the planning phase.





## VII. The 360 Games Management Philosophy

### **The 360 Games Management Philosophy**

Games Organisers have a joint responsibility to ensure the Olympic Games are relevant and correctly positioned according to the local and international context in which they take place in. In addition to managing the technical and operational aspects, Games Organisers require a more holistic approach to understand and anticipate the wider macro-environment trends in developing the overall strategy for the Games.

As a compliment to the IOC's existing Games management approach, the IOC has adopted a '360°' framework and philosophy in order to guide the future direction of the Games and ensure that Olympic stakeholders and delivery partners are aligned with the Games' long-term success. This framework not only encourages innovation and new developments but ensures Games functions are integrated and allows for improved understanding of the wider context the Games takes place in as well as promoting greater collaboration across Games organisers. It is important that Organising Committees also adopt a similar philosophy when defining their own Games' strategy and ensure this is integrated into their overall Games management approach.

A shared 360° vision across all Games Organisers enables the creation of compelling and coherent value propositions to all Olympic stakeholders and ensures that the Games remain a premier event.



## VIII. Sustainable Development

### **Sustainable Development**

As societies around the world have become increasingly conscious of environmental threats and challenges and the need to shift to more sustainable practices, so too has the Olympic Movement. This shift has been gaining momentum since the early 1990s.

It is now the case that all Olympic Games cannot choose to ignore the expectations of the public, and the needs of the planet for “best practice” management that supports not just environmental protection, but sustainable development, which simultaneously furthers economic, social and environmental goals, giving equal importance to all.

The choice to actively promote sustainability in sport and through sport is no longer a reactive or defensive decision; rather, host cities, sponsors and suppliers and sports bodies at all levels can benefit from embracing the idea of sustainable sport management to further the goals of sport, the environment, commercial opportunity and social objectives by actively working to “raise the bar”, through education, knowledge sharing, partnering and showcasing of new and better approaches.

The IOC promotes Olympic Games which respect the environment and further the goal of sustainable development. It also promotes awareness among and educates the members of the Olympic family and sports practitioners in general on the importance of a healthy environment and the sustainable pursuit of sport, and the role they can play in the pursuit of these goals.

The impacts related to the staging of the Games include:

- a. Short Term – those impacts that occur during the event such as noise, light or air pollution due to specific activities at the event, as well as solid waste;
- b. Long Term – those impacts that can continue to occur after the event such as soil or water deterioration, pressure on endangered species, deforestation, the impact of new road construction or tourism activity, inefficient and non-renewable energy consumption;
- c. Direct – those impacts that are caused by facilities and people directly involved in the event (athletes, spectators, staff, media, etc.)
- d. Indirect – those impacts that are due to new infrastructure and facilities built to support the event, but not directly related to the sports activity (roads, bridges, non-competition venues, park-and-ride lots etc.)

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## VIII. Sustainable Development, Continued

### **Sustainable Development**

From the beginning of a city's desire to stage an Olympic Games, through the staging of the Games, to long-term effects after the Games, environmental protection and, equally important, sustainability, are prime elements of Games planning and operations. Primary areas of focus for planning and operations should include:

- a. Location and landscape – which determines not only the environmental impact but also accessibility, proximity to users and visual impact
- b. Sport facilities and equipment requirements – whose location, construction, material and operations can constitute high nuisance and environmental damage sources if not properly planned
- c. Transport – which can contribute to air, water and noise pollution, as well as land disturbance
- d. Energy – which can cause resource depletion, air pollution, global warming and regional and local human health risks
- e. Accommodation and Food & Beverage Services – where the numbers of participants and spectators can cause development pressure, increased resource and energy consumption and water management, waste management and sanitation impacts
- f. Water management and sanitation – where new facilities and event operations add pressure to finite water supplies, and waste and run-off can overload rivers and lakes
- g. Waste management – where waste generation can contribute to landfill volume, incineration costs and associated air, water and soil pollution

The Olympic Games are above all about sport and the athletes, but they can be a catalyst for change and produce important sustainability outcomes if they are planned, managed and conducted in a way which minimizes the adverse environmental impacts and effects. The Games can also be used to provide sustainable environmental legacies, such as rehabilitated and revitalised sites, increased environmental awareness and improved environmental policies and practices. They can further encourage and facilitate strong environmental actions, as well as technology and product development in a city, country and beyond, through the educational value of good example.



## IX. 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 6 July 2011.
- 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



## X. 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.

<b>Term</b>	<b>Definition</b>
AIOWF	Association of the International Olympic Winter Federations
ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
Applicant City	A city which has officially been put forward by its NOC to apply to host the Olympic Games by a date specified by the IOC
ASOIF	Association of Summer Olympic International Federations
CAS	Court of Arbitration for Sport
Candidate City	A city (formerly an Applicant City) which has been accepted by the IOC Executive Board as a Candidate City
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.
EOC	The European Olympic Committees
Games	Olympic and Paralympic Winter Games in 2018
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

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## X. Specific glossary, Continued

<b>Term</b>	<b>Definition</b>
NF	National Federation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBO	Olympic Broadcasting Organisation
OBS	Olympic Broadcasting Services
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
Precinct	A number (more than one) of venues and/or facilities in close geographical proximity, which have a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
Stand-alone venue	A site, typically of primary importance, operated by the OCOG and/or its partners/agencies (usually by a multi-functional venue team), with a secure perimeter, subject to the exclusive use of the OCOG and/or its partners/agencies, officially used to deliver the Olympic Games.
SportAccord	General association of international sports federations
VIK	Value in kind
WADA	World Anti-Doping Agency
Zone	A larger geographic area, too large to be considered a cluster, but still with a logical link between venues









## XI. 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	
1.1	Phase II – Bid process
1.2	IOC Code of Ethics
1.3	Rules of Conduct applicable to all cities wishing to organise the Olympic Games
1.4	Promotion
1.5	Undertaking
1.6	Preparing for the potential constitution of an OCOG





# 1.1 → Phase II – Bid process

## Overview

### Contents

This chapter contains the following topics:

Topic	
1.1.1	Introduction
1.1.2	Deadlines and landmarks
1.1.3	Acceptance of Candidate Cities by the IOC Executive Board
1.1.4	Signature of the Candidature Procedure
1.1.5	Payment of the candidature fee
1.1.6	IOC services provided to Candidate Cities
1.1.7	Candidate City emblem
1.1.8	Submission of the Candidature File, guarantees and Undertaking
1.1.9	Visit of the IOC Evaluation Commission to the Candidate Cities
1.1.10	Report of the IOC Evaluation Commission
1.1.11	Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election
1.1.12	Election of the Host City of the XXIII Olympic Winter Games in 2018
1.1.13	Candidate City debriefings





## 1.1.1 Introduction

### **Candidature Procedure**

As Candidate Cities, you are now in Phase II of the process to designate the Host City for the 2018 Olympic Winter Games.

The aim of this publication is to guide you through the various steps of your candidature until the election of the Host City on 6 July 2011 during the 123<sup>rd</sup> IOC Session in Durban.

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 Games.

### **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 2010
Signature of the Candidature Procedure	23 July 2010
Payment of the Candidature Fee (USD 500,000)	23 July 2010
Submission of the Candidature File, Guarantees and Undertaking to the IOC	11 January 2011
Visits of the IOC Evaluation Commission to the Candidate Cities	February/March 2011
Report of the IOC Evaluation Commission	No later than one month before the election of the Host City*
Technical Briefing to IOC Members	18/19 May 2011
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 for the 2018 Olympic Winter Games	6 July 2011 123 <sup>rd</sup> IOC Session, Durban

\*To be delivered at the time of the Technical Briefing to IOC Members



## 1.1.3 Acceptance of Candidate Cities by the IOC Executive Board

**Olympic  
Charter  
Rule 34  
X**

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:

*“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 2018 bid process, the IOC Executive Board shall decide which cities are accepted as Candidate Cities by 22 June 2010 latest.



## 1.1.4 Signature of the Candidature Procedure

<b>Signature</b>	<p>The Bid Committee, the Candidate City and the NOC are required to sign the Candidature Procedure, reconfirming their acceptance of the rules.</p> <p>The candidature becomes official when the Candidature Procedure has been signed by the Bid Committee, the Candidate City and its respective NOC.</p> <p>The signature page of the Candidature Procedure can be found at the end of Part 1.</p>
<b>Original and deadline</b>	<p>Each Candidate City will receive an original Candidature Procedure which must be returned to the IOC by 23 July 2010, duly signed by representatives of the Bid Committee, the city and the NOC.</p>



## 1.1.5 Payment of candidature fee

<b>Fee</b>	Candidate Cities shall be required to pay a non-refundable candidature fee to the IOC of USD 500,000 by 23 July 2010.
<b>Procedure</b>	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.



## 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] 2018”** outside the Candidate City’s national territory
- **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** Consideration should be given to the creation of an emblem representing the candidature in accordance with the conditions listed in Appendix 1 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games (Chapter 1.3).

Such emblem should consist of:

- 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** 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.

**The Candidate City emblem may not be made public prior to IOC approval.**

**Copyright** 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.

**IOC Bid City Extranet** Once the IOC’s written approval has been obtained, Candidate Cities are requested to post the emblem in the following formats on the Bid City Extranet:

- Complete emblem in vectoriel format (graphic element + [City] 2018 + “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 2018 Olympic Winter Games.

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 11 January 2011.

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

**Delivery of the File to the IOC** By the deadline of 11 January 2011, 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 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 the 12 January 2011. As from 12 January 2011, the Candidate City is at liberty to release its Candidature File to the public and to the media. (For your information, the IOC will not make Candidature Files public.)

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 submitted to the IOC. The Candidature File sent to the above persons/organisations must not contain any additional material to that submitted to the IOC. A copy of any covering letter accompanying the file must be sent to the IOC.

**Copyright** The Candidate City, the NOC and the Bid Committee must ensure that the Candidate City owns sufficient rights to the Candidature File in order to allow the IOC to make it available for educational purposes to future bid cities or organising committees.



## 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.**

### 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 2018 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

✘

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 XXIII Olympic Winter Games in 2018

- Introduction**      The IOC Session elects the Host City.
- The Host City of the Games of the XXIII Olympic Winter Games in 2018 will be elected at the 123<sup>rd</sup> IOC Session in Durban on 6 July 2011.
- 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 10 December 2009.
- 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.
- Copyright**      The Candidate City, the NOC and the Bid Committee must ensure that the Candidate City owns the rights to the Presentation or is granted an irrevocable, non-exclusive license to use the Presentation and any and all of its components (pictures, videos, music, interactive components, etc); and that the Candidate City is entitled to further allow the IOC to license the Presentation, whether live or delayed, worldwide, in perpetuity, royalty free, through any transmission means, including without limitation on the internet, for non commercial purposes (for the avoidance of doubt, this includes promotion of the Olympic Movement by any Member of the Olympic Family, editorial use, etc.).
- 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 XXIII Olympic Winter Games in 2018, Continued

<b>Evaluation Commission report</b>	At the end of all Candidate City presentations, the IOC Evaluation Commission will make a report to the IOC Session.
<b>Vote</b>	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.
<b>Announcement</b>	The final result is announced by the IOC President. It may be broadcast live on television.
<b>Host City Contract</b>	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 will be provided by the IOC in due course.

### **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, at all times the Olympic parties and, in the framework of the Olympic Games, the participants, undertake to respect and ensure respect of the present Code and the following principles:

### A. Dignity

1. Safeguarding the dignity of the individual is a fundamental requirement of Olympism.
2. There shall be no discrimination between the participants on the basis of race, gender, ethnic origin, religion, philosophical or political opinion, marital status or other grounds.
3. All doping practices at all levels are strictly prohibited. The provisions against doping in the World Anti-Doping Code shall be scrupulously observed.
4. All forms of harassment of participants, be it physical, professional or sexual, and any physical or mental injuries to participants are prohibited.
5. All forms of participation in, or support for betting related to the Olympic Games, and all forms of promotion of betting related to the Olympic Games are prohibited.
6. Also, in the context of betting, participants in the Olympic Games must not, by any manner whatsoever, infringe the principle of fair play, show non-sporting conduct, or attempt to influence the result of a competition in a manner contrary to sporting ethics.
7. The Olympic parties shall guarantee the athletes’ conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.

### B. Integrity

1. The Olympic parties or their representatives shall not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed 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 respect the Rules Concerning Conflicts of Interests Affecting the Behaviour of Olympic Parties.
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, their agents or their representatives must not be involved with firms or persons whose activity or reputation 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 Olympic resources of the Olympic parties may be used only for Olympic purposes.
- 2.a. 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. An independent auditor will check these accounts.
- 2.b. In cases where the IOC gives financial support to Olympic parties:
  - i. the use of these Olympic resources for Olympic purposes must be clearly demonstrated in the accounts;
  - ii. the accounts of the Olympic parties 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 are the exclusive responsibility of the independent sports organisations recognised by the IOC.

### D. Candidatures

The Olympic parties shall in all points respect the various manuals published by the IOC linked to the selection of host cities of the Olympic Games, in particular the Rules of Conduct Applicable to All Cities Wishing to Organise the Olympic Games. The cities wishing to organise the Olympic Games 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 manuals and the Rules of Conduct.

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## 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 political neutrality of the Olympic Movement.
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 and 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. The principle of confidentiality shall be strictly respected by the IOC Ethics Commission in all its activities. Disclosure of other information shall 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 inform the IOC President of any breach of the present Code, with a view to possible referral to the IOC Ethics Commission.
3. The IOC 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” which were approved by the IOC Executive Board on 25 March 2009. These Rules came into force on 2 April 2009 and are applicable as from the 2018 Bid Process onwards.



# 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 Cities wishing to become Applicant Cities, Applicant Cities and then Candidate Cities. In the present text, the term “cities” applies to all three categories.

These Rules are applicable as soon as they are published on the IOC website, (namely 2 April 2009).

## Article 2 PRINCIPLES

The conduct of the cities shall comply strictly with the provisions of the Olympic Charter, the IOC Code of Ethics and its Implementing Provisions. The cities shall 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 each city of the country.

## 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 shall designate an independent expert responsible for auditing the financial management of the candidature and shall inform the IOC of the name of the chosen expert. The NOC undertakes to provide the IOC with the audit report in accordance with the IOC’s instructions.

## 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 1.

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

### **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. This list concerns all the international events scheduled, or in the process of being scheduled, between the date of publication of the present Rules on the IOC website (namely 2 April 2009) and the date of the host city election.

The NOC shall provide this list within three months from the date of publication by the IOC of the list of Applicant Cities (namely 15 January 2010).

Any addition to the list of meetings and competitions shall be submitted beforehand 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 all NOC agreements and all assistance programmes, of any nature, existing on the date of publication of the present Rules on the IOC website (namely 2 April 2009).

The NOC shall provide this list within three months from the date of publication by the IOC of the list of Applicant Cities (namely 15 January 2010).

After the date of publication of the present Rules on the IOC website (namely 2 April 2009), any new agreement of any nature with any NOC shall be submitted beforehand to the IOC Ethics Commission for its review.

### **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 1. The sale of promotional items is permitted through the site, subject to the conditions listed in Appendix 1.

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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 shall 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 shall respect, in particular, the provisions of this article.

The IOC reserves the right to issue additional specific provisions concerning promotional activities during major international events (e.g. the Olympic Games or IOC Session at which the host city is elected).

#### National promotion:

During the phase before the publication of the list of Applicant Cities, the cities wishing to become Applicant Cities are permitted to promote their candidature solely on the occasion of national events held on the territory of their NOC.

Applicant Cities are permitted to promote their candidature solely on the occasion of national events held on the territory of their NOC.

Candidate Cities are permitted at any time 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:

The promotion of candidatures at an international level is permitted only after the IOC has selected the Candidate Cities.

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.

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

Any form of promotion (advertising, public relations work, etc.) is to be undertaken by the Candidate Cities themselves, excluding all third parties.

In addition, the Candidate Cities may present their candidature at international events. Only when they are invited by the IOC to present their candidature at an international event is an equivalent offer guaranteed for all the Candidate Cities.

#### Promotion among IOC members:

After the IOC selects the Candidate Cities, such Cities may promote their candidature among the IOC members, either at the international events to which the Cities have been invited or at international competitions, or by means of sending written documents.

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

### **Article 9 GIFTS**

No gifts, of whatever value, may be given to or received by Olympic parties or the IFs of Olympic Winter/Summer (as applicable) sports. No promise of any kind of advantage may be made. This twofold prohibition shall 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 and organisations recognised by the IOC.

### **Article 10 RELATIONS WITH TOP SPONSORS AND IOC MARKETING PARTNERS**

In order to preserve the integrity and neutrality of the procedure, TOP Sponsors and other IOC marketing partners shall refrain from supporting or promoting any of the Cities. Consequently, Cities may not solicit or accept any such support or promotion from TOP Sponsors and other IOC marketing partners.

### **Article 11 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, at their own expense, 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 be respected, particularly concerning hospitality and accommodation.

The IOC Evaluation Commission will pay a working visit to each Candidate City. The IOC 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 12 RELATIONS WITH IOC MEMBERS**

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

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

### **Article 12 (continued)**

If an IOC member has to travel to a city for any reason, he or she shall 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.

IOC members may not be invited to any form of reception linked to the promotion of a candidature.

The ambassadors of the countries concerned may not visit the IOC members nor invite the IOC members to any form of reception in their embassies to promote the candidature.

No honorary degrees or official decorations may be awarded to an IOC member by a city or a representative of a city's country between the date of publication of the present Rules on the IOC website (namely 2 April 2009) and the Host City Election.

In order to respect the neutrality of the IOC members, cities may not use the name or image of an IOC member, an IOC honorary member or an IOC honour member, except for the members from the country of the city concerned.

### **Article 13**

#### **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.

### **Article 14**

#### **RELATIONS BETWEEN CITIES**

Each city shall, 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 the cities or their NOCs aimed at influencing the result is permitted.

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

### Article 15 INTERPRETATION AND SANCTIONS

All questions concerning the Rules of Conduct and matters concerning their interpretation shall be addressed to the IOC Olympic Games Department – Bid City Relations.

Minor breaches of the Rules of Conduct will be dealt with by the Olympic Games Department:

- a first breach will result in a confidential observation, in writing, to the city concerned;
- after consultation with the Ethics Commission, a second breach will result in a written notification to the members of the IOC Executive Board (and possibly the other Candidate Cities);
- further breaches of the rules will be submitted to the IOC Ethics Commission, which will take the necessary measures.

Serious and repeated breaches of the Rules of Conduct will be dealt with by the IOC Ethics Commission. The Commission may recommend sanctions for approval by the Executive Board.

The IOC members will be informed, in writing, of any sanctions imposed by the IOC Executive Board. A press release will also be issued.

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

### Appendix 1

(mentioned in articles 4 and 7)

### CONDITIONS GOVERNING THE USE OF LOGOS, EMBLEMS AND DESIGNATIONS OF APPLICANT AND CANDIDATE CITIES FOR THE 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.

If a City wishing to become Applicant City decides to have a logo, the latter must respect the provisions of point A.i and ii below. Any approval given by the NOC to such logo will not influence the written approval to be given by the IOC for the Applicant or Candidate City's logo and emblem.

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.



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

### Appendix 1 (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 stationery (e.g. letterheads, business cards), candidature documents (e.g. presentations, brochures or videos), internet site and pins distributed free of charge only (not for sale).

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 in the category of a TOP Partner, another international Olympic sponsor or a sponsor of the NOC (collectively, "Olympic sponsors"), it being understood that exceptions may be granted by the IOC or the NOC, as applicable, on a case by case basis provided that the Olympic sponsors' rights are fully respected; and
- such use is restricted to the territory of the NOC concerned.

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

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

- in the event that the Applicant City is not selected 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 the Candidate Cities selected 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 shall 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 1 (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 internet site 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 stationery (e.g. letterheads, business cards), candidature documents (e.g. presentations, brochures or videos), and internet site, in (free) editorials related only to the candidature and on pins distributed free of charge only (not for sale).
- 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 internet site or in their publications provided that such third party is not a competitor in the category of a TOP Partner, another international Olympic sponsor or one of their NOC sponsors.
- B. Donors being competitors in the category of a TOP Partner, another international Olympic sponsor or a sponsor of the NOC concerned 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 has selected the Candidate Cities.

#### 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 11 January 2011.

#### 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 2018 Olympic Winter Games (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 11 January 2011. 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 specifically requested and/or approved in writing by the IOC. 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 2018.

**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 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 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 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 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.



## 2018 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 2010 and shall remain in force until further notice.

Lausanne, 22 June 2010

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.**

Should there be anything contained in a guarantee provided by a Candidate City to the IOC, which is, or may be, in conflict with the requests of the IOC (including the obligations of the City, the NOC and the OCOG pursuant to the Host City Contract), it is the responsibility of the Candidate City to bring this to the express attention of the IOC at the time such guarantees are provided to the IOC.

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 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	
Theme 1	- Vision, legacy and communication
Theme 2	- Overall concept of the Olympic Games
Theme 3	- Political and economic climate and structure
Theme 4	- Legal aspects
Theme 5	- Customs and immigration formalities
Theme 6	- Environment and meteorology
Theme 7	- Finance
Theme 8	- Marketing
Theme 9	- Sport and venues
Theme 10	- Paralympic Games
Theme 11	- Olympic Village(s)
Theme 12	- Medical services and doping control
Theme 13	- Safety and Security
Theme 14	- Accommodation
Theme 15	- Transport
Theme 16	- Technology
Theme 17	- Media operations





# Theme 1 → Vision, legacy and communication

## Overview

### Aim of the theme

Theme 1 seeks to establish **WHY** a Candidate City is bidding for the Olympic Games and what its vision for the Games is. It also seeks to establish how this vision for the Games fits into the city/region's long-term planning and what legacy is planned for the city/region both from the bid and from the Olympic Winter Games. Theme 1 also seeks to understand the communication strategy and plans to promote the Olympic Games and its values of Friendship, Excellence and Respect.

### Related document X

- Technical Manual on Olympic Games Impact (OGI)
- Technical Manual on Communications

### Guarantees summary

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



## Theme 1 – Vision, legacy and communication

### VISION

**Q 1.1** Why do you want to host the Olympic Winter Games and what is your vision for your Games?

**Q 1.2** Explain how your vision for the Olympic Winter Games fits into your city/region's long-term planning strategy.

### LEGACY

**Q 1.3** What will be the benefits of bidding for the Olympic Winter Games for your city/region, irrespective of the outcome of the bid?

**Q 1.4** Provide details of your key Olympic legacy initiatives and how these are linked with your city's/region's long-term planning and objectives.

Provide details of how the above key initiatives will be supported, financed, monitored and measured by all relevant stake-holders prior to, during and post-Games.

**Q 1.5** What will be the legacy for sport in your city/region?

Describe the measures you intend to take to promote and develop Olympic Winter sports, in particular those that are less popular in your country in the lead-up to the Olympic Winter Games.

**Q 1.6** How can hosting the Olympic Winter Games in your city contribute to the Olympic Movement?

Continued on next page



## Theme 1 – Vision, legacy and communication, Continued

### COMMUNICATION STRATEGY AND PLAN

*The Olympic Movement and the Olympic Games with its values of Excellence, Friendship and Respect, enjoy an image recognised all over the world. It is the task of all members of the Olympic Movement, including Candidate Cities and OCOGs, to ensure that this image is positive and reinforces the Olympic Values.*

**Q 1.7** 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 Games both nationally and internationally.

**How do you intend to cultivate local support and interest within your country and community?**

**How do you intend to do so internationally?**

**Q 1.8** Describe the challenges and opportunities you foresee for an OCOG in terms of communications.

**Describe your strategy in dealing with pressure groups and NGOs.**

**Q 1.9** Provide an overall communication plan including timelines and budgets.





## Theme 2 → Overall concept of the Olympic Games (Implementation of the vision)

### Overview

#### Aim of the theme

Theme 2 seeks to establish **HOW** a city's vision for the Olympic Winter Games is translated into the overall Games concept and how this concept will contribute to producing a unique Olympic experience for all client groups. It also seeks to establish how all elements of the Olympic Games product (sport, culture, education, ceremonies and city activities) are integrated into the Olympic Games product.

#### Related document X

- Technical Manual on Ceremonies

#### Guarantees summary

Candidate Cities are not required to obtain any guarantees for theme 2.





## Theme 2 – Overall concept of the Olympic Games

### OVERALL CONCEPT

- Q 2.1** 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 2018 Olympic Winter Games and specify your reasons.**
- Q 2.2** Describe your overall concept for the Olympic Winter Games, should your city become the Host City of the 2018 Olympic Winter Games and your motivation behind the choice of location of key Olympic infrastructure (competition and non-competition venues).
- Q 2.3** Provide Map A (no larger than A3 – folded inside front cover only – 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.
- Map A should include all major infrastructure:**
- Competition venues
  - Olympic Village(s)
  - Media accommodation (hotels/village(s))
  - Main Press Center (MPC)
  - International Broadcast Center (IBC)
  - Mountain Media Center (MMC)
  - Main hotel area
  - Live sites
  - Main transport infrastructure (airport(s), motorways, train lines, etc.)
- Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.**
- On the map, please draw a 10km radius around the Olympic Village(s).**

Continued on next page



## Theme 2 – Overall concept of the Olympic Games, Continued

### INTEGRATION OF CULTURE, EDUCATION, CEREMONIES AND CITY ACTIVITIES AS PART OF THE GAMES PRODUCT

**Q 2.4** Explain how you propose to integrate all elements of the Olympic Games product (sport, torch relay, city activities, culture, education and ceremonies) in your project to reflect your vision.

**Q 2.5** CULTURE

Describe your concept for the cultural events to take place both in the lead up to and during the Olympic Winter Games.

**Q 2.6** EDUCATION

Describe your concept for the educational programmes for the promotion of sport and a healthy lifestyle as well as the Olympic Values both in the years leading up to and during the Games.

**Q 2.7** CEREMONIES

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\*
- Olympic Torch Relay\*\*

\*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.

\*\*As OCOG operational matters, Candidate Cities are not asked to develop plans for these events during the bid phase.

**Describe your concept and the intended venue(s) for the Opening and Closing Ceremonies of the Olympic Games. Indicate the location and seating capacity and whether the venue already exists or has yet to be built.**

**Describe your concept and the intended location(s) for the Medal Plaza(s).**

Continued on next page



## Theme 2 – Overall concept of the Olympic Games, Continued

### CITY ACTIVITIES

**Q 2.8** Describe your concept for city activities (e.g. live sites) and how these will contribute to producing a unique Olympic Games experience for the general public in your city during the Olympic Winter Games.

Also explain how the various stakeholders involved in organising these programmes will interface.

**Q 2.9** Describe any initiatives you propose, either during the bid or as the OCOG, to bring sport activities to the general public. For example, describe how you intend to celebrate Olympic Day in your City?

### BUDGETS

**Q 2.10** Specify the budgets for culture, education, ceremonies and city activities and state how these will be funded.



# Theme 3 → Political and economic climate and structure

## Overview

### Aim of the theme

Theme 3 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 Games.

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 also 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)
- Public opinion

### Guarantees summary

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

**G**

Question number	Guarantee
Q 3.3	Guarantees obtained from national, regional and local authorities and bodies involved in your project of hosting the Olympic Winter Games.



## Theme 3 – Political and economic climate and structure

### POLITICAL STRUCTURE AND SUPPORT

**Q 3.1** Describe the political structure in your country: what are the institutions at national, regional and local level and their respective competence in relation to major infrastructure projects and government-related services (medical, security, customs, immigration, etc.)?

Explain the interaction between the various authorities concerned, as well as their respective degree of autonomy, if any.

**Q 3.2** List all public authorities (cities, regions, provinces, etc.) involved in your Olympic Winter Games project.

Describe, with the aid of a table, the exact responsibilities and support that each public authority will be expected to provide 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 during the candidature and after the Host City is elected.

**Q 3.3** Provide guarantees from your national, regional and local authorities as listed in Q 3.2 regarding their support and commitments towards your Olympic Winter Games project.

Continued on next page



## Theme 3 – Political and economic climate and structure, Continued

**Q 3.4** Using table 3.4, 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 2018.

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.

Table 3.4 – Political Parties			
Political Party	Support or Opposition	Principle Reasons	Strength at national, regional and local level
<i>Party A</i>	<i>Support</i>		% ( <i>national</i> ) % ( <i>regional</i> ) % ( <i>city</i> )
<i>Party B</i>			

**Q 3.5** List all elections planned in your country at all levels until 2018 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 2018.

**Q 3.6** Give the full list of all public authorities and other official public or private bodies represented in your candidature committee.

### ECONOMY

**Q 3.7** Provide the Gross Domestic Product (GDP) for the last ten years of your country, region and city, including a percentage breakdown of the economic resources (Agriculture, Industry, Energy and Services).

**Q 3.8** List the Per Capita Income (in USD) for the last ten years.

Continued on next page



## **Theme 3 – Political and economic climate and structure,** Continued

- Q 3.9**            **Indicate the average inflation rate and average rate of the local currency to the USD for the last ten years.**
- What are the current forecasts with regard to these parameters between now and 2018? (Indicate your sources for such information and provide details of the estimation approach).**

### **NATIONAL AND INTERNATIONAL OBLIGATIONS**

- Q 3.10**            **Identify all the implications of national or international obligations binding your country (e.g. national law, international treaties or European Union rules and requirements) that could lead to a conflict with the obligations of the City, the NOC and the OCOG pursuant to the Host City Contract and the Olympic Charter, including obligations of a commercial, financial, fiscal or legal nature.**

### **PUBLIC OPINION**

- Q 3.11**            **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
- Q 3.12**            **Does legislation in your country allow for a referendum to be held on a project such as the Olympic Winter Games? If so, what would the legal implications be if the referendum was negative?**



## Theme 4 → Legal aspects

### Overview

#### Aim of the theme


Theme 4 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 4 also addresses the issues of prior agreements and Olympic mark protection.

#### Guarantees summary

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



Question number	Guarantee
Q 4.1 	Covenant from all authorities concerned by your project of hosting the Olympic Winter Games – national, regional and local authorities.
Q 4.2	Guarantee that no other event will take place during the Olympic Winter Games or one week immediately before or after.
Q 4.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[city] 2018” within the host territory and register relevant domain names.
Q 4.5	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 4.7.1	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 4 – Legal aspects

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

Q 4.1




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 Games

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

Q 4.2



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.

### LEGISLATION

Q 4.3

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

### WORD MARK, DOMAIN NAME AND OLYMPIC MARK PROTECTION

Q 4.4



The IOC has taken necessary measures to protect the word mark “[City] 2018” outside of the host territory.

As requested by the IOC in phase 1 provide documentation indicating that appropriate measures have been taken to:

- protect the word mark “[City] 2018” within the host territory
- register domain names that are of value to your candidature such as “[City] 2018” followed by extensions .com .net .org as well as the country code concerned

Continued on next page



## Theme 4 – Legal aspects, Continued

**Q 4.5**

**G**

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.**

### DETAILS OF PRIOR AGREEMENTS, IF ANY

**Q 4.6**

**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.**

### LEGAL ENTITY

**Q 4.7**

**Q 4.7.1**

**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 4 – Legal aspects, Continued**

**Q 4.7.2** Name, describe and outline the structure of the legal entity that would be responsible for the organisation of the Olympic Winter Games (OCOG) should your city be elected as the Host City.

Name the different stakeholders involved in the organisation of the Olympic Winter Games and describe the role and responsibilities of each of them.

State which agreements have been signed between the different parties outlining their roles and responsibilities.

**Q 4.7.3** Outline the Bid to Organising Committee transition plan.

### **OFFICIAL LANGUAGE**

**Q 4.8** 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 5 → Customs and immigration formalities

## Overview

### Aim of the theme

Theme 5 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
- Animals (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 Winter Games – e.g. access into the host country, customs facilities etc.

### Related document ✕

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

### Guarantees summary

G

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

Question number	Guarantee
Q 5.3	Guarantee of entry into your country with the Olympic identity and accreditation card.
Q 5.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Olympic Winter Games.
Q 5.7	Guarantee authorising the import, use and export of goods required for the Olympic Winter Games, free of all customs duties.



## Theme 5 – Customs and immigration formalities

### ENTRY REGULATIONS

- Q 5.1** Describe the regulations in force in your country regarding immigration and entry visas.
- Q 5.2** Give precise details of the health and vaccination recommendations or regulations for persons entering your country.
- Q 5.3**  
**X** In accordance with Rule 53 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 Olympic Games.
- The Olympic identity and accreditation card is delivered, under the authority of the IOC, to persons eligible for accreditation.
- Q 5.3.1** **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 5.3.2** What would the entry regulations be for members of the Olympic Family to attend test events prior to the Olympic Winter Games?

Continued on next page



## Theme 5 – Customs and immigration formalities, Continued

### WORK PERMITS

Q 5.4

**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 5.5

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 5.4.

### IMPORT AND EXPORT OF GOODS / ENTRY OF GUIDE DOGS

Q 5.6

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 5.7

Q 5.7.1

**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 5.7.2

What are the regulations with regard to the import, use and export of goods required for test events prior to the Olympic Winter Games?

Continued on next page



## **Theme 5 – Customs and immigration formalities, Continued**

- Q 5.8** 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 5.9** Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals or other publications?
- Q 5.10** Describe the regulations in force in your country regarding the entry of guide dogs for the blind into your territory.



# Theme 6 → Environment and meteorology

## Overview

### Aim of the theme

Theme 6 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 and stakeholders
- Environmental planning
- Venue location, design and construction
- Development projects

### 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 Winter Games should be an exemplary event in this respect and that environmentally sound policies, programmes and practices be adopted. It is fundamental that during the entire life-cycle of the Games, from the beginning of the candidature to the post-Olympic period, all measures are taken to exploit opportunities, prevent or minimise negative impact on the environment and contribute to the harmonious integration of the Olympic Winter Games into the natural surroundings and long-term urban planning. For this to be achieved, it is recommended that an inclusive environmental strategic approach be defined and implemented.

### 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 through a stakeholder engagement process. In addition to the technical aspects involved, the Bid Committee can send very positive messages through its environmental protection efforts.

### Guarantees summary

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



Question number	Guarantee
Q 6.7	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"> <li>• Local, regional and national regulations and acts</li> <li>• International agreements and protocols regarding planning, construction and protection of the environment</li> </ul>





## Theme 6 – Environment and meteorology

### ENVIRONMENT

**Q 6.1** Describe the following on a map no larger than A3 – folded or double page – and indicating the graphic scale used:

- General geographical features of the city and its surroundings
- Protected/environmentally sensitive areas
- Cultural heritage monuments
- Potential natural risks

**Q 6.2** Provide detailed information on the ambient air quality in the Candidate City (according to WHO standards/guidelines), 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 <sup>3</sup>
Carbon monoxide	
PM10 (PM 2.5 if data readily available)	
Sulphur dioxide	
Nitrogen dioxide	
Ozone	

**Q 6.3** Provide detailed information on the quality of drinking water in the Candidate City (according to WHO standards/guidelines), 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.

Continued on next page



## Theme 6 – Environment and meteorology, Continued

- Q 6.4** Describe your stakeholder engagement plan and how you envisage establishing appropriate relations with:
- environmental public authorities; describe their respective environment and natural resource management plans and their cooperation, responsibilities and working methods vis-à-vis the OCOG
  - non-government environmental organisations
  - the private sector

- Q 6.5** Describe the OCOGs planned environmental protection objectives and the way these objectives, together with any additional environmental considerations, will be taken into account.

Describe the measures envisaged to prevent and reduce adverse environmental effects before, during and after the Olympic Winter Games.

The information provided should cover the following areas:

- Sustainable venue design and construction
- Transport
- Air and noise pollution
- Solid waste management
- Water management and sewage treatment
- Soil
- Energy supply and conservation, renewable energy use and management
- Protection and enhancement of significant features of the natural environment and cultural heritage
- Environmental awareness raising

- Q 6.6** 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 6 – Environment and meteorology, Continued

**Q 6.6**  
(continued) **Carry out initial environmental impact assessments for all venues (competition venues, IBC and MPC, Olympic Village(s)) and inter-connecting Olympic infrastructure.**

**Summarise the studies, indicating the feasibility of the project in terms of environmental sustainability, and the measures planned to alleviate any negative impact.**



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

**Q 6.7**  
**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 6.8** **Do you intend to apply any “Green” building certification systems in the construction/refurbishment of Olympic-related infrastructure?**

**Q 6.9** **Provide details on the environmental management tools and/or compliance standards that will be used to achieve the environmental targets and objectives.**

**Q 6.10** **Describe environmental pilot or development projects and the application of environmentally friendly technology relating to the Olympic Winter Games.**

**Q 6.11** **Considering the impact of your Games concept in terms of energy consumption and greenhouse gas emissions, describe your plans to minimise impacts, optimise and source energy needs (for example through locally-generated renewable energy sources) and to provide energy-efficient solutions for venue construction and operation.**

**Q 6.12** **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 6.13** **Indicate any special features which are not covered by this questionnaire, and which the Bid Committee believes are relevant.**

Continued on next page



## Theme 6 – Environment and meteorology, Continued

### METEOROLOGY

The information requested in the following questions must be given:

- for your proposed Games dates
- for the area in which the Olympic Winter Games would be held (Candidate City + any proposed competition cluster/precinct/stand-alone-venue.)
- for the last ten years.

#### **Q 6.14**

Complete table 6.14 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.
- Average wind direction and strength at 9 a.m. / 12 noon / 3 p.m. / 6 p.m. / 9 p.m.

Please use data from the closest meteorological station to each venue and clearly identify its location.

#### **Q 6.15**

Complete table 6.15 indicating:

- Number of precipitation days\* per year
- Number of precipitation days\* for your proposed Games dates
- Average volume of precipitation (in l/m<sup>2</sup>) per year
- Average volume of precipitation (in l/m<sup>2</sup>) for your proposed Games dates
- Number of days of fog for your proposed Games dates
- Snow depth in cm for your proposed 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.

What are your existing or planned snow making facilities at the Olympic venues?

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

## TABLES 6.14–6.15 – Meteorology

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 cluster/precinct/stand-alone-venue.)
- For the last ten years

**TABLE 6.14 – Temperature, humidity and wind** *(Indicate source of statistics)*

	Temperature in °C			Humidity in %			Wind (general tendencies) (km/h)	
	Minimum	Maximum	Average	Minimum	Maximum	Average	Direction	Strength
9 a.m.								
12 noon								
3 p.m.								
6 p.m.								
9 p.m.								

**TABLE 6.15 – Precipitation, fog and snow depth** *(Indicate source of statistics)*

Number of precipitation days		Average volume of precipitation (in l/m <sup>2</sup> )		Fog (Number of days of fog during period of Games)	Snow depth (In cm during period of Games)		
Annually	Period of Games	Annually	Period of Games		Minimum	Maximum	Average



# Theme 7 → Finance

## Overview

### Aim of the theme

Theme 7 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 Games.
  - cover any potential economic shortfall of the OCOG including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Winter Games.
  - ensure that the OCOG has sufficient funds to start work immediately after the Host City election.

### Related document

- Technical Manual on Finance



### Guarantees summary

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



Question number	Guarantee
Q 7.1	Guarantee to cover any potential economic shortfall of the OCOG, including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Winter Games.
Q 7.2.1	Guarantee from the relevant authorities to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee (OCOG).
Q 7.2.2	Any other additional financial guarantees obtained
Q 7.3	Guarantee concerning price gouging before and during the Olympic Games, with particular reference to hotel rates and related services.



## Theme 7 – Finance

### FINANCIAL GUARANTEES

#### Q 7.1

##### Q 7.1.1



**Provide a financial guarantee from the competent authorities covering any potential economic shortfall of the OCOG, including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Winter Games.**

##### Q 7.1.2

**In the event of a budget shortfall in the OCOG budget, describe the mechanism of how the shortfall guarantee would be activated and with which timelines.**

#### Q 7.2

Please note that financial guarantees are requested in many other themes of this questionnaire including 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.

##### Q 7.2.1



**Provide a guarantee from the relevant authorities to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee (OCOG).**

##### Q 7.2.2



**Provide any other additional financial guarantee you may have obtained.**

#### Q 7.3



**Provide a statement from the competent authorities on how they intend to ensure that there will be no price gouging before and during the Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators.**

#### Q 7.4

**Provide a plan for financing the running and maintenance costs of new Games-related infrastructure between the completion date and the beginning of the Olympic Games.**

Continued on next page



## Theme 7 – Finance, Continued

### TAXES

#### Q 7.5

Q 7.5.1 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 7.5.2 Which legal form do you expect your Organising Committee to take and what tax status do you expect the Committee to be subject to?

Q 7.5.3 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 2018 Olympic Winter Games?

Please respond to this question in two parts:

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

Q 7.5.4 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 7 – Finance, Continued

### **BUDGETING**

#### **Q 7.6**

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 (2010).

However, the Candidate Cities are requested to make their best efforts in projecting their budget estimates in 2018 values, taking into consideration any possible inflationary and currency effect based on the analysis presented in Theme 3.

In considering plans for the financing of the Olympic 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 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.

In cases where there are certain agreements between the public and/or private authorities and the OCOG that the latter will contribute to the infrastructure costs, this amount should be presented under the OCOG's expenditure budget and under the capital expenses caption (B1). Details and assumptions of the agreed division of financial responsibilities should be included in the relevant theme.

- **Non-OCOG budget:**
  - a) for financing the construction of sports venues and other infrastructure required for the Olympic 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.
  - b) for providing all necessary support operations for the Games (e.g. security, medical, transportation, etc).

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.

Continued on next page



## Theme 7 – Finance, Continued

- Q 7.6.1**            **Using the budget template 7.6.1, provide a detailed OCOG budget for the Olympic Winter Games as follows:**
- **Table 7.6.1.1: OCOG BUDGET in 2010 local currency**
  - **Table 7.6.1.2: OCOG BUDGET in 2010 USD (specify the date on which this was established and the USD/local currency exchange rate used)**
  - **Table 7.6.1.3: OCOG BUDGET in 2018 local currency and**
  - **Table 7.6.1.4: OCOG BUDGET in 2018 USD**
- taking into account the projected inflationary and currency effect from 2010 to 2018 as analysed in Theme 3.**
- Q 7.6.2**            **Using templates 7.6.2 a and b, provide an overview of the non-OCOG budget including all capital investments and operations costs directly related to your Olympic Winter Games project and a detailed capital investment budget for all sports venues, all villages and the IBC/MPC or any other capital investment, by physical location.**
- Q 7.6.3**            **Using template 7.6.3, 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 7.6.4**            **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 as an annex to the Candidature File.**
-  **A list with the names and qualifications of all people having contributed to the preparation of the budget should also be noted in the comprehensive data annex to the Candidature File.**

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## Theme 7 – Finance, Continued

### BUDGET TEMPLATE 7.6.1: OCOG Budget

Template 7.6.1 to be used for all the requested tables: 7.6.1.1, 7.6.1.2, 7.6.1.3 and 7.6.1.4.

A – REVENUES		Currency and Year (000)	%	B – EXPENDITURE		Currency and Year (000)	%
1	IOC Contribution			<b>B1 Capital Investments</b>			
2	TOP sponsorship			13 – Sports facilities			
3	Local sponsorship			– Olympic Village(s) and other villages			
3	Official suppliers			– MPC			
4	Ticket sales			– IBC			
5	Licensing			– Other (specify)			
				<b>B2 Operations</b>			
				14 Sports venues			
				a) Rent / temporary construction costs / overlay			
				b) Running costs			
				14 Olympic Village(s) & other villages			
				a) Rent / temporary construction costs / overlay			
				b) Running costs			
				14 MPC			
				a) Rent / temporary construction costs / overlay			
				b) Running costs			
				14 IBC			
				a) Rent / temporary construction costs / overlay			
				b) Running costs			
				15 Workforce			
				16 Information systems			
6	Lotteries			16 Telecommunications & other technologies			
7	Donations			16 Internet			
				17 Ceremonies and culture			
				– Opening Ceremony			
				– Closing Ceremony			
				– Other			
8	Disposal of assets			18 Medical services			
9	Subsidies			19 Catering			
	– National government			20 Transport			
	– Regional government			21 Security			
	– Local government			22 Paralympic Games			
				23 Advertising & promotion			
10	Other			24 Administration			
				25 Pre-Olympic events & coordination			
				26 Other			
11	<b>SHORTFALL</b>			27 <b>SURPLUS</b>			
12	<b>TOTAL</b>						

Continued on next page



## Theme 7 – Finance, Continued

For Tables 7.6.1.1 and 7.6.1.2 indicate:

- The date of finalisation of the budget
- The USD/local currency exchange rate used in preparing the budget

For Tables 7.6.1.3 and 7.6.1.4 indicate:

- The key inflationary and projected currency assumptions and sources (as analysed in detail under Theme 3.

### **BUDGET TEMPLATE 7.6.2: NON – OCOG Budget**

**Budget Template 7.6.2.a: Overview of the non-OCOG capital investments and operations costs directly related to the Olympic Winter Games (City, regional or state authorities & private sector).**

Remark: Many Olympic Games infrastructure investments could be part of the city's long-term development and legacy plan. Nevertheless, in cases where additional investment should be made in order to accommodate and support specific Olympic Games needs, this cost could be considered as incremental to the Olympic Games and noted accordingly under the respective column of the 7.6.2.a) budget tables.

**Budget Template 7.6.2.a to be used for the following tables:**

- 7.6.2.a)1: Non-OCOG Budget in 2010 local currency
- 7.6.2.a)2: Non-OCOG Budget in 2010 USD
- 7.6.2.a)3: Non-OCOG Budget in 2018 local currency
- 7.6.2.a)4: Non-OCOG Budget in 2018 USD

Continued on next page



## Theme 7 – Finance, Continued

<b>Table 7.6.2.a) – NON-OCOG Budget</b>		
<b>C – Capital Investments</b>	<b>GAMES INCREMENTAL COSTS</b> <i>Currency and Year</i> <i>(please specify)</i>  (000)	<b>TOTAL COSTS</b> <i>Currency and Year</i> <i>(please specify)</i>  (000)
<ul style="list-style-type: none"> <li>– Airport, ports (if applicable) <sup>(1)</sup></li> <li>– Roads and railways <sup>(1)</sup></li> <li>– Accommodation <sup>(2)</sup></li> <li>– Sports venues               <ul style="list-style-type: none"> <li>– Competition venues</li> <li>– Training venues</li> </ul> </li> <li>– Olympic Village(s)</li> <li>– Media Village(s)</li> <li>– Power/Electricity Infrastructure<sup>(3)</sup></li> <li>– Environmental Management Systems <sup>(4)</sup></li> <li>– Medical <sup>(5)</sup></li> <li>– Security <sup>(6)</sup></li> <li>– Telecommunications Network &amp; Infrastructure <sup>(7)</sup></li> <li>– Other (please specify)</li> </ul>		
<b>SUBTOTAL C – Capital Investments:</b>		
<b>D – Operations</b>	<b>GAMES INCREMENTAL COSTS</b> <i>Currency and Year</i> <i>(please specify)</i>  (000)	<b>TOTAL COSTS</b> <i>Currency and Year</i> <i>(please specify)</i>  (000)
<ul style="list-style-type: none"> <li>– Security <sup>(6)</sup></li> <li>– Transport <sup>(1)</sup></li> <li>– Medical <sup>(5)</sup></li> <li>– Environmental Management Systems <sup>(4)</sup></li> <li>– Other (please specify)</li> </ul>		
<b>SUBTOTAL D – Operations:</b>		
<b>TOTAL Non-OCOG BUDGET (C+D):</b>		

Continued on next page



## Theme 7 – Finance, Continued

- <sup>(1)</sup> Reference to Theme 15: Provide best cost estimates for the proposed transport infrastructure and operations needs (including airport/port) based on your proposed transportation plan.
- <sup>(2)</sup> Reference to Theme 14: Provide best cost estimates of the accommodation costs (upgrades and/or new constructions).
- <sup>(3)</sup> Reference to Theme 16: Provide best cost estimates for upgrading local and regional electricity distribution systems – if applicable.
- <sup>(4)</sup> Reference to Theme 6: Provide best cost estimates for Environmental Management Systems infrastructure and operations not directly under the OCOG’s financial responsibility – if applicable.
- <sup>(5)</sup> Reference to Theme 12: Provide best cost estimates for health services & doping control infrastructure and/or services (the amounts other than those that are under the OCOG’s responsibility).
- <sup>(6)</sup> Reference to Theme 13: Provide best cost estimates of the security related costs.
- <sup>(7)</sup> Reference to Theme 16: Provide best cost estimates for additional infrastructure for telecommunications networks (fixed, mobile, frequencies, private radio networks etc) – if applicable.

All budgeting assumptions and calculation methodology should be consistent with the general budgeting approach (as described in Theme 3 and used in tables 7.6.1).

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## Theme 7 – Finance, Continued

### **BUDGET TEMPLATE 7.6.2 b): Capital investments by physical location**

**Budget Template 6.6.2.b) to be used for the following tables:**

- 7.6.2.b)1: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2010 local currency
- 7.6.2.b)2: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2010 USD
- 7.6.2.b)3: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2018 local currency
- 7.6.2.b)4: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2018 USD

**TABLE 7.6.2.b) TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET**

	NON-OCO CAPITAL INVESTMENTS BUDGET			OCO CAPITAL INVESTMENTS BUDGET			TOTAL CAPITAL INVESTMENTS OCO & NON-OCO
	C			B1 - budget line 13			
	New installations	Upgrading of existing installations	Sub-total	New installations	Upgrading of existing installations	Sub-total	
<b>(a) Sports facilities</b>							
	(c)	(c)	(c)	(b)	(b)	(b)	
<b>Olympic Village(s)</b> (Detail by location)							
	(c)	(c)	(c)	(b)	(b)	(b)	
<b>MPC &amp; IBC</b> (Detail by location)							
	(c)	(c)	(c)	(b)	(b)	(b)	
<b>OTHER</b> (Please specify)							
<b>TOTALS</b>							

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## Theme 7 – Finance, Continued

- (a) Individual detail should be provided for each physical location with identification of sports events to be held at that location
- (b) Subtotals should be identical to those disclosed under expenditure caption B1 point 13 of the OCOG budget tables (template 7.6.1)
- (c) Subtotals should be identical to those disclosed under caption C “non-OCOG budget” tables (template 7.6.2 a)

All budgeting assumptions and calculation methodology should be consistent with the general budgeting approach (as described in Theme 3 and used in 7.6.1 and 7.6.2 a) tables).

### **BUDGET TEMPLATE 7.6.3: OCOG cash flow forecast in local currency – projected to 2018 values**

	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
<b>Cash position Beginning of year</b>										
<b>Cash inflows</b>										
-Bank financing										
-IOC Contribution										
-TOP Sponsorship										
-State, region, city										
-Other income										
<b>Cash outflows</b>										
-Capital investments										
-Operations										
<b>Cash position End of year</b>										
<b>Bank credit line - less cash utilised</b>										
<b>Cash available</b>										





## Theme 7 – 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 included as an annex to the Candidature File.

References in the descriptions below to “subsidiary schedules to be provided” refer to the comprehensive data requested.

### 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 partly 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. Note that such amount will only become due to the OCOG on the successful delivery of the Olympic Games. The IOC may elect to provide the OCOG with advances on such contributions on the condition that it receives adequate security that such advances will be reimbursable to the IOC in the event of any contingency such as full or partial cancellation of the Olympic Games.

#### 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. The IOC created the TOP programme in 1985 in order to develop a diversified revenue base for the Olympic Games and to establish long-term corporate partnerships that would benefit the Olympic Movement as a whole. The IOC distributes TOP programme revenue to each of the 205 NOCs throughout the world.

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.

Continued on next page



## Theme 7 – 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 excluding recoverable taxes. Should a non-refundable tax be included in the ticket price, this tax should be included in the expenditure part of the OCOG's budget.

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 7 – Finance / Description of Olympic Games budget categories, Continued

- 6. Lotteries** Gross revenues before IOC royalties 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 7 – 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.
- Other miscellaneous revenue  
Any other revenues not specifically categorised above.

**Note that items 7. to 10. are non-royalty bearing revenue categories.**

Continued on next page



## Theme 7 – Finance / Description of Olympic Games budget categories, Continued

### 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 village(s) and the MPC & IBC, if financed by the OCOG.
- Costs of upgrading existing sports facilities, Olympic Village, Media village(s) 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.

### 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) and facilities, main airport, etc.

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## Theme 7 – Finance / Description of Olympic Games budget categories, Continued

### 14. Games operations (continued)

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

#### a) Rent / temporary construction costs / overlay

- 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.
- 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, temporary power and UPS systems 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.

#### b) Running costs

- 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 7 – 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:** estimated building/rental and fit out cost of the Main Press Centre on the basis of it being a new or leased structure. Provide a subsidiary schedule that reflects the estimated operating and resources costs of the Main Press Centre and each Venue Media Centre.
- **Host broadcast organisation:** cost for the provision of services and facilities 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 7 – 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 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/contractors: individuals and general Games consultants who perform critical tasks for which the OCOG would otherwise have had to hire permanent or temporary staff.
  - Volunteers
  - Other entities/authorities loaned staff that would otherwise have had to be hired by the OCOG (e.g. insurances).

**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 7 – 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 Partners provide resources in the technology area. Therefore you should 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
- Scoreboards
- On-venue results systems
- Games management systems
- Administrative systems, such as general office administration, finance, human resources, project management, procurement, asset tracking and logistics
- Integration of systems
- Systems operations
- System hardware & systems software
- Photocopy, fax & printing
- Technical support and management of both Games and pre-Games operations.
- Provision of services, hardware and support for test event operation.

- **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
- Televisions & video cassette recorders
- All cabling to support data, voice, audio and visual systems
- Wired (headset) communications systems
- Imaging & photolab
- Video boards
- Technical support and management of both Games and pre-Games operations.
- Provision of services, hardware and support for test event operation.

- **16c. Internet**

Pre-Olympic Games and Olympic Games Internet Site (infrastructure, operations and content management – if not included in other expenditure captions).

Continued on next page



## Theme 7 – 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 Sochi 2014 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

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## Theme 7 – 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 client and cost categories listed below.
- Consider the nature of the catering operation for different client groups.
- **Athletes:** free and open access to a wide variety of menu choices on a 24-hour basis. Costs will also be driven by certain sponsor presence requirements.
  - **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
  - 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 client groups are entitled to a variety of transport modes, including car, bus and rail. The existing transport infrastructure and services will be enhanced by a variety of services including dedicated routes, allocated vehicles and drivers, dedicated bus services, enhanced public transport, park and ride operations, enhanced traffic management, etc.

Continued on next page



## Theme 7 – Finance / Description of Olympic Games budget categories, Continued

### 20. Transport (continued)

Provide subsidiary schedules reflecting the estimates underlying the operating costs of transport, taking into consideration the method of service delivery and service expectations for each client group.

- Athletes and team officials' transport system and allocated vehicles (and drivers proposed)
- Technical Officials transport system and allocated vehicles (and drivers if proposed)
- Media transport system and allocated vehicles
- IOC transport system and allocated vehicles and drivers
- Marketing Partners coach programme (offered on a cost recovery basis) and allocated vehicles and drivers
- Games workforce transport services and OCOG functional vehicles
- 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 (in the underlying comprehensive budget analysis only).
- Transport facilities operating costs, including depots and transport areas outside venues such as interchange, parking and holding areas
- Transport specific testing and training, including driver training
- Other costs – if any (e.g. potential drivers accommodation costs, transportation to the depots, etc)
- Athletes and team travel grants are to be disclosed separately

### 21. Security

Overall Security is under the responsibility of the Public Authorities and they assume the major part of the costs related to the security in the theatre of operations. In some cases, the OCOG is asked to contribute to general security costs or to assume specific costs. These include 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.
- Other related costs that may be agreed between the OCOG and the respective security authorities (e.g. meals for security staff, etc)

Continued on next page



## Theme 7 – Finance / Description of Olympic Games budget categories, Continued

- 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.
- 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, sponsor recognition
  - 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. Executive Office operating costs should be included in this caption.
  - 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.

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## Theme 7 – 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 pre-Games and Games-time (if not incorporated in other budget caption 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, management, 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 client groups.  
  
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.

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## Theme 7 – 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.
- 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 7 – 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(s), port(s)
  - Roads and railways and/or upgrading the existing network
  - Accommodation
  - Sports venues, including competition venues and training venues
  - The Olympic Village(s)
  - The Media village(s)
  - Other (please specify)
- 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, etc.).







# Theme 8 → Marketing

## Overview

### Aim of the theme

Theme 8 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 (NOC, 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 Winter 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



- Technical Manual on Brand Protection
- Technical Manual on Marketing Partner Services
- Technical Manual on Ticketing
- Technical Manual on OCOG Marketing
- Technical Manual on Olympic Hospitality Centre
- Technical Manual on Food and Beverages Services
- Complementary Marketing Information for 2018 Candidate Cities
- 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 8:

Question number	Guarantee
Q 8.1 	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.
Q 8.2 	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2012.
Q 8.3.1	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 as soon as possible but no later than 1 January 2016.
Q 8.3.2	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 8.3.3	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 8.3.4	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 8.4	Guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes.
Q 8.7.2	Guarantee(s) securing plans for any proposed coin programme.
Q 8.9	Guarantee(s) endorsing plans for an Olympic Winter Games-related lottery, if applicable, and securing revenue projections in case such projected revenues are not achieved.



## Theme 8 – Marketing

### JOINT MARKETING PROGRAMME (“JMP”)

#### Q 8.1

**G**

The purpose of the JMP is to optimise and protect the revenue generating ability of the OCOG by creating a unified structure for Olympic marketing in the future host 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 acquires all commercial rights related to the NOC for the period beginning on 1 January 2013 through to 31 December 2020 (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
<b>1</b>	<b>Candidate Cities to conclude JMPA discussions with their NOCs and submit draft JMPA to the IOC no later than 15 October 2010.</b>
	<p>The following shall be submitted to the IOC for its review:</p> <ul style="list-style-type: none"> <li>- A marked-up copy of the standard form JMPA modified to reflect the financial terms and local specificities, if necessary.</li> <li>- Detailed explanations on how the financial terms of the JMPA were reached, including audited financial statements from the NOC for the past quadrennium (2005 – 2008) and the quadrennium to date (2009 – 2012), as well as projected marketing income for the NOC for the upcoming quadrennia (i.e. 2013 – 2016, 2017 – 2020). The audited statements and projected income must be presented both in your local currency and USD 2010, using a conversion rate (and discount/inflation rate if relevant) that is consistent with other financial information presented in the Candidature File.</li> </ul>

Continued on next page



## Theme 8 – Marketing, Continued

### Q 8.1 (continued)

Step	Action
	<p>The following shall be submitted to the IOC for its review (continued):</p> <ul style="list-style-type: none"> <li>– 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.</li> <li>– 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.</li> <li>– A list of all (summer and winter) National Sports Federations (“NFs”) in the future host territory.</li> </ul>
2	<b>IOC to review the draft JMPA and provide Candidate Cities with its comments <u>no later than 15 November 2010</u>. The IOC’s comments must be reflected in the subsequent drafts to be submitted to the IOC.</b>
3	<b>Candidate Cities to include the final JMPA in their Guarantees File, <u>no later than 11 January 2011</u>.</b>

## PARALYMPIC JOINT MARKETING PROGRAMME

### Q 8.2

► IPC

**G**

Provide a guarantee from the relevant parties stating that, in order to consolidate all Paralympic properties and equities in the future host territory between 1 January 2013 and 31 December 2020 (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 2012.

 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 8 – Marketing, Continued

### MEASURES TO PREVENT AMBUSH MARKETING

#### Q 8.3

Q 8.3.1



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 as soon as possible but no later than 1 January 2016.

Q 8.3.2



Complete table 8.3.2.

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.) as indicated in the Technical Manual on Brand Protection at 2010 rates adjusted solely for inflation. State the gross value of the secured advertising inventory in USD 2010.

Q 8.3.3



Complete table 8.3.3.

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 2010 rates adjusted solely for inflation. State the gross value of the secured advertising inventory in USD 2010.

Q 8.3.4



Complete table 8.3.4.

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 2010 rates adjusted solely for inflation. State the gross value of the secured advertising inventory in USD 2010.

Continued on next page



## Theme 8 – Marketing, Continued

### TOP PROGRAMME AND OTHER IOC MARKETING PROGRAMMES

#### Q 8.4

**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 Winter Games, the IOC and the 205 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.

### DOMESTIC SPONSORSHIP

#### Q 8.5

▶ IPC

Use table 8.5 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 8.5 –Projected income from domestic sponsorship		
Level of sponsorship	Product category*	Projected income by level of sponsorship* (USD 2010)
<b>First level</b> (Highest level of national sponsors)	<i>Category X</i>	TOTAL projected income
	<i>Category Y</i>	
	<i>Category Z</i>	
<b>Second level</b>	<i>Category XX</i>	TOTAL projected income
	<i>Category YY</i>	
	<i>Category ZZ</i>	
<b>Third level</b>	<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 Winter Games

Continued on next page



## Theme 8 – Marketing, Continued

### TICKETING

#### Q 8.6

**Q 8.6.1** Please provide a brief outline of your ticketing programme strategies with a special emphasis on how you intend to deliver full stadia.  
‣ IPC

What is the total projected income from ticket sales?

a) Olympic Winter Games   b) Paralympic Winter Games

**Q 8.6.2** What percentage sell-out rate are these projected incomes based on?  
‣ IPC

a) Olympic Winter Games   b) Paralympic Winter Games

**Q 8.6.3** What is the price range of Olympic and Paralympic Winter Games tickets in the following categories:  
‣ IPC

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

Continued on next page





## Theme 8 – Marketing, Continued

### LICENSING

#### Q 8.7

##### Q 8.7.1

▶ IPC

Use table 8.7.1 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.

Table 8.7.1 – Projected income from licensed merchandise sales	
Category type*	Projected income* (USD 2010)
Category X	TOTAL projected income
Category Y	
Category Z	

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

##### Q 8.7.2

**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.

#### Q 8.8

With regard to the sourcing of licensed products, please demonstrate the steps that will be taken to ensure that social and environmental factors (specifically with regard to labour standards) are taken into account in making selection decisions.

Outline the criteria that will be used to assess how potential licensees are adhering to standards and specify what standards will be applied – national and/or international.

Continued on next page



## Theme 8 – Marketing, Continued

### LOTTERY

**Q 8.9**

**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 Winter 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.

Budgeting and currency conversion principles should be consistent with the general assumptions used in the budgets presented under the Finance theme.

### SPONSOR HOSPITALITY CENTRE

**Q 8.10**

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

## TABLE 8.3.2 – 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	2010 best commercial price**	2018 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

\*\*\*\* OCOG control shall start four weeks prior to the Opening Ceremony

## TABLE 8.3.3 – 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	2010 best commercial price**	2018 indexed price***	Period of OCOG control****		Incumbencies (if any)
						Start date	Finish date	
<b>Bus</b>								
<b>Metro</b>								
<b>Rail</b>								
<b>Other</b>								

\* 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

\*\*\*\* OCOG control shall start four weeks prior to the Opening Ceremony

## TABLE 8.3.4 – Advertising controls (at the airports/airspace)

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

<b>AIRPORT:</b>								
Key areas	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2010 best commercial price**	2018 indexed price***	Period of OCOG control****		Incumbencies (if any)
						Start date	Finish date	
<b>At airports (indoors)</b>								
<b>At airports (outdoors)</b>								
<b>Airspace control</b>								

\* 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

\*\*\*\* OCOG control shall start four weeks prior to the Opening Ceremony



# Theme 9 → Sport and venues

## Overview

### Aim of the theme

Theme 9 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 Sport
- Technical Manual on Design Standards for Competition Venues
- Technical Manual on Venues

### Guarantees summary



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

Question number	Guarantee
Q 9.7	Guarantees for the financing of work
Q 9.8 	Guarantees for use of venues and control of commercial rights
Q 9.8	IF agreements for use of venues
Q 9.9	Guarantee to make available all competition and non-competition venues owned by the public authorities to the OCOG either at no cost or at a rental cost to be pre-approved by the IOC.



## Theme 9 – Sport and venues

### SPORT

#### Q 9.1

##### SPORT COMPETITION SCHEDULE

Based on the Olympic Programme provided in Appendix A to Theme 9, use table 9.1 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 9.2

##### TEST EVENTS

Specify the period in which the test events will be held.

For each sport/discipline, indicate the anticipated month and venue for the test events.

#### Q 9.3

##### 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?

For Olympic sports that are less popular in your country, describe the measures to be taken to train officials and volunteers.

#### Q 9.4

##### SPORTS EXPERIENCE

List all international Multi-Sports Games and World Championships of Olympic Winter sports that have been organised in your city and country over the last ten years.

Which Olympic Winter Sport World Championships, if any, have been awarded to your region before 2018?

Use table 9.4 to list, in Excel format on CD-ROM only, all the international sports competitions by Olympic Winter sport that have been organised in your city and country over the last ten years according to the level of competition (World Championships, Continental Championships and other international level events).

Indicate where the event has taken place in a venue proposed for the Olympic Winter Games.

Table 9.4 –Sport Experience for <i>(insert sport/discipline)</i>			
Name of Event	Date	Level of competition	Location



## Theme 9 – Sport and venues, Continued

### VENUES

#### Q 9.5

Use table 9.5 to list:

- All proposed competition venues
- Gross seating and standing (outdoor venues only) capacities of competition venues
- Altitude of competition venues
- All proposed training venues

The venues in table 9.5 should be attributed a unique colour-coded number (according to the colour code provided in Q 9.6).

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 Manuals on Venues and on 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

#### Important note

Although Candidate Cities are requested to allocate specific sports to specific venues in theme 9, the IOC reserves the right to work with the eventual Organising Committee to modify this allocation if required.

Continued on next page





## Theme 9 – Sport and venues, Continued

### Gross seating capacities

The IOC's standards for venue gross seating capacities are provided in the Technical Manual on 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 9.6



#### 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:

- Olympic Village(s)
- Media Village(s) (if applicable)
- Olympic Hotel(s) – see list of client groups in theme 14
- 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 label each venue on all B maps with the unique number attributed to it in table 9.5 and observe the following colour code:

- PALE BLUE Existing infrastructure, no permanent works required
- DARK BLUE Existing infrastructure, permanent works required
- GREEN Planned permanent infrastructure (irrespective of the Games)
- RED Additional permanent infrastructure (Games dependent)
- PINK Temporary venues required for the Olympic Winter Games



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

- 2 copies of Map B printed in **A0 format** clearly indicating the graphic scale used
- 2 sets of Map(s) B1, B2 etc. printed in **A2 format** clearly indicating the graphic scale used
- Maps B, B1, B2 etc. must also be included on the CD ROMs to be provided to the IOC (see Part 3.1.3)

Continued on next page



## Theme 9 – Sport and venues, Continued

Q 9.7



### VENUE WORKS

Complete tables 9.7.1, 9.7.2, 9.7.3, 9.7.4 and 9.7.5 to include all competition venues, Olympic Village(s), Media Village(s) and the IBC, MPC and Mountain Media Centre according to their state of construction:

Table 9.7.1	Existing venues, <u>no permanent works</u> required
Table 9.7.2	Existing venues, <u>permanent works</u> required
Table 9.7.3	Venues to be built as <u>new permanent structures</u> – planned (irrespective of the Games)
Table 9.7.4	Venues to be built as <u>new permanent structures</u> – additional (Games dependent)
Table 9.7.5	Venues to be built as <u>totally temporary</u> venues

Indicate for each venue:

- **Financing** (These figures must correspond to the figures provided in the Finance theme)
  - An estimate of the cost (in 2010 USD) of all the permanent work to be carried out
  - An estimate of the cost (in 2010 USD) of all the temporary work to be carried out
  - The amount to be financed by the OCOG (amount in figures in 2010 USD and percentage of total cost)
  - The amount to be financed by other organisations, which should be specified (amount in figures in 2010 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 9.7.1

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 9 – Sport and venues, Continued

### Q 9.7 (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 2010 USD figures and percentage of total cost of the venue(s)) and specifying for which venues.**

### Q 9.8



#### **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 51*

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 9 – Sport and venues, Continued

### Q 9.8

(continued)

Use table 9.8 a) to indicate for each competition 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)

Use table 9.8 b) for each training venue and provide the table in Excel format on CD-ROM 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.

Provide the IOC with one copy of the documents that have been submitted to the IFs for venue approval.

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 9.9

**G**

#### VENUES OWNED BY PUBLIC AUTHORITIES

Provide a guarantee from the relevant authorities to make available all competition and non-competition venues owned by the public authorities to the OCOG, specifying whether the venue will be made available at no cost or at a rental cost (to be pre-approved by the IOC).

Continued on next page



## Theme 9 – Sport and venues, Continued

### Q 9.10

#### **BLOCK PLANS**

**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.

**The block plans for each cluster and each competition venue shall be included in pdf format on the CD-ROM only.**

#### Q 9.10.1

**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

#### Q 9.10.2

**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 client 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.**

Continued on next page



## Theme 9 – Sport and venues, Continued

### Q 9.11 RESPECTIVE RESPONSIBILITIES

Use table 9.11 to indicate for each venue (competition venues, Olympic Village(s), Media Village(s), IBC, MPC and MMC) which organisation is responsible for the various phases in the development of the venue.

### Q 9.12 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.

Should the displacement of persons be envisaged as a result of your project, describe what procedures will apply. Will these procedures be in accordance with international standards?

### Q 9.13 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 9.14 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 9.15 VENUE SCHEDULE

For each venue, complete table 9.15 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.

Please provide the table in Excel format on CD-ROM only.

# TABLE 9.1 – 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																			
<b>Total gold medals:</b>																			

## TABLE 9.5 – 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 Number	Venue Name	Gross seating capacity	Gross standing capacity	Altitude of venues	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 9.7 – Venue financing and works (all figures to be provided in USD million)

Table 9.7.1 – 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 2010	OCO <sup>G</sup>		OTHER (specify)				Start date	Finish date
			USD 2010	%	USD 2010	%				
Venue A	Ice Hockey	100.00	50.00	50%	50.00 (Private investor*)	50%	April 1989	-	November 2017	January 2018
TOTALS:		<u>100.00</u>	<u>50.00</u>		<u>50.00</u>					

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

Table 9.7.2 – 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 2010	OCO <sup>G</sup>		OTHER (specify)		TOTAL temp. works USD 2010	OCO <sup>G</sup>		OTHER (specify)			USD 2010	USD 2010	Start date	Finish date	Start date	Finish date
			USD 2010	%	USD 2010	%		USD 2010	%	USD 2010	%							
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	Nov 2017	Jan 2018	
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 9.7 – Venue financing and works** (all figures to be provided in USD million) (continued)

**Table 9.7.3 – Venues to be built – permanent – planned (irrespective of Games)** (with example)

Venue	Sport(s)	FINANCING OF WORKS											WORKS SCHEDULE				
		Permanent works					Temporary works						TOTAL COST OF VENUE USD 2010	Permanent works		Temporary works	
		TOTAL perm. works USD 2010	OCO G		OTHER (specify)		TOTAL temp. works USD 2010	OCO G		OTHER (specify)		Start date		Finish date	Start date	Finish date	
			USD 2010	%	USD 2010	%		USD 2010	%	USD 2010	%						
Venue C	Snowboard	100.00	10.00	10%	90.00 (City authorities)	90%	100.00	80.00	80%	20.00 (Regional gvt)	20%	200.00	Jan 2013	Feb 2014	Dec 2017	Jan 2018	
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 9.7.4 – Venues to be built – permanent – additional (Games dependent)** (with example)

Venue	Sport(s)	FINANCING OF WORKS											WORKS SCHEDULE				
		Permanent works					Temporary works						TOTAL COST OF VENUE USD 2010	Permanent works		Temporary works	
		TOTAL perm. works USD 2010	OCO G		OTHER (specify)		TOTAL temp. works USD 2010	OCO G		OTHER (specify)		Start date		Finish date	Start date	Finish date	
			USD 2010	%	USD 2010	%		USD 2010	%	USD 2010	%						
Venue D	Ski jumping	100.00	10.00	10%	90.00 (City authorities)	90%	100.00	80.00	80%	20.00 (Regional gvt)	20%	200.00	Jan 2013	Feb 2014	Dec 2017	Jan 2018	
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>					

**TABLES 9.7 – Venue financing and works** (all figures to be provided in USD million) (continued)

**Table 9.7.5 – 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 2010	OCOg		OTHER (specify)		Start date	Finish date
			USD 2010	%	USD 2010	%		
<i>Venue E</i>	<i>Freestyle</i>	<i>100.00</i>	<i>45.00</i>	<i>45%</i>	<i>55.00</i> <i>(Government)</i>	<i>55%</i>	<i>Feb 2016</i>	<i>Dec 2017</i>
<b>TOTALS:</b>		<u><i>100.00</i></u>	<u><i>45.00</i></u>		<u><i>55.00</i></u>			

**TABLE 9.8 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
<b>CLUSTER AAA</b>										
<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>										
<b>CLUSTER BBB</b>										
<i>Venue D</i>										
<i>Venue E</i>										
<i>Venue F</i>										

**TABLE 9.8 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 9.11 – 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 9.15 - 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	Date	Date
Venue name	Sport/ discipline/ event	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>CLUSTER AAA</b>																		
Venue A	Snowboard		15:00 - 17:00	15:00 - 17:00					15:00 - 17:00	15:00 - 17:00								
	Freestyle skiing						18:00-19:00	18:00-19:00			18:00-19:00	18:00-19:00			12:00-13:00		12:00-13:00	
														18:00-19:00		18:00-19:00		
Venue B																		
Venue C																		
Venue D																		
<b>CLUSTER BBB</b>																		
Venue E																		
Venue F																		



## Appendix A – Olympic programme

### PROGRAMME OF THE XXI OLYMPIC WINTER GAMES, VANCOUVER 2010

Sports	Men's events	Women's events	Mixed/open events	Total
<b>BIATHLON</b>	5 10 km Sprint 20 km Individual 4 x 7.5 km Relay 12.5 km Pursuit 15 km Mass Start	5 7.5 km Sprint 15 km Individual 4 x 6 km Relay 10 km Pursuit 12.5 km Mass Start		<b>10</b>
<b>BOBSLEIGH</b> - <i>BOBSLEIGH</i>	3 2 Two-man Four-man	2 1 Two-woman		<b>5</b>
- <i>SKELETON</i>	1 Skeleton	1 Skeleton		
<b>CURLING</b>	1 Tournament (10 teams)	1 Tournament (10 teams)		<b>2</b>
<b>ICE-HOCKEY</b>	1 Tournament (12 teams)	1 Tournament (8 teams)		<b>2</b>
<b>LUGE</b>	1 Single	1 Single	1 Double	<b>3</b>
<b>SKATING</b> - <i>SPEED SKATING</i>	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	<b>24</b>
- <i>SHORT TRACK</i>	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		
- <i>FIGURE SKATING</i>	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
<b>SKIING</b>	<b>23</b>	<b>17</b>		<b>40</b>
- <i>CROSS COUNTRY</i>	6 15 km Classical / 15 km Free, Pursuit 15 km Free 50 km Mass Start Classical Sprint Relay Free 4 x 10 km Relay (2 Classical / 2 Free) Cross-Country Sprint Classical	6 7.5 km Classical / 7.5 km Free, Pursuit 10 km Free 30 km Mass Start Classical Sprint Relay Free 4 x 5 km Relay (2 Classical / 2 Free) Cross-Country Sprint Classical		
- <i>SKI JUMPING</i>	3 Individual Normal Hill Individual Large Hill Team Large Hill			
- <i>NORDIC COMBINED</i>	3 Individual: NH Ski Jumping + 10 km Cross-Country Team: LH Ski Jumping + 4 x 5 km Cross-Country Relay Sprint: LH Ski Jumping + 10 km Cross-Country			
- <i>ALPINE</i>	5 Downhill Slalom Giant Slalom Super-G Super Combined	5 Downhill Slalom Giant Slalom Super-G Super Combined		
- <i>FREESTYLE</i>	3 Moguls Aerials Ski Cross*	3 Moguls Aerials Ski Cross*		
- <i>SNOWBOARD</i>	3 Parallel Giant Slalom Halfpipe Snowboard Cross	3 Parallel Giant Slalom Halfpipe Snowboard Cross		
<b>TOTAL</b>	<b>45</b>	<b>38</b>	<b>3</b>	<b>86</b>

\* 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 123<sup>rd</sup> IOC Session in Durban in 2011.



# Theme 10 → Paralympic Games

## Overview

### Aim of the theme

Theme 10 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 2018 Paralympic Winter Games and the 2020 Paralympic Games
- Technical Manual on Design Standards for Competition Venues
- Technical Manual on Accommodation
- Technical Manual on Transport

### Guarantees summary

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

G

Question number	Guarantee
Q 10.5.4	Guarantee of venue use and compliance with sports technical requirements and specifications
Q 10.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases
Q 10.12.1	Guarantees from all funding sources obtained, including the government – national, regional, local or others.



## Theme 10 – Paralympic Games

### CONCEPT

- Q 10.1** 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.

### DATES

- Q 10.2** Please indicate the following dates:
- Paralympic Village opening
  - Paralympic Opening Ceremony
  - Paralympic Closing Ceremony
  - Paralympic Village closing

### EXPERIENCE

- Q 10.3** List examples of significant sporting events organised in your city/region/country in the last ten years for athletes with a disability.

### STRUCTURE

#### **Q 10.4**

- Q 10.4.1** Describe the position and organisation of the National Paralympic Committee in the host country and name other relevant disability organisations. Elaborate on relations with government authorities and with other sporting bodies.

- Q 10.4.2** 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.

Continued on next page



## Theme 10 – Paralympic Games, Continued

### VENUES

#### Q 10.5

##### Q 10.5.1

Use table 10.5.1 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)

##### Q 10.5.2

Use table 10.5.2 to indicate travel distances in km and average travel times by bus in minutes at Games-time.

##### Q 10.5.3

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 10.5.4



Provide a guarantee for the use of the venue(s) and control of commercial rights for all competition venues which will not be used during the Olympic Games and/or for which the guarantee mentioned in theme 9 does not already cover the Paralympic period.

Provide a signed agreement from all relevant International Paralympic Sports Federations (IPSFs) that the respective venue conforms/will conform with the IPSF's technical specifications.

### COMPETITION SCHEDULE

#### Q 10.6

Use table 10.6 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)

Continued on next page



## Theme 10 – Paralympic Games, Continued

### TRANSPORT

**Q 10.7** Describe the transport operations concept during the Paralympic Winter Games for the following client 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
- Workforce

### ACCOMMODATION

**Q 10.8** In addition to the Paralympic Village, describe your Paralympic Winter Games accommodation plan for the following client groups:

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

### ACCESSIBILITY

**Q 10.9**

**Q 10.9.1** Describe the level of accessible infrastructure in your region in key areas including venues, accommodation, transport and general city environment.

**Q 10.9.2** 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.

**G**

Continued on next page



## Theme 10 – Paralympic Games, Continued

### DISABILITY AWARENESS

- Q 10.10** 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.

### COMMUNICATION AND MEDIA

#### **Q 10.11**

- Q 10.11.1** Describe your vision of the Paralympic Winter Games.

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

- Q 10.11.2** Since there are wider implications for connectivity equipment and logistics, amongst other things, the IOC recommends that the IBC for the Paralympic Winter Games should be the same as for the Olympic Winter Games.

**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.**

### FINANCE

#### **Q 10.12**

- Q 10.12.1** 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 10.12.2** Provide the budget for the Paralympic Winter Games.

Budgeting and currency conversion principles and budget tables should be consistent with the budgets presented under the Finance theme.

Continued on next page



## Theme 10 – Paralympic Games, Continued

### CEREMONIES

**Q 10.13** Briefly describe the intended venue for the Opening and Closing Ceremonies of the Paralympic Winter Games. Indicate the location and seating capacity and whether the venue exists or has 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 the map as requested under Q 10.5.3.

**TABLE 10.5.1 - 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 2010)	State of negotiations with venue owners
<b>Competition venues</b>					

Number of competition venues:           

<b>Non-competition venues</b>					

Number of non-competition venues:



**TABLE 10.5.2 - Distances and travel times in 2018** *(with example)*

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

All distances in <u>km</u> and average travel 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	25 <i>(20 train)</i>	13	20				
Paralympic Family hotel										
Paralympic Village										
Media Accommodation										
MPC/IBC										
Competition venues										
Other non-competition venues										

# TABLE 10.6 – 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											
<b>Total gold medals:</b>											

Please note that the final programme for the Paralympic Winter Games 2018 will be determined six years before the Games.





# Theme 11 → Olympic Village(s)

## Overview

### Aim of the theme

Theme 11 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




- Technical Manual on Olympic Village

### Guarantees summary



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

Question number	Guarantee
Q 11.2	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 11.4	Guarantee stating that the owners of the Olympic Village agree to include OCOG as part of the design team
Q 11.5	Guarantees for the financing of work Underwriting in the event of a shortfall in the financing of the Olympic Village
Q 11.6	Guarantees for rental costs related to the Olympic Village
Q 11.7	Guarantees of use for existing buildings and infrastructure, if applicable
Q 11.8	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.
Q 11.10 	Guarantee for the control of commercial rights.
Q 11.18.1	Guarantee that the OCOG will provide a travel support grant to the NOC/NPC delegations participating in the Olympic and Paralympic Winter Games.



## Theme 11 – Olympic Village(s)

**Important note** If (an) additional 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.

### VILLAGE CONCEPT

#### Q 11.1

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.

The Olympic Village can showcase innovative and sustainable solutions in the building and construction environment. The IOC recommends that Candidate Cities seek opportunities to promote clean technologies and minimise greenhouse gas emissions in Olympic Village planning, construction and operation.

**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 11.2

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 11.3

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.

Continued on next page



## Theme 11 – Olympic Village(s), Continued

### VILLAGE DEVELOPMENT

- Q 11.4** Who will be responsible for the construction of the Olympic Village?  
(The answer to this questions should correspond to the information provided in table 9.11)
- G**
- G** Provide a guarantee stating that the owners agree to include the OCOG as part of the design team.
- Q 11.5** Give a breakdown of the financing and schedule of work separating permanent and temporary works as in tables 9.4.1 to 9.4.5 in theme 9.
- G X**
- 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 2010 and percentage of total cost) for the construction of the Olympic Village.
- G** Provide an underwriting from the local, regional or national government in the event of a shortfall in the financing of the Olympic Village.
- Q 11.6** If the Olympic Village or existing structures are to be rented, provide a guarantee stating rental costs and guaranteeing the financing of upgrade works, if necessary.
- G**
- Q 11.7** 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.
- ▶ IPC**
- G**
- (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 11.8** Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.
- ▶ IPC**
- G**
- Provide details of the number, capacity and speed of the elevators in the residential units. This must include capacity flow charts during a typical day during the Olympic Games period.

Continued on next page




## Theme 11 – Olympic Village(s), Continued

**Q 11.9** Give a schedule for the various stages of the development of the Olympic Village, including design, construction, fit out and Olympic to Paralympic transition.  
▶ IPC

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

**Q 11.10** 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.  
**G**

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

### VILLAGE ORGANISATION

**Q 11.11** Provide the following plans in pdf format on CD-ROM only:

**Q 11.11.1** 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 11.11.2** 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 11.12** Indicate the surface area in m<sup>2</sup> (wall to wall) of the single and double rooms.

Continued on next page



## Theme 11 – Olympic Village(s), Continued

### Q 11.13

► IPC

Use table 11.13 to indicate, for both the Olympic and Paralympic Winter Games:

- 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 11.13 – 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:				

Please ensure that numbers correspond to the sports hosted in each of the villages.

### Q 11.14

► IPC

Indicate the amount of raw floor space per person within the living area of the village.

(raw floor space = total floor space of NOC accommodation area / number of people in the Village)

[a) Olympic mode and b) Paralympic mode]

### Q 11.15

► IPC

Provide a layout of the Olympic Village Plaza and residential zones with emphasis on the location of the dining areas, access points and transport mall.

[a) Olympic mode and b) Paralympic mode]

### Q 11.16

► IPC

Indicate maximum gradients and distances expected between major service and accommodation facilities in the Olympic and Paralympic Village.

### Q 11.17

► IPC

State the planned number of dining halls in the Olympic and Paralympic Village, the total surface area in m<sup>2</sup> and the number of seats in each one.

Continued on next page





## Theme 11 – Olympic Village(s), Continued

### NOC SUPPORT TRAVEL GRANTS

#### Q 11.18

##### Q 11.18.1

► IPC

**G**

*“The payment of the support travel grants, based on standard economy class return fare, of the team delegations of the National Olympic Committees (i.e. duly qualified and accredited athletes and accredited team officials and other team personnel entitled to stay in the Olympic Village), to the City from the capital city or main airport designated by each National Olympic Committee, by direct route, shall be borne by the OCOG”*

*Host City Contract*

**G**

**Provide a guarantee that the OCOG will provide a support travel grant to the 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). This support travel grant will be based on standard economy class return fare from the capital city or main airport designated by each NOC to the international gateway airport of the Host City.**

**The guarantee must specify that the OCOG agrees to abide by the guidelines, 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.**

##### Q 11.18.2

► IPC

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



# Theme 12 → Medical services and doping control

## Overview

### Aim of the theme

Theme 12 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



- Technical Manual on Medical Services
- World Anti-Doping Code
- IOC anti-doping rules

### Guarantees summary



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

Question number	Guarantee
Q 12.14	Guarantee to apply the World Anti-Doping Code and the IOC Anti-Doping Rules which are in force in 2018 upon the occasion of the Olympic Winter Games.



## Theme 12 – Medical services and doping control

### HEALTH SYSTEM

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

**Q 12.1** Give a general outline of the health care system currently in operation in your city and region.

**Q 12.2** Describe your social system for managing medical expenses.  
Explain the arrangements for foreign nationals visiting your country.

**Q 12.3** Use tables 12.3.1 and 12.3.2 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 12.3.1 – Hospitals				
Hospital name	Distance from Olympic Village* (km)	Number of beds	List of departments by speciality	Heavy equipment

Total number: \_\_\_\_\_

Table 12.3.2 – 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

Continued on next page



## Theme 12 – Medical services and doping control, Continued

- Q 12.4** Describe the operational procedure of your current emergency services.
- Q 12.5** Explain how the Olympic Winter Games will fit in with your first aid, transport and emergency services.
- Q 12.6** 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.
- Q 12.7** If applicable, briefly explain any epidemiological problems over the last ten years.
- Describe the resources in your city, region and country to counter epidemiological risks, and list the organisations responsible for controlling this issue.

### GAMES-SPECIFIC HEALTH SERVICES

- Q 12.8** Describe what investments in healthcare facilities are planned in your city and region over the next ten years, irrespective of the Olympic Games and any additional investments which would be necessary, should the city be elected to host the Olympic Games.
- Explain how the investment plans are compatible with the harmonious development of your country, region and city.
- Q 12.9** Specify which hospital(s) would be used for the following client 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 12.10** How do you propose to recruit, select and train the personnel necessary for the health services required for the Olympic Winter Games?
- Q 12.11** Are there any restrictions for NOC team doctors to practise and write prescriptions in your country during the Olympic Winter Games?

Continued on next page



## Theme 12 – Medical services and doping control, Continued

### DOPING CONTROL

- Q 12.12** 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?
- Q 12.13** Does your country have a National Anti-Doping Organisation? Explain.  
Does your country have any legislation on doping? Explain.  
What legislation is in place or will be implemented to allow cooperation and sharing of information between the sports authorities and the public authorities (police, customs) in relation to the fight against doping and to implement the commitments of the Host Country under the UNESCO Convention and the WADA Code?
- Q 12.14** 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) which are in force in 2018 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; and
  - (iii) the relevant authority(ies) of the host country will provide its (their) full cooperation and support for the implementation of the IOC Anti-Doping Rules at the time of the Olympic Winter Games, in particular in relation to investigations and procedures regarding athletes' support personnel or any other person involved in trafficking, or in assisting in any way in relation to the use of prohibited substances or prohibited methods, and that relevant laws are in place in order to ensure the foregoing.
- Q 12.15** Is there a WADA-accredited laboratory in your city?  
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 13 → Safety and Security

## Overview

### Aim of the theme

Theme 13 seeks to establish whether Candidate Cities possess the necessary infrastructure to guarantee total safety, discreetly but efficiently, and to provide a secure environment within which the Olympic Winter Games can take place.

### Guarantees summary

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



Question number	Guarantee
Q 13.15	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games – national government
Q 13.16	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Winter Games – regional and/or local governments (if applicable)



## Theme 13 – Safety and Security

### RISK ANALYSIS

**Q 13.1** Provide an analysis, by a competent authority (please specify the 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

**Q 13.2** Provide an analysis, by a competent authority (please specify the 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.

### SECURITY ORGANISATIONS

**Q 13.3**

**Q 13.3.1** Identify the public and private organisations that will be involved with security during the Olympic Winter Games.

**Q 13.3.2** Identify what the specific responsibilities (including financial) of each will be and how they will be integrated and coordinated, both amongst themselves and with the OCOG, throughout planning and operations.

**Q 13.3.3** Identify any existing key organisations that will not be involved in Olympic Winter Games security.

Continued on next page



## Theme 13 – Safety and Security, Continued

**Q 13.4** How will the Intelligence Services be involved?

**Q 13.5** 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 13.3?

**Q 13.6** Provide organisational charts of Olympic Winter Games security for the following:

- Organisation of the general and operational planning phases
- Organisation of the implementation phase

### HUMAN RESOURCES

**Q 13.7** Provide estimates of the available police and emergency services human resources in the region and city.

**Q 13.8** 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 13.9** 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?

### LEGISLATION

**Q 13.10** 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?

Continued on next page





## Theme 13 – Safety and Security, Continued

**Q 13.11** 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 safety and security operation that is appropriate to the special circumstances of the Olympic Winter Games?

**Q 13.12** 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 13.13** 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.

### EXPERIENCE

**Q 13.14** Use table 13.14 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

### GUARANTEES

**Q 13.15** 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.) and must state who has the ultimate responsibility for all security matters.

**Q 13.16** 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 13.15, 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 14 → Accommodation

## Overview

### Aim of the theme

Theme 14 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 14:



Question number	Guarantee
Q 14.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.
Q 14.7.1	Guarantees from individual hotels and accommodation buildings concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.
Q 14.7.2	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 14.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.



## Theme 14 – Accommodation

**Q 14.1** State what point of reference you have chosen as the Olympic Winter Games centre (e.g. IOC hotel(s), competition venue, etc) 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,...)

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

### TOTAL ROOM INVENTORY

**Q 14.2** Provide tables 14.2.1 and 14.2.2, duly completed and guaranteed by your national tourist board, detailing the total room capacity in and around your chosen points of reference.

**G**

**TABLE 14.2.1 –  
TOTAL HOTEL ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINT 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 to be constructed irrespective of the Games and for which construction
- \*\* authorisations have already been signed
- Additional = hotels necessary to host the Games but for which construction authorisations have not yet been signed

Continued on next page



## Theme 14 – Accommodation, Continued

<b>TABLE 14.2.2 – TOTAL <u>OTHER</u>* ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINT OF REFERENCE</b>						
<b>Point of reference in the Candidate City (a)</b>						
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						
<b>Other points of reference (b, c, d – please specify)</b>						
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 = hotels to be constructed irrespective of the Games and for which construction authorisations have already been signed

\*\*\* Additional = hotels necessary to host the Games but for which construction authorisations have not yet been signed

Continued on next page



## Theme 14 – Accommodation, Continued

### GUARANTEED ROOM INVENTORY

#### Q 14.3

X



Questions Q 14.3.1 to Q 14.3.6 require Candidate Cities to provide tables and maps that illustrate the total **guaranteed** room inventory (hotel + other accommodation) for the Olympic Winter Games in 2018 as follows:

- Q 14.3.1 – 5 STAR accommodation (table + map)\*
- Q 14.3.2 – 4 STAR accommodation (table + map)\*
- Q 14.3.3 – 3 STAR accommodation (table + map)\*
- Q 14.3.4 – 2 STAR accommodation (table + map)\*
- Q 14.3.5 – TOTAL guaranteed rooms by Games centre (summary table + map)\*
- Q 14.3.6 – TOTAL guaranteed rooms (table in electronic format only)

\* Provide separate tables and maps for each point of reference listed in Q 14.1. 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 14.3.1 TO 14.3.4**

#### 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	14.3.1 a)	14.3.1 b)	14.3.1 c)	} Maps 14.3.1 to 14.3.4 to be provided as separate documents with the Candidature File.
4 STAR	14.3.2 a)	14.3.2 b)	14.3.2 c)	
3 STAR	14.3.3 a)	14.3.3 b)	14.3.3 c)	
2 STAR	14.3.4 a)	14.3.4 b)	14.3.4 c)	
TOTAL	14.3.5 a)	14.3.5 b)	14.3.5 c)	→ Maps 14.3.5 to be included in the Candidature File

Continued on next page



## Theme 14 – Accommodation, Continued

### Q14.3

(Continued)

#### Tables/maps

Provide the tables and maps requested in questions Q 14.3.1 to Q 14.3.5, in strict accordance with the following instructions:

- For each table and map, please use, and clearly indicate, the appropriate point of reference listed in Q14.1 (a, b, c, d,...)
- Indicate the graphic scale used on each map.
- Maps 14.3.5 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 14.3.1 a numbered from 1 to 50, the first hotel indicated on map 14.3.2 a should bear number 51

Continued on next page

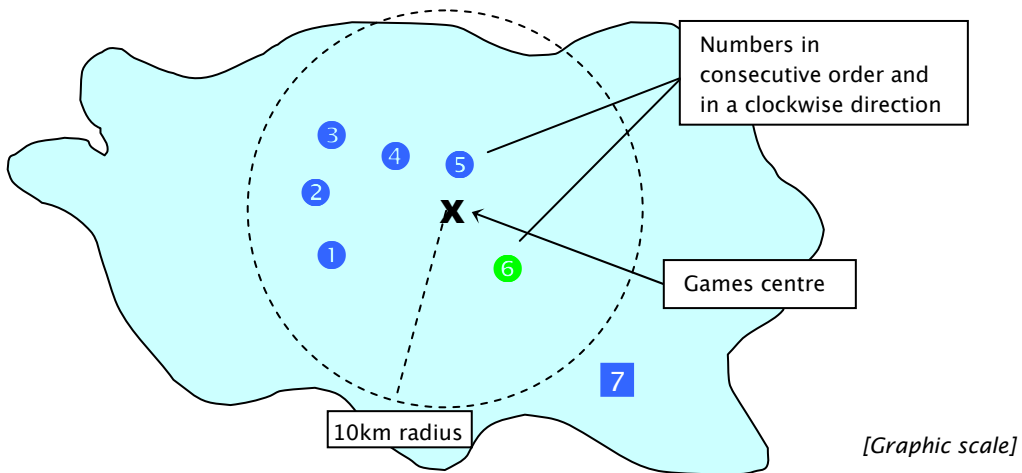


## Theme 14 – Accommodation, Continued

**Q14.3**  
(Continued)

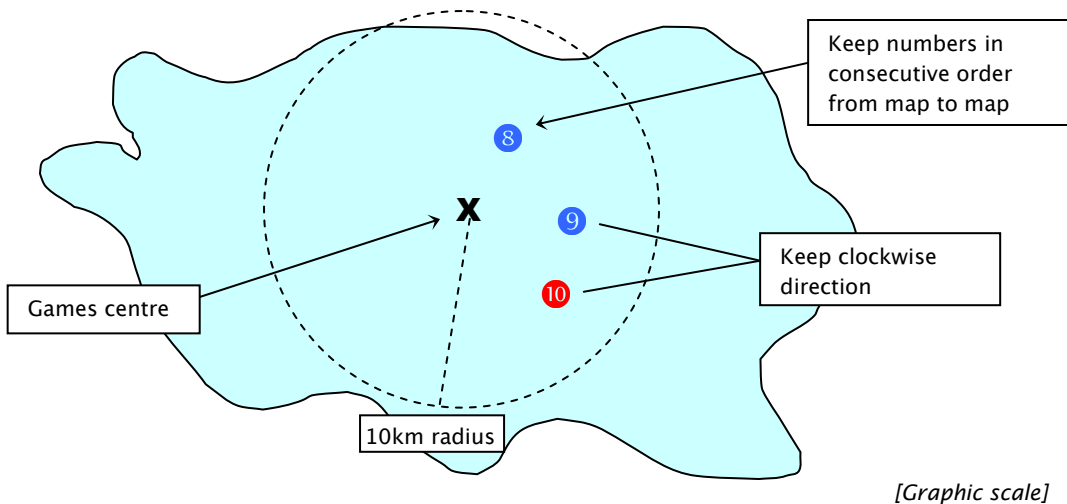
**Example:**

**MAP 14.3.1 a - 5 STAR accommodation (Candidate City)**



**Example:**

**MAP 14.3.2 a - 4 STAR accommodation (Candidate City)**



Continued on next page



## Theme 14 – Accommodation, Continued



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

- 2 printed sets of maps 14.3.1 to 14.3.4 (a, b, c, d...), no larger than A3, indicating the graphic scale used
- 2 printed sets of accommodation maps 14.3.5 (a, b, c, d...) using a graphic scale large enough to clearly identify the location of each hotel/accommodation building
- All accommodation maps and tables 14.3.1 to 14.3.4 specified above must also be included on the CD ROMs to be provided to the IOC (see Part 3.1.3)

### Q14.3

(Continued)

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

Client group	Client 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 14 – Accommodation, Continued

(continued)

Client group	Client 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
		OBS hospitality / OBO hospitality
	Broadcasters production	Rights holders production – NBC
		Rights holders production – EBU
		Rights holders production – Others
		OBS production /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 14 – Accommodation, Continued

### Q 14.3.1 5 STAR ACCOMMODATION – GUARANTEED

Complete tables 14.3.1 for each point of reference listed in Q 14.1: Candidate City (14.3.1 a) and any other mountain city /major competition cluster outside your Candidate City that would have specific accommodation requirements (14.3.1 b, c, d, etc.).



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.

<b>TABLE 14.3.1 – 5 STAR ACCOMMODATION</b> ( <i>specify point of reference a/b/c/d...</i> )											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
<b>EXISTING HOTELS</b>											
1	Hotel ABC	✓	-	500	250	50%	Broadcasters	-	-	Complete hotel renovation	April 2012
<b>PLANNED HOTELS</b>											
2	Hotel TBD	-	✓	1,000	1,000	100%	IOC	Dec 2012	Apr 2014	-	-
<b>ADDITIONAL HOTELS</b>											
<b>CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**</b>											
<b>CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**</b>											
<b>OTHER (please specify)**</b>											

**TOTAL NUMBER OF ROOMS:**

\* for table 14.3.1a 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 14 – Accommodation, Continued

### Q 14.3.2 4 STAR ACCOMMODATION – GUARANTEED

Complete tables 14.3.2 for each point of reference listed in Q 14.1: Candidate City (14.3.2 a) and any other mountain city /major competition cluster outside your Candidate City that would have specific accommodation requirements (14.3.2 b, c, d, etc.).



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.

<b>TABLE 14.3.2 – 4 STAR ACCOMMODATION</b> (specify point of reference a/b/c/d...)											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
<b>EXISTING HOTELS</b>											
3	Hotel XYZ	✓	-	250	100	40%	IFs	-	-	Upgrade to 5 STAR	April 2014
<b>PLANNED HOTELS</b>											
<b>ADDITIONAL HOTELS</b>											
<b>CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**</b>											
4	Condo 4	✓	-	500	300	60%	Media	-	-	-	-
<b>CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**</b>											
<b>OTHER (please specify)**</b>											

**TOTAL NUMBER OF ROOMS:** \_\_\_\_\_

\* for table 14.3.2a 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 14 – Accommodation, Continued

### Q 14.3.3 3 STAR ACCOMMODATION – GUARANTEED

Complete tables 14.3.3 for each point of reference listed in Q 14.1: Candidate City (14.3.3 a) and any other mountain city /major competition cluster outside your Candidate City that would have specific accommodation requirements (14.3.3 b, c, d, etc.).



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.

<b>TABLE 14.3.3 – 3 STAR ACCOMMODATION</b> ( <i>specify point of reference a/b/c/d...</i> )											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
<b>EXISTING HOTELS</b>											
5	Hotel 5	✓	-	250	100	40%	IOC	-	-	-	-
<b>PLANNED HOTELS</b>											
<b>ADDITIONAL HOTELS</b>											
6	New hotel	✓	-	200	100	50%	OCOG sponsors	April 2011	Sept 2013	-	-
<b>CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**</b>											
<b>CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**</b>											
<b>OTHER (please specify)**</b>											

**TOTAL NUMBER OF ROOMS:** \_\_\_\_\_

\* for table 14.3.3a 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 14 – Accommodation, Continued

### Q 14.3.4 2 STAR ACCOMMODATION – GUARANTEED

Complete tables 14.3.4 for each point of reference listed in Q 14.1: Candidate City (14.3.4 a) and any other mountain city /major competition cluster outside your Candidate City that would have specific accommodation requirements (14.3.4 b, c, d, etc.).



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.

<b>TABLE 14.3.4 – 2 STAR ACCOMMODATION</b> ( <i>specify point of reference a/b/c/d...</i> )											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
<b>EXISTING HOTELS</b>											
<b>PLANNED HOTELS</b>											
<b>ADDITIONAL HOTELS</b>											
<b>CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**</b>											
7	Condo7	✓	-	500	300	60%	Press	-	-	-	-
<b>CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**</b>											
<b>OTHER (please specify)**</b>											
8	Village 8	✓	-	1,500	1,500	100%	Media		Dec 2012	-	-

**TOTAL NUMBER OF ROOMS:** \_\_\_\_\_

\* for table 14.3.4a 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 14 – Accommodation, Continued

**Q 14.3.5** **SUMMARY OF ALL GUARANTEED ROOMS (HOTELS + OTHER ACCOMMODATION) BY POINT OF REFERENCE**

Complete tables 14.3.5 for each point of reference listed in Q 14.1: Candidate City (14.3.5 a) and any other mountain city / major competition cluster outside your Candidate City that would have specific accommodation requirements (14.3.5 b, c, d, etc.).

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.

<b>TABLE 14.3.5 – SUMMARY OF GUARANTEED ROOMS</b> <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	
<b>5 STAR</b>					
Existing					
Planned					
Additional					
Sub-totals:					
<b>4 STAR</b>					
Existing					
Planned					
Additional					
Sub-totals:					
<b>3 STAR</b>					
Existing	34	1,400	3	540	1,940
Planned	2	150	-	-	150
Additional	-	-	-	-	
Sub-totals:	36	1,550	3	540	2,090
<b>2 STAR</b>					
Existing					
Planned					
Additional					
Sub-totals:					
<b>TOTALS:</b>					

Continued on next page



## Theme 14 – Accommodation, Continued

Q 14.3.6



Candidate Cities must include table 14.3.6, 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 14.3.6 – TOTAL GAMES–TIME ROOM INVENTORY <i>(with example)</i>									
Ref. number	Name	Accom. type*	STAR rating	Client 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 14 – Accommodation, Continued

### ROOM ALLOCATION

**Q 14.4** In accordance with tables 14.3.1 – 14.3.6, show your planned allocation of rooms to the various client sub-groups by using table 14.4 (listing all client sub-groups individually) **in electronic format only** (.xls) on the CD ROMs to be provided to the IOC (see Part 3.1.3).:  
Please also provide a map per client sub-group in electronic format only.

TABLE 14.4 – ROOM ALLOCATION BY CLIENT SUB-GROUP																									
<i>Client 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 14 – Accommodation, Continued

### ROOM RATES

#### Q 14.5

##### Q 14.5.1 Olympic hotel(s) rate

Clearly stipulate the **maximum room rate for all room types** (single, double/twin and suite) in USD 2018 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 2018 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 14 – Accommodation, Continued

**Q 14.5.2**      **Other clients' hotels rate**  
Give the maximum room rate in USD 2010 and 2018 including breakfast(s) and taxes for all room types for all populations not covered by the Olympic hotel(s) rate stated in Q 14.5.1.

Describe how such room rates have been calculated for 2018 and how they will be controlled.

**Media village(s)**

Should your concept involve one or more media villages, please specify the maximum room rates (in USD 2018) for all room types (single, double/twin) including breakfast and applicable taxes.

**Q 14.5.3**      **Paralympic hotel(s) rate**  
▶ IPC  
Clearly stipulate the **maximum room rate for all room types** (single, double/twin and suite) in USD 2018 and including breakfast(s) and taxes, applicable to the IPC client group (see IOC Technical Manual on Accommodation for list of sub-groups).

**Q 14.5.4**      **Room rate control**  
What are your plans to control room rates in hotels to be constructed and in existing hotels to be refurbished?

### **MINIMUM STAY**

**Q 14.6**      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.**

Continued on next page



## Theme 14 – Accommodation, Continued

### GUARANTEES

**Q 14.7** **IMPORTANT: PLEASE MARK EACH GUARANTEE WITH THE UNIQUE COLOUR-CODED NUMBER ATTRIBUTED TO THE CORRESPONDING HOTEL/ACCOMMODATION BUILDING IN Q 14.3 AND SUBMIT TO THE IOC IN NUMERICAL ORDER IN THE GUARANTEES FILE. (SEE DETAILED INSTRUCTIONS IN PART 3)**

**Q 14.7.1** Provide guarantees from all individual hotels and other accommodation owners listed in tables 14.3.1 to 14.3.5 guaranteeing, for all client groups:

**G**

- Room availability (from 14 nights prior to the Opening Ceremony until 2 nights after the Closing Ceremony)
- Room rate (Olympic + Paralympic)\*
- Minimum stay/room block waves, if applicable
- Timelines and financing of hotel upgrades, if applicable
- Price control mechanism / formula for services other than room rates
- Fixed rates for function room space

\* The guarantee must state that if the actual room rate in 2018 should be lower than the guaranteed room rate provided, the lower rate shall apply.

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.

**Should your concept involve one or more media villages, please provide guarantees to specify the maximum room rates for all room types (single, double/twin) including breakfast and applicable taxes.**

**Q 14.7.2** **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:**

**G**

- 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 2018.

**Q 14.7.3** **In addition, for all hotels and other accommodation buildings to be constructed (planned and additional) provide guarantees from the competent authorities, guaranteeing:**

**G**

- Construction authorisation
- Works timelines
- Financing
- Management company



## **Theme 14 – Accommodation, Continued**

- Q 14.8**      **Provide details regarding your accommodation plan for spectators during the Olympic Winter Games.**
- Stipulate what pricing regulations will be in place and how they will be implemented.**
- Q 14.9**      **Provide a brief explanation of how your accommodation plan is linked to public transport arrangements.**
- Q 14.10**     **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 15 → Transport

## Overview

### Aim of the theme

Theme 15 seeks to establish a Candidate City’s transport network and operational plans for the Olympic Winter Games.

### Related documents X

- Technical Manual on Transport
- Technical Manual on Arrivals and Departures

### Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 15:

Question number	Guarantee
Q 15.3	Guarantees for projected capacity improvements at your airport(s)
Q 15.6	Guarantees for planned and additional transport infrastructure projects
Q 15.11	Guarantees for projected fleet and rolling stock capacity improvements
Q 15.19	Guarantee for the delivery of Olympic Lanes
Q 15.22	Guarantee for the transport and traffic management command and control centre.



## Theme 15 – Transport

**Introduction** One of the keys to a successful Olympic Games is an efficient, safe and reliable transport system for all Games clients.

Olympic demand and traffic requirements must be planned, managed and integrated with the base traffic associated with the normal public activities of the city/region.

### TRANSPORT STRATEGY AND AUTHORITIES

#### **Q 15.1** TRANSPORT STRATEGY 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 Games clients and the general public.**

#### **Q 15.2** 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 15.7) and which authorities will be responsible for transport operations (including airport operations)?**

**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 15 – Transport, Continued

### AIRPORT, ARRIVALS AND DEPARTURES

#### Q 15.3

##### AIRPORT DATA

**G**

For your gateway international airport, as well as any other airport you intend to use for the Olympic Winter Games, complete table 15.3.

If applicable, specify what airport capacity improvements will be made for the Olympic Winter Games.

Table 15.3 – Airport data		
<i>Airport A – Location and function* at Games-time</i>		
Capacity	Existing (2010)	Planned (2018)
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 15.4

##### FLIGHT NETWORK (2010)

Use table 15.4 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.

Continued on next page





## Theme 15 – Transport, Continued

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 2018.

### Q 15.5

#### PORT OF ENTRY

If your gateway airport is not the first port of entry into the host country, briefly describe how you will assist and facilitate the transfer of Games clients through the port of entry.

## TRANSPORT SUPPLY AND INFRASTRUCTURE

### Q 15.6

G

#### TRANSPORT INFRASTRUCTURE PLAN

Complete tables 15.6.1, 15.6.2, 15.6.3 and 15.6.4 to include all transport infrastructure (gateway airport, 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 Games

Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.

The infrastructure items in tables 15.6.1 to 15.6.4 should be attributed a unique colour-coded number (according to the colour code provided in Q 15.7) and listed in numerical order.

Any infrastructure project comprising different attributes should be identified separately. For example, a 20km road, of which 15km is made up of two lanes and 5km is made up of three lanes, should be listed as two projects, e.g.:

- 2a) 2 lanes of 15km
- 2b) 3 lanes of 5km

Continued on next page



## Theme 15 - Transport, Continued

Q 15.6  
(continued)



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 15.7



Complete the maps requested in Q 9.6 as follows:

Superimpose your city's transport infrastructure, as listed in tables 15.6.1 to 15.6.4, on Maps B, B1, B2 etc.

Please label each infrastructure item on the map with the unique number attributed to it in tables 15.6.1 to 15.6.4 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.

The following graphic standards should be used on Map B to represent your infrastructure:

Infrastructure	Motorways	Major urban arterial network	Suburban rail	Subway	Light rail
Existing - no permanent works required					
Existing - permanent works required					
Planned					
Additional					

Continued on next page



## Theme 15 – Transport, Continued



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

- 2 copies of Map B printed in **A0 format** clearly indicating the graphic scale used
- 2 set of Map(s) B1, B2 etc. printed in **A2 format** clearly indicating the graphic 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 15.8

#### **MOTORWAY AND MAIN ROAD NETWORK (2010 and 2018)**

Referring to tables 15.6.1 to 15.6.4 and Map B (Q 15.7), 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 15.9

#### **MAIN PARKING AREAS (2010 and 2018)**

Please note that main parking areas refer to parking facilities of more than 300 spaces for on-venue accredited parking and off-venue parking (e.g. spectators) and of more than 100 spaces in the mountains.

**Use table 15.9 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).**

*Provide table 15.9 in electronic format only (.xls) on the CD ROMs to be provided to the IOC (see Part 3.1.3).*

### Q 15.10

#### **PUBLIC TRANSPORT NETWORK (2010 and 2018)**

Referring to tables 15.6.1 to 15.6.4 and map B (Q 15.7), 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 15 – Transport, Continued

### Q 15.11 FLEET AND ROLLING STOCK (2010 and 2018)

**G**

Use table 15.11 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...).

Provide table 15.11 in electronic format only (.xls) on the CD ROMs to be provided to the IOC (see Part 3.1.3).

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

### Q 15.12 DISTANCES AND TRAVEL TIMES

Use table 15.12 to indicate distances in kilometres and average and peak-hour travel times by bus and in minutes in 2010 and at Games-time. Use five (5) minute intervals for travel time in the table.

If another mode of transport will be used, either instead of or in addition to buses, for any particular travel, please include this information in the table.

Please include table 15.12 in the Candidature File and in electronic format (Excel) on the CD-ROM as described in 3.1.3.

### Q 15.13 DISTANCES AND TRAVEL TIMES – TRAINING VENUES

Use table 15.13 to indicate distances in kilometres and average travel times by bus and in minutes between the training venues and the Olympic Village(s) at Games-time. Use five (5) minute intervals for travel time in the table.

Please provide table 15.13 in electronic format only (Excel) on the CD-ROM as described in 3.1.3.

### Q 15.14 MOTORISATION RATES

Use table 15.14 to provide automobile motorisation rates in 2000, 2010 and 2018.

Table 15.14 – Motorisation rates									
Motorisation rate	City			Region (please specify)			Country		
	2000	2010	2018	2000	2010	2018	2000	2010	2018
Automobile motorisation rate (cars per thousand people)									

Continued on next page



## Theme 15 – Transport, Continued

### TRANSPORT DEMAND AND CLIENT REQUIREMENTS

#### **Q 15.15**      TRANSPORT DEMAND FOR SPECTATORS AND WORKFORCE

Use table 15.15 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.

Please provide table 15.15 in electronic format only (Excel) on the CD-ROM as described in 3.1.3.

Table 15.15 – Transport for spectators and Games workforce										
Venue	Sport/ Event	Number of event days	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.

#### **Q 15.16**      TRANSPORT SERVICES

What transport principles and services are applied for each of the following client groups:

- NOCs: Athletes and team officials
- International Federations: Technical officials
- Media
- IOC
- Marketing Partners
- Spectators
- Workforce

Take into consideration:

- Service expectations, demand, routes and mode of transport for each client group
- Accompanying equipment

Continued on next page



## Theme 15 – Transport, Continued

### Q 15.17 SPECTATOR TRANSPORT 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, etc) in the vicinity of competition venues (radius ca. 400m).

### TRANSPORT OPERATIONS

#### TRAFFIC MANAGEMENT

### Q 15.18 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?

### Q 15.19 Describe the measures planned to facilitate Olympic Games traffic flow, punctuality and reliability, such as Olympic lanes\*, as well as normal traffic restrictions.

G

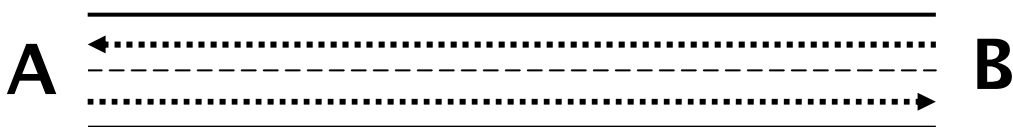
\*Olympic lane: “an Olympic lane is a continuous directional road lane dedicated to designated Olympic traffic during 15 hours or more per day”

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 15 - 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)

**G** Should your project involve an Olympic lane system, please provide a guarantee from the relevant authorities that such a system can and will be implemented.

### Q 15.20 TRANSPORT WORKFORCE

What number of personnel (staff, volunteers and contractors) will be needed for Olympic transport functions at Games-time?

### Q 15.21 TRAINING AND TESTING

Describe your concept for training and testing transport staff and facilities before the Olympic Winter Games.

Continued on next page



## Theme 15 – Transport, Continued

### GAMES TRAFFIC COMMAND AND COMMUNICATION

#### Q 15.22

##### GAMES-TIME RESPONSIBILITIES

**G**

Under which authority will your city and regional transport and traffic command and control centre(s) be operated at Games-time?

**G**

Provide a guarantee from the responsible authority.

What coordination is planned between the Olympic transport and traffic command centre(s) and the Olympic security command centre?

#### Q 15.23

##### 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 15.6 –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 15.7) with the unique number attributed to it in tables 15.6.1 to 15.6.4
- Cost in USD 2010 should be indicated to the nearest million USD

**TABLE 15.6.1 – 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 15.6.2 – 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 2010	
③							
④							

**TABLE 15.6.3 – 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 2010	
⑤							
⑥							

**TABLE 15.6.4 – 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 2010	
⑦							
⑧							

# TABLE 15.9 - 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)	2010			2018		
			Parking location (note if on-venue or off-venue and distance from venue)	Number of cars	Number of buses	Parking location (note if on-venue or off-venue and distance from venue)	Number of cars	Number of buses
<b>All competition venues</b>								
<b>CLUSTER AAA</b>								
Venue A								
Venue B								
Venue C								
<b>CLUSTER BBB</b>								
Venue D								
Venue E								
Venue F								
Venue G								
Venue H								
<b>Non-competition venues</b>								
Olympic Village(s)								
MPC								
IBC								
IOC hotel(s)								

**TABLE 15.11 - Fleet and rolling stock** *(with example)*

Relevant infrastructure project number as attributed in tables 15.6.1 to 15.6.4, if applicable	Mode	Type	Average age (in years)		Rolling Stock				Passengers/hour/direction		% low emission	
			2010	2018	City existing 2010	City planned by 2018	Additional Games-time stock	TOTAL stock 2018	Current 2010	2018	Current 2010	2018
③	Bus	12 metres	6 years	3 years	2,500	3,100	400	3,500	1,400	2,900	25%	45%

**TABLE 15.12 - Distances and travel times in 2010 and 2018 / competition venues** *(with example)*

- All distances must be given in full kilometres
- All times must be given in minutes and for travel times by bus (average and peak hours), using 5 minute intervals
- Provide in brackets travel times and mode of transport for any alternative means of transport available for a particular travel, 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 km and travel times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village(s)			Opening/Closing Ceremony venue			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	2010				14	25	35												
	2018						(15 train)	(15 train)											
Main hotel area	2010																		
	2018																		
Olympic Village	2010																		
	2018																		
Olympic Stadium	2010																		
	2018																		
Media Accommodation	2010																		
	2018																		
MPC/IBC	2010																		
	2018																		
Biathlon	2010																		
	2018																		
Bobsleigh	2010																		
	2018																		
Skeleton	2010																		
	2018																		
Curling	2010																		
	2018																		
Ice Hockey	2010																		
	2018																		
Luge	2010																		
	2018																		

**TABLE 15.12 – Distances and travel times in 2010 and 2018 / competition venues** *(with example)*, continued

All distances in km and travel times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village			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
<b>Skating</b>																			
Speed skating	2010																		
	2018																		
Short Track	2010																		
	2018																		
Figure skating	2010																		
	2018																		
<b>Skiing</b>																			
Cross Country	2010																		
	2018																		
Ski jumping	2010																		
	2018																		
Nordic Combined	2010																		
	2018																		
Alpine	2010																		
	2018																		
Freestyle	2010																		
	2018																		
Snowboard	2010																		
	2018																		

**TABLE 15.13 – Distances and travel times / training venues** *(with example)*

- All distances must be given in full kilometres
- All times must be given in minutes and for travel times by bus using 5 minute intervals
- Provide in brackets travel times and mode of transport for any alternative means of transport available for a particular travel, 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 travel time)
<i>Training venue 1</i>	<i>Biathlon</i>	5	15
<i>Training venue 2</i>	<i>Ice Hockey</i>	7	20





# Theme 16 → Technology

## Overview

### Aim of the theme

Theme 16 seeks to establish a Candidate City's ability to provide the necessary technology & power infrastructure to support the Olympic and Paralympic Games with a specific focus on telecommunications requirements.

### Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 16:

**G**

Question number	Guarantee
Q 16.8	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 16.9	Guarantee that there will be no fee charged to the following client groups: <ul style="list-style-type: none"><li>• Athletes</li><li>• IOC</li><li>• OCOGs</li><li>• NOCs</li><li>• IFs</li><li>• Media</li><li>• Broadcasters</li><li>• Olympic partners</li></ul> 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 16 – 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

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.

For more detailed information concerning the technology function, please refer to the Host City Contract.

### **TELECOMMUNICATIONS**

**Q 16.1** Describe the market's level of openness to competition in the area of telecommunications.

**Q 16.2** 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 16.3** 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 16 – Technology, Continued

**Q 16.4** 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 16.5** 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 16.6** 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 16.7** Indicate the body(ies) responsible (and any ties) for allocating and controlling the frequencies necessary for radio transmissions.

**Q 16.8** 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.

**G**

Continued on next page



## Theme 16 – Technology, Continued

**Q 16.9**

**G**

Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following client 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 16.10**

Describe how you propose to involve all client 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 client 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 16.11**

Are there frequencies allocated to trunk radio type services?

**Q 16.12**

How many types of trunk radio networks are in operation and what is the level of local and regional coverage?

**Q 16.13**

How many subscribers are there to such networks?

Continued on next page



## Theme 16 – Technology, Continued

### ELECTRICAL POWER

#### **Q 16.14**      Power Sector & Market Structure

**Q 16.14.1**      List the power sector principal agents (state and/or private ownership) responsible for the provision of regional and local power services (production, transmission, distribution) and describe how they are structured and managed.

**Q 16.14.2**      Describe the role of the regulator and other governmental agencies in the development of new power facilities and in the regulation of service levels to clients.

#### **Q 16.15**      Power Supply Facilities & Infrastructure

**Q 16.15.1**      Describe the existing local and regional utility grid and generating plants.

**Q 16.15.2**      Outline the process for obtaining additional power beyond the capacity of the local system from other sources.

**Q 16.15.3**      Can the existing distribution system supply the anticipated Olympic Winter Games demand in terms of load and reliability?

- If not, describe improvements/further development required to production, transmission and distribution facilities for the years leading up to and including the Games period.
- Please provide completion dates for each project and explain how they will be financed, specifying national and local authority grants needed.

**Q 16.15.4**      Indicate the level of temporary facilities anticipated to meet specific Olympic venues power requirements.

**Q 16.15.5**      What is planned for the supply of high quality, filtered power to specialised equipment in locations Games wide?

Continued on next page



## **Theme 16 – Technology, Continued**

### **WIRELESS BROADBAND SERVICES**

#### **Q 16.16**

- Q16.16.1** Describe the penetration of wireless technology services, technologies used and generations (3G/4G) existing within the city.
- Q16.16.2** State the number of providers offering these services.
- Q16.16.3** Outline plans for further growth in wireless services leading up to 2018 and state whether there is additional infrastructure anticipated to specifically meet Games requirements. How will these improvements be funded?
- Q16.16.4** Describe your strategy for making wireless technologies available in competition and non-competition venues to service the Olympic Family.



# Theme 17 → Media operations

## Overview

**Aim of the theme** Theme 17 seeks to establish a Candidate City’s ability to ensure that the accredited media at the Olympic 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 (Broadcasting & Press)
- Facilities and Services for Broadcasting to be provided by the OCOG and the OBO

**Guarantees summary**

Candidate Cities are required to obtain the following guarantees for theme 17:



Question number	Guarantee
Q 17.1 	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 17 – Media operations

### Olympic Broadcasting Organisation (“OBO”)

X

To ensure that high standards of broadcasting are maintained from Games to Games, the IOC Executive Board, in May 2001, took the decision to set up Olympic Broadcasting Services (OBS) for the purpose and mission of providing the facilities and performing the services generally performed by an “Olympic Broadcast Organisation” or “host broadcaster” (OBO).

For the 2018 Olympic Winter Games OBS shall undertake its responsibilities and fulfil its obligations as the Host Broadcaster in a manner so as, at a minimum, to meet the IOC’s and the Organising Committee’s obligations to the various Rights Holders and to meet the requirements of the Olympic Charter, the Host City Contract, the IOC Technical Manual on Media and the Rights Holder Agreements.

The IOC will take financial responsibility for the OBS operations, but it is the OCOG’s responsibility to provide certain facilities, services and other requirements to OBS as described in further detail in the Host City Contract, Technical Manual on Media and the document *Facilities and Services to be provided by the OCOG and the OBO*.

The city, NOC and OCOG acknowledge and accept the importance of ensuring the highest broadcast quality of the Olympic Games and the widest possible worldwide audience for the Olympic Games. In accordance with the Host City Contract, it is the OCOG’s obligation to fully cooperate with OBS 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 14 and 15 respectively. Guarantees pertaining to both functions are also requested in themes 14 and 15.

## MEDIA CONCEPT

### Q 17.1

G

Describe your concept for the International Broadcast Centre (IBC), Main Press Centre (MPC) and Mountain Media Centre (MMC), including the following elements:

- Location, size, adjacent compounds, transport hubs, parking and facilities
- State whether the IBC, MPC and MMC are existing facilities or to be constructed
- Explain the reason for your choice of IBC, MPC and MMC
- Specify the intended post-Olympic use of the IBC, MPC and MMC, including legacy considerations
- Specify who will finance the construction of the facilities


Continued on next page



## Theme 17 – Media operations, Continued

**Q 17.1**  
(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 considerations the time required for both the fit out and retrofit of the IBC and MPC).

**Q 17.2**  
**X**

Briefly describe your concept for media accommodation. (This description should correspond to the list provided in Q 14.4)

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 17.3**

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 17.4**

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 17 – Media operations, Continued

### LEGISLATION AND TAXES

**Q 17.5** It is incumbent upon the Host City to ensure that the relevant national, regional and local authorities understand the unique and temporary nature of the Olympic Winter Games in regard to media working practices.

Would the media, broadcasters or the OBS, and their personnel, be subject to union regulations or labour laws, and if so what special waivers will be introduced to enable the OBS, rights holders and media to fulfil their professional responsibilities without being constrained by the host country's media reporting regulations, labour laws, trade union agreements or regulations, if any, with regard to reporting and filming in the Host City or country.

Explain.

**Q 17.6** Would broadcasters or the OBS, and their personnel, normally be subject to specific taxes for broadcasting work such as taxes on production and/or equipment?

Explain.



# 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
3.1 Model Candidature File
3.2 Model Guarantees File
3.3 Checklist





# 3.1 → Model Candidature File

## Overview

**Introduction**      The Model Candidature File provides clear instructions on how Candidate Cities must present their Candidature File.


<b>Right of refusal</b>	<b>The IOC reserves the right to refuse any file which does not comply with the presentation requirements.</b>
-------------------------	--

**Contents**      This chapter contains the following topics:

Topic
3.1.1 General presentation and layout
3.1.2 Content instructions
3.1.3 CD ROM instructions



### 3.1.1 General presentation and layout

<b>Format</b>	A4
<b>Presentation</b>	<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. <b>No other wrapping/packaging is authorised.</b></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>
<b>Languages</b>	The Candidature File must be bilingual English and French.
<b>Layout</b>	<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> <div style="text-align: center;"></div>
<b>Colour illustration</b>	Colour plans, graphics and other illustrations are permitted to present technical information. Photos may also be used to illustrate sites and infrastructure <b><u>without increasing the maximum number of pages permitted.</u></b>
<b>Colour code</b>	<p>The following colour code must be used throughout your Candidature File:</p> <ul style="list-style-type: none"><li>• <b><u>PALE BLUE</u></b>    <u>existing</u> infrastructure, <u>no permanent works required</u></li><li>• <b><u>DARK BLUE</u></b>    <u>existing</u> infrastructure, <u>permanent works required</u></li><li>• <b><u>GREEN</u></b>        <u>planned permanent</u> infrastructure (irrespective of Games)</li><li>• <b><u>RED</u></b>            <u>additional permanent</u> infrastructure (Games dependent)</li><li>• <b><u>PINK</u></b>            <u>temporary</u> venues (Games dependent)</li></ul>

Continued on next page



### 3.1.1 General presentation and layout, Continued

#### Sport pictograms

The IOC hereby authorises Candidate Cities to use the following Vancouver pictograms, on condition that no commercial use will be made of the pictograms and that they are used solely to illustrate your competition venues.



**Aerials**



**Alpine Skiing**



**Biathlon**



**Bobsleigh**



**Cross Country**



**Curling**



**Figure Skating**



**Ice Hockey**



**Luge**



**Moguls**



**Nordic Combined**



**Short Track**



**Skeleton**



**Ski Cross**



**Ski Jumping**



**Snowboard Cross**



**Snowboard  
Giant Slalom**



**Snowboard  
Halfpipe**



**Speed Skating**



### 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 - 8
- Volume 2 Themes 9 - 11
- Volume 3 Themes 12 - 17

The following table specifies the maximum number of pages per theme and per volume, including all maps, plans, tables and folded pages, but excluding Cover page (= one page with theme number and title and symbol of the city):

Themes		Max. pages per theme - bilingual
<b>VOLUME 1</b>	Introduction	14
	Theme 1 Vision, legacy and communication	10
	Theme 2 Overall concept of the Olympic Games	10
	Theme 3 Political and economic climate and structure	16
	Theme 4 Legal aspects	10
	Theme 5 Customs and immigration formalities	8
	Theme 6 Environment and meteorology	26
	Theme 7 Finance	20
	Theme 8 Marketing	18
	Max.	132
<b>VOLUME 2</b>	Introduction	6
	Theme 9 Sport and venues	50
	Theme 10 Paralympic Games	20
	Theme 11 Olympic Village(s)	40
	Max.	116
<b>VOLUME 3</b>	Introduction	6
	Theme 12 Medical services and doping control	12
	Theme 13 Security	20
	Theme 14 Accommodation	34
	Theme 15 Transport	48
	Theme 16 Technology	14
	Theme 17 Media operations	10
	Conclusion	4
	Max.	148
<b>TOTAL (max.)</b>		<b>396</b>

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 2.3	Concept map ( <u>Map A</u> )	<ul style="list-style-type: none"> <li>• No larger than A3 (folded page)</li> <li>• Bilingual</li> <li>• Indicate graphic scale used</li> <li>• North arrow</li> </ul>	-
Q 6.1	Environment features and conditions	<ul style="list-style-type: none"> <li>• No larger than A3 (folded or double page)</li> <li>• Bilingual</li> <li>• Indicate graphic scale used</li> </ul>	-

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 9.6/ Q 15.7	<ul style="list-style-type: none"> <li>• Venue location and transport infrastructure – <u>Map B</u></li> <li>• Venue location and transport infrastructure <u>cluster maps</u> – Maps B1, B2, etc. (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• No larger than A3 (folded or double page)</li> <li>• Bilingual</li> <li>• Indicate graphic scale(s) used</li> <li>• Colour-coded (existing, planned and additional)</li> <li>• Use the graphic standards provided in theme 15 to represent different types of transport infrastructure</li> <li>• Label each infrastructure item on the map with the number attributed to it in tables 15.3.1 to 15.3.4</li> <li>• North arrow</li> </ul>	<ul style="list-style-type: none"> <li>• Provide 2 sets of Maps B, B1, B2, etc. (if applicable) using the following formats: <u>Map B</u>: A0 <u>Maps B1, B2 etc.</u>: A2</li> <li>• Clearly indicate the graphic scale used</li> <li>• Also Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)</li> </ul>
Q 10.5.3	Paralympic Games concept map	<ul style="list-style-type: none"> <li>• No larger than A3 (folded or double page)</li> <li>• Bilingual</li> <li>• Indicate graphic scale used</li> <li>• North arrow</li> </ul>	-
Q 11.11.1	Plans and cross-sections showing how the NOC units will be organised		<ul style="list-style-type: none"> <li>• Bilingual</li> <li>• Use graphic scale 1:200</li> <li>• Clearly indicate dimensions</li> <li>• In electronic format on CD-ROM only</li> </ul>
Q 11.11.2	Plans and cross-sections showing how the apartments and rooms will be organised		<ul style="list-style-type: none"> <li>• Bilingual</li> <li>• Use graphic scale 1:200</li> <li>• Clearly indicate dimensions</li> <li>• In electronic format on CD-ROM only</li> </ul>
Q 11.15	Layout of the international and residential zones	<ul style="list-style-type: none"> <li>• Bilingual</li> <li>• Indicate graphic scale used</li> <li>• North arrow</li> </ul>	

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### 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 14.3.1 – Q 14.3.4	<p><u>Accommodation maps:</u></p> <ul style="list-style-type: none"> <li>• 5 star accommodation</li> <li>• 4 star accommodation</li> <li>• 3 star accommodation</li> <li>• 2 star accommodation</li> </ul>		<ul style="list-style-type: none"> <li>• Provide 2 sets of accommodation maps 14.3.1 to 14.3.4 (a, b, c, d...)</li> <li>• No larger than A3</li> <li>• All maps must show the point of reference used</li> <li>• Indicate graphic scale used</li> <li>• All hotels/accommodation buildings to be attributed a unique, colour-coded number as described in Q 14.3 (existing, planned and additional) in such a way that they appear in consecutive order on the maps, in a clockwise direction</li> <li>• Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)</li> </ul>
Q 14.3.5	<p><u>Accommodation maps:</u></p> <ul style="list-style-type: none"> <li>• Summary of all guaranteed rooms</li> </ul>	<ul style="list-style-type: none"> <li>• No larger than A3 (folded or double page)</li> <li>• Bilingual</li> <li>• All maps must show the point of reference used</li> <li>• Indicate graphic scale used</li> <li>• All hotels to be attributed a unique, colour-coded number as described in Q 14.3 (existing, planned and additional)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide 2 sets of accommodation maps 14.3.5 (a, b, c, d...), using a graphic scale large enough to clearly visualise the location of each individual hotel.</li> <li>• Include the above-mentioned maps on the CD ROMs to be provided to the IOC (see 3.1.3)</li> </ul>
Q 17.4	Media concept map	<ul style="list-style-type: none"> <li>• No larger than A3 (folded or double page)</li> <li>• Bilingual</li> <li>• Indicate graphic scale used</li> <li>• North arrow</li> </ul>	-

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## 3.1.2 Content instructions, Continued

### VOLUME 1

- Volume 1**
- Themes 1 – 8
  - Maximum number of pages: 132
  - 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**      **Vision, legacy and communication**
- Theme 2**      **Overall concept of the Olympic Games**
- Theme 3**      **Political and economic climate and structure**
- Theme 4**      **Legal aspects**
- Theme 5**      **Customs and immigration formalities**
- Theme 6**      **Environment and meteorology**
- Theme 7**      **Finance**
- Theme 8**      **Marketing**

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## 3.1.2 Content instructions, Continued

### VOLUME 2

- Volume 2**
- Themes 9 -11
  - Maximum number of pages: **116**
  - 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 9**            **Sport and venues**
- Theme 10**        **Paralympic Games**
- Theme 11**        **Olympic Village**

Continued on next page



## 3.1.2 Content instructions, Continued

### VOLUME 3

- Volume 3**
- Themes 12 -17
  - Maximum number of pages: 148
  - Front cover: name of the city, year of the Olympic 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 12**      **Medical services and doping control**
- Theme 13**      **Safety and Security**
- Theme 14**      **Accommodation**
- Theme 15**      **Transport**
- Theme 16**      **Technology**
- Theme 17**      **Media operations**
- Conclusion**
- Maximum number of pages: 4  
Optional.



### 3.1.3 CD ROM instructions

#### Quantity

Candidate Cities are required to provide the IOC with **100** 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 14.3.1 – 14.3.5) in the formats specified in table 3.1.2 (.jpg)
- **The following tables in electronic format** – please note that these should be simple Excel tables (.xls):
  - **All budget templates 7.6.1 and 7.6.2**
  - **Table 9.4 – Sport experience by sport/discipline**
  - **Table 9.5 – Venues**
  - **Tables 9.7 – Venue financing and works**
  - **Tables 9.8 – Venue use and ownership**
  - **Tables 9.11 – Responsibilities for venue development**
  - **Table 9.15 – Venue schedule**
  - **Table 14.3.6 – Total Games-time guaranteed room inventory**
  - **Table 14.4 – Room allocation**
  - **Tables 15.6 – Transport infrastructure**
  - **Table 15.9 – Main parking areas**
  - **Table 15.11 – Fleet and Rolling Stock**
  - **Tables 15.12 and 15.13 – Distances and travel times**
  - **Table 15.15 – Transport demand – spectators and workforce**
- **The following plans in electronic format (pdf):**
  - **Plans 9.10 – Venue block plans**
  - **Plans 11.11 – Olympic Village(s) plans**

Please create a folder for each theme (e.g. “Theme 15 – Transport”) and include the tables, maps and plans in the folder of the relevant theme.

Please state under the relevant question that a table/map/plan has been included on the CD-ROM.

The CD-ROM must be incorporated into the Candidature File, respecting the instructions under 3.1.1.





## 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
3.2.1 General presentation and layout
3.2.2 List of all guarantees requested
3.2.3 Standard text guarantees





## 3.2.1 General presentation and layout

**Requirement** Candidate Cities must provide two sets of guarantees:

- Guarantees File I: all original documents (with certified translations if the language of the original documents is not English or French)
- Guarantees File II: Copies of all English or French version originals / translations only

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 content of the guarantee should be structured by question number with clear headings
  - the original guarantee should be classified and referenced under the lowest theme number it refers to and copies of this document should be classified 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 14.
- 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 14





## 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	No guarantees requested			
Theme 3	Q 3.3	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 4	Q 4.1	Covenant(s) from all authorities concerned by your project of hosting the Olympic Winter Games.	National, regional and local authorities	
	Q 4.2	Guarantee that no other event will take place during the Olympic Winter Games or one week immediately before or after.	Competent authorities	—
	Q 4.4	Documentation indicating that appropriate measures have been taken to protect the word mark “[City] 2018” within the host territory and to register relevant domain names.	Competent authorities	—
	Q 4.5	Declaration stipulating that all necessary legal measures have been taken, or will be taken to facilitate the protection of Olympic marks.	National authorities	—
	Q 4.7.1	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 5	Q 5.3	Guarantee of entry into your country with the Olympic identity and accreditation card.	Competent authorities	—
	Q 5.4	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Olympic Winter Games.	Competent authorities	—
	Q 5.7	Guarantee authorising the import, use and export of goods required for the Olympic Winter Games, free of all customs duties.	Competent authorities	—
Theme 6	Q 6.7	Guarantee(s) stating that all construction 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 7	Q 7.1	Guarantee to cover any potential economic shortfall of the OCOG, including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.	Competent authorities	—
	Q 7.2	7.2.1 Guarantee from the relevant authorities to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee 7.2.2 Additional financial guarantees, if applicable.	Competent authorities	—
	Q 7.3	Guarantee concerning price gouging with particular reference to hotel rates and related services.	Competent authorities	—
Theme 8	Q 8.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	Candidate City / NOC	
	Q 8.2	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2012.	Candidate City / NPC	
	Q 8.3.1	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing, eliminate street vending and control advertising space and air space will be passed as soon as possible but no later than 1 January 2016.	Relevant government authorities	—
	Q 8.3.2	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 8.3.3	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 8.3.4	Binding options to control all existing or hereafter developed advertising space at the airports used for the Olympic Winter Games.	Relevant space owners	—
	Q 8.4	Guarantee confirming the OCOG's unconditional participation in the TOP programme and other IOC marketing programmes.	Bid Committee on behalf of the OCOG	—
	Q 8.7.2	Guarantee(s) securing plans for any proposed coin programme.	Competent authorities	—
	Q 8.9	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	—

Continued on next page




### 3.2.2 List of all guarantees requested, Continued, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 9	Q 9.7	Guarantees for the financing of work.	Competent bodies/ authorities	—
	Q 9.8	Guarantees for use of venues and control of commercial rights.	All venue owners	
	Q 9.8	IF agreements for use of venues.	International Federations	—
	Q 9.9	Guarantee to make available all competition and non-competition venues owned by the public authorities to the OCOG either at no cost or at a rental cost to be pre-approved by the IOC.	Competent authorities	—
Theme 10	Q 10.5.4	Guarantee of venue use and compliance with sports technical requirements and specifications	Venue owners / IPSFs	—
	Q 10.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases.	Competent bodies/ authorities	—
	Q10.12.1	Guarantees from all funding sources obtained, including the government – national, regional, local or others.	Competent authorities	—
Theme 11	Q 11.2	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 11.4	Guarantee stating that the owners of the Olympic Village agree to include OCOG as part of the design team.	Owners of the Olympic Village	—
	Q 11.5	Guarantees for the financing of work. Underwriting from the local, regional or national government in the event of a shortfall in the financing of the Olympic Village(s).	Competent bodies / authorities	—
	Q 11.6	Guarantees for rental costs related to the Olympic Village.	Competent bodies / authorities	—
	Q 11.7	Guarantees of use for existing buildings and infrastructure, if applicable.	Authorities and owners concerned	—
	Q 11.8	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.	Competent authorities	—
	Q 11.10	Guarantee for the control of commercial rights.	Authorities and owners concerned	
	Q 11.18.1	Guarantee that the OCOG will provide a travel support grant to the NOC/NPC delegations participating in the Olympic and Paralympic Winter Games.	Competent authorities	—

Continued on next page



### 3.2.2 List of all guarantees requested, Continued, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 12	Q 12.14	Guarantee that the WADA Code and the IOC Anti-Doping Rules which are in force 2018 will apply upon the occasion of the Olympic Games.	Relevant national authority	
Theme 13	Q 13.15	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Games.	National government	–
	Q 13.16	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Games.	Regional and local governments	–
Theme 14	Q 14.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	National Tourist Board	
	Q 14.7.1	Guarantees concerning room availability, room rates and minimum stay/ room block waves, other price controls and binding contracts.	Owners concerned	–
	Q 14.7.2	Guarantees of use, including possession and vacation dates, rental costs and financial guarantees for upgrades for all existing buildings.	Owners concerned	
	Q 14.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	Hoteliers and/or competent authorities	–
Theme 15	Q 15.3	Construction and finance guarantees for projected capacity improvements at your airport(s).	Competent authorities	–
	Q 15.6	Construction and finance guarantees for planned and additional transport infrastructure projects.	Competent authorities	–
	Q 15.11	Responsibility and finance guarantees for projected fleet and rolling stock capacity improvements.	Competent authorities	–
	Q 15.19	Guarantee for the delivery of Olympic Lanes	Competent authorities	–
	Q 15.22	Guarantee for the transport and traffic management command and control centre.	Competent authorities	–
Theme 16	Q 16.8	Guarantee that the necessary frequencies for the organisation of the Olympic Winter Games will be allocated, managed and controlled	Competent authorities	–
	Q 16.9	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 17	Q 17.1	Guarantees of use and/or construction for the IBC and MPC and control of commercial rights.	Owners and/or authorities concerned	



### 3.2.3 Standard text guarantees

#### Covenant from all authorities concerned by your project of hosting the Olympic Winter Games

##### Q 4.1

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 8.1


Candidate Cities will receive an electronic version of the Joint Marketing Programme Agreement.

Continued on next page



### 3.2.3 Standard text guarantees, Continued

<b>Paralympic Joint Marketing Programme Agreement</b>
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**Q 8.2** 

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 2013 and 31 December 2020 (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 2012, 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 2012 and NPC sponsors shall have no right to a commercial association with the Paralympic Games, the OCOG, the NPC (beyond 31 December 2012) or the 2014, 2016, 2018 and 2020 NPC Paralympic Teams and shall have no right of first discussion or preferential right in connection with the Paralympic Games, the OCOG, the NPC or the 2014, 2016, 2018 and 2020 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 Games, the city of *[insert name of City]*, the year of the Olympic and Paralympic 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 9.8** 

**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 Winter Games (OCOG) will have:

- exclusive use of the venue for the Olympic and Paralympic Winter Games;
- the right (and obligation) to facilitate the access of NOC delegations to venues for training and venue familiarisation; 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 9.8**  
**Q 11.10**  
**Q 17.1**

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 Winter Games and Paralympic Winter 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 2018 Paralympic Winter Games.

Continued on next page



### 3.2.3 Standard text guarantees, Continued

Q 9.8

Q 11.10

Q 17.1



(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 Winter Games for the venue
- Manage and sell suites and specialty seats in relation to the Olympic Winter 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 Winter 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 Winter 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 Winter 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 9.8**

**Q 11.10**

**Q 17.1**



(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 Winter 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 15 October 2010	<ul style="list-style-type: none"><li>Draft JMPA to be submitted to the IOC</li></ul>	1	
11 January 2011	<ul style="list-style-type: none"><li>Candidature File</li></ul>	100	
	<ul style="list-style-type: none"><li>Guarantees File</li></ul>	2	
	<ul style="list-style-type: none"><li>Original signed Undertaking</li></ul>	1	
	<ul style="list-style-type: none"><li>Comprehensive financial data supporting the build-up of each budgetary caption including a list of all the people having contributed to the preparation of the budget (names + qualifications)</li></ul>	2	
	<ul style="list-style-type: none"><li>Printed set of maps B, B1, B2 etc. - see map instructions.</li></ul>	2	
	<ul style="list-style-type: none"><li>Printed set of accommodation maps 14.3.1 to 14.3.4 (a, b, c, d...) - see map instructions</li></ul>	2	
	<ul style="list-style-type: none"><li>Printed set of accommodation maps 14.3.5 (a, b, c, d...) - see map instructions.</li></ul>	2	
	<ul style="list-style-type: none"><li>CD ROMS (see CD ROM instructions - 3.1.3)</li></ul>	100	
During the Evaluation Commission visits	<ul style="list-style-type: none"><li>Initial environmental impact assessments and other relevant studies</li></ul>	1	

