
PART II : CANDIDATURE FILE

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

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

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

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

This section of the Manual comprises two parts :

1. The **Questionnaire**, containing 18 themes, with 149 questions to which the Candidate Cities must reply in their Candidature File.
2. The **Model Candidature File**, which shows what form the Candidature File should take, from a presentation point of view, but also in terms of how the replies should be given.

Candidate Cities must follow the instructions given with the model.

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

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

1. Questionnaire

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

THEME 1 : NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

INTRODUCTION

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

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

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

QUESTIONS

- 1.1 Describe the political institutional systems of your country and specify the degree of administrative autonomy between local, regional and national institutions.
- 1.2 Describe the kind of support - financial and other - given to your project of hosting the Olympic Games by the national, regional and local authorities (see Guarantees).
- 1.3 What national, regional and local elections are already planned until 2008?
- 1.4 Provide a list of the different political parties indicating:
 - ▼ main political parties on a national, regional and local level;
 - ▼ their representativeness within the executive and legislative authorities;

- ▼ their position towards your project to hold the Olympic Games in your city;
- ▼ any parties which are banned.

1.5 For the last decade, list the major economic resources of your country, region, city and, by means of a chart, indicate the percentage (%) they represent of the Gross Domestic Product (GDP).

1.6 For the last decade, list the Per Capita Income (in US\$).

1.7 For the last decade, list the inflation rate and the average rate of local currency to the US\$. What are the current forecasts with regard to these parameters between now and the year of the Olympic Games ? Indicate what sources have been used to provide this information.

1.8 State which bodies / organisations are represented in your Candidature Committee.

1.9 Provide any evidence of the support of the national, regional and local population towards your project of hosting the Olympic Games including possible other localities involved in your project.

- ▼ Opinion polls
- ▼ Referendum
- ▼ Awareness campaigns
- ▼ Manifestations
- ▼ Other

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

1.10 State whether other localities are concerned by the holding of the Games. If so, provide Guarantees from the competent local authorities of their support (see Guarantees).

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

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

INTRODUCTION

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

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

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

The **Undertaking** (a copy of which is contained in part I of this Manual) is a document which is to be executed by the Candidate City and the NOC and returned to the IOC along with the Candidate City's other candidacy documents, and which will be distributed to the Candidate Cities. One of the essential provisions contained in the

Undertaking is that the Candidate City and the NOC undertake that, if such Candidate City is selected to host the Olympic Games, the city and the NOC will execute the Host City Contract.

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

a. Use of the Olympic Symbol

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

b. Prior Agreements of No Effect

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

c. Covenant of the Government

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

d. Representations, Warranties and Covenants shall be binding

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

e. Olympic Mark Protection

The Candidate City and the NOC must ensure that the Olympic Symbol, the terms "Olympic" and "Olympiad", and the Olympic motto are protected in the name of the IOC and/or that they have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the IOC and in the name of the IOC. Moreover, the IOC may take all necessary measures to obtain such legal protection in relation to the terms "2008 [city]", at the expense of the Candidate City. The Candidate City will be informed in good time by the IOC Legal Affairs Department of any measures that are taken by the IOC. In addition, the Candidate City and the NOC must ensure that there are effective controls in place to avoid/prevent ambush marketing.

f. Copyright

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

g. Negotiation of agreements

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

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

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

QUESTIONS

2.1 Fulfilment of obligations - respect of the Olympic Charter

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

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

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

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

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

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

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

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

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

2.3 Olympic mark protection

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

2.4 Ambush marketing

2.4.1 Describe the measures in force on the basis of which preventive steps can be taken against ambush marketing. For example, would you be able to and will you carry out controls in the vicinity of the Olympic sites in order to prevent third parties from engaging in unfair competition with Olympic sponsors? Would you be able to and will you control the airspace, during the period of the Olympic Games, above the city and other cities that would host the events of the Games, so as to ensure that no publicity is allowed in such airspace? What additional guarantees can be provided (by local government) with respect to the protection of Olympic sponsor exclusivity relating to billboard advertising, street promotional activities and advertising in the transportation system and in the airport(s) that service(s) the city?

2.4.2 What provisions have been made or will be made to ensure that there will not be other marketing programmes in the host country, the activities of which would have an impact on the marketing programmes relating to the Olympic Games? For example what steps have been taken to ensure that there are no marketing programmes organised by one or more national federations, sports organisations or any other public or private entity in the host country referring to the Olympic Games, any Olympic team or the year of the Olympic Games or implying any connection with the Olympic Games, any Olympic team or the year of the Olympic Games ?

2.5 Details of prior agreements if any

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

2.6 Languages

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

GUARANTEES

(see theme 18 - Guarantees)

Original documents must be returned to the IOC

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

THEME 3 : CUSTOMS AND IMMIGRATION FORMALITIES

INTRODUCTION

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

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

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

QUESTIONS

- 3.1 What are the regulations in force in your country regarding immigration and entry visas? In addition to the covenant requested in question 2.1.1, supply a guarantee, from the relevant authorities that, notwithstanding any regulations in your country to the contrary, all holders of the Olympic identity and accreditation card (including doctors, media representatives, etc.) will be able to carry out their Olympic function for the duration of the Olympic Games and for a period not exceeding one month before and one month after the Games. The guarantee should also state that (in addition to those persons in possession of an Olympic identity and accreditation card) the temporary entry of certain personnel into your country for the organisation of the Games will be authorised and that such persons will obtain appropriate work permits. (Such persons may be required to work and domicile in the country for at least one year before the Games - see Guarantees).

- 3.2 Give precise details of the health and vaccination recommendations or regulations for persons entering your country. Are there any requirements which must be met prior to entry into your country ?
- 3.3 Supply guarantees, from the relevant authorities, concerning the importation, use and export of goods required by the IOC, the IFs, the NOCs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Games (see Guarantees).
- 3.4 Specify, if applicable, any regulations concerning special products and equipment required by members of the Olympic family to carry out their duties at the Olympic Games : firearms and ammunition, photographic and audio-visual equipment, medical equipment and products, computer equipment, foodstuffs, etc.
- 3.5 Specify, if applicable, any restrictions or regulations concerning the use of media material produced on the national territory intended principally for broadcast outside the territory.
- 3.6 Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals, or other publications ?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 3.1 :** Supply a guarantee, from the relevant authorities that, notwithstanding any regulations in your country to the contrary, all holders of the Olympic identity and accreditation card (including doctors, media representatives, etc.) will be able to carry out their Olympic function for the duration of the Olympic Games and for a period not exceeding one month before and one month after the Games. The guarantee should also state that (in addition to those persons in possession of Olympic identity and accreditation cards) the temporary entry of certain personnel into your country for the organisation of the Games will be authorised and that such persons will obtain appropriate work permits. (Such persons may be required to work and domicile in the country for at least one year before the Games).
- Question 3.3 :** Supply guarantees, from the relevant authorities, concerning the importation, use and export of goods required by the IOC, the IFs, the NOCs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Games.

THEME 4 : ENVIRONMENTAL PROTECTION AND METEOROLOGY

INTRODUCTION

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

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

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

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

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

Environmental quality standards and knowledge quickly become obsolete and a proactive attitude is necessary in order to meet ongoing environmental challenges. All

studies regarding environmental impact must satisfy legal norms and regulations. In this respect, it is essential to take the following points into consideration:

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

QUESTIONS

A. ENVIRONMENT

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

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

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

4.3 Describe the OCOGs planned environmental management system:

- ✓ objectives, goals and priorities
- ✓ environmental key-point action plan for the Games
- ✓ collaboration with the environmental public authorities
- ✓ collaboration with environmental non-governmental organisations
- ✓ efforts to be undertaken regarding transportation and minimisation of the impact arising from air pollution, noise and development programmes
- ✓ plans for solid waste handling, sewage treatment and energy management
- ✓ efforts to protect and enhance significant features of the natural environment and cultural heritage before, during and after the Games
- ✓ environmental awareness programmes

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

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

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

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

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

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

B. METEOROLOGY

The Games of the XXIX Olympiad will be held in the last week of July and the first week of August 2008. All information requested in this respect must be given for this period of time.

For the area in which the Olympic Games would be held, and for the last ten years, please provide the following information.

- 4.8 Temperature and humidity

Provide a table indicating:

- ▼ temperature in °C (maximum, average, minimum)
at 9.00 am/ 12.00 am/ 3.00 pm/ 6.00 pm/ 9.00 pm
- ▼ humidity in % (maximum, average, minimum)
at 9.00 am/ 12.00 am/ 3.00 pm/ 6.00 pm/ 9.00 pm

4.9 Precipitation

Provide a table indicating:

- ✓ number of precipitation days per year
- ✓ number of precipitation days in July and August
- ✓ average volume of precipitation (in l/m²) per year
- ✓ average volume of precipitation (in l/m²) for July and August

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

4.10 Altitude

Give the altitude of the city in metres. Specify any significant differences in altitude between the city and the competition sites.

N.B.: For questions 4.8 to 4.10:

- ✓ further information must be provided for any proposed Olympic sites situated more than 50 km from the Candidate City.
- ✓ further information must be provided for any proposed Olympic sites where conditions are significantly different from the rest of the Candidate City.

GUARANTEES

(see theme 18 – Guarantees)

Originals documents must be provided to the IOC

Question 4.6: Provide an official guarantee from the competent authorities, stating that all work necessary for the organisation of the Olympic Games will comply with :

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

INTRODUCTION

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

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

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

In addition, particular efforts should be made by the city, the NOC of the country and the OCOG to establish reasonable prices for visitors, participants and spectators.

The city must take the necessary steps to restrict and control the price of hotel rooms in and around the Host City during the period of the Games.

At least two years prior to the Games, a final list in US\$ for professional services applied by the OCOG for the members of the Olympic family must be submitted to the IOC Executive Board. These services include:

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

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

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

OCOG budget

A REVENUES	US\$		B EXPENDITURE	US\$	
	<u>(000)</u>	<u>%</u>		<u>(000)</u>	<u>%</u>
1 Television rights			B1 Capital Investments		
- USA			13 - Sports facilities		
- Europe			- Olympic Village		
- Japan			- MPC & IBC		
- Rest of World			- Other (specify)		
2 TOP sponsorship			B2 Operations		
3 Local sponsorship			14 Sports events		
4 Licensing			14 Olympic Village		
5 Official suppliers			14 MPC & IBC		
			15 Ceremonies and programmes		
6 Olympic Coin Programme			16 Medical services		
6 Philately			17 Catering		
7 Lotteries			18 Transport		
			19 Security		
			20 Paralympics		
			21 Advertising & promotion		
8 Ticket sales			22 Administration		
			23 Pre-Olympic events & co-ordination		
9 Donations			24 Other		
10 Disposal of assets					
11 Subsidies					
- National Government					
- Regional Government					
- Local Government					
12 Other					
25 SHORTFALL			25 SURPLUS		
Total					

- US\$ / Local currency exchange rate used in preparing budget _____

- Date of finalisation of budget _____

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

US\$
(000)

C Capital Investments

- Airport
- Roads and railways
- Visitor accommodation
- Sports venues
- Olympic village
- Media
- Other

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CAPITAL INVESTMENTS BY PHYSICAL LOCATION

OCOG BUDGET

NON OCOG BUDGET

	B1 13			C			Total OCOG & NON-OCOG
	New Installations	Upgrading of Existing Installations	Sub-total	New Installations	Upgrading of Existing Installations	Sub-total	
(a) Sports Facilities 1) – Olympic Stadium 2) – Main Swimming Pool 3) – Velodrome etc							
	(b)			(c)			
Olympic Village Detail by location							
	(b)			(c)			
MPC & IBC Detail by location							
	(b)			(c)			
Total							

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

OCOG budget

A. REVENUES

- 1. Television rights**
Revenues arising from the sale of radio and television rights for the Games.
- 2. TOP sponsorship**
Revenues arising from the international Olympic marketing programme (the "Top Programme") whereby major companies are granted certain exclusive world-wide sponsorship rights in particular product or service categories.
- 3. Local sponsorship**
Revenues arising from various sponsorship activities initiated by the OCOG and relating to product categories not reserved under the TOP Programme.
- 4. Licensing**
Revenues arising from licensed product sales activities.
- 5. Official suppliers**
Amounts representing the monetary value of "Value in Kind" goods and services received from official suppliers of the OCOG.
- 6. Olympic Coin Programme / Philately**
Revenues arising from sales of Olympic Coins or stamps produced for the particular Games organised by the OCOG.
- 7. Lotteries**
Revenues arising from national and other lotteries organised in relation to the Games.
- 8. Ticket sales**
Revenues arising from ticket sales to Games events, opening and closing ceremonies and other programmes.
- 9. Donations**
Donations received from third parties without any attached sponsorship or marketing rights.

- 10. Disposal of assets**
Revenues arising from post Games sales of capital investments (sports sites, Olympic Village, MPC & IBC, installations and equipment).
- 11. Subsidies**
Subsidies received from city, regional and state authorities.
- 12. Other**
Other revenues not included in above captions.

B. EXPENDITURE

B1 CAPITAL INVESTMENTS

13. Sports facilities / Olympic Village / MPC & IBC / Other

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

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

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

B2 OPERATIONS

14. Sports events / Olympic Village / MPC & IBC

This caption includes two forms of expenditure:

a. Short term investments

- v rental and fit-out costs if the installations do not belong to the OCOG
- v construction of temporary facilities where long-term utilisation after the Games is not anticipated
- v all equipment required for sports events, the Olympic Village and the MPC & IBC which will be disposed of after the period of the Games

- v the data processing equipment and software necessary for the operation of the Games (sports events and information system).

b. Running costs for the Olympic Games sports events, the Olympic Village and the MPC & IBC including:

- v personnel costs
- v technology and telecommunications costs
- v electricity and other sources of energy
- v other (excluding costs disclosed in other operating expenditure captions).

15. Ceremonies and programmes

Costs incurred for:

- v opening and closing ceremonies
- v medal award ceremonies
- v cultural programme
- v torch relay
- v other programmes.

16. Medical services

The costs for the following services should be budgeted in this caption:

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

17. Catering

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

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

18. Transport

- v transportation costs incurred to provide the Olympic family with reliable, secure and efficient transport between the various Games activity centres
- v athletes and officials travel payments (See theme 10 - Olympic Village, point 10.12).

19. Security

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

Costs will include:

- v personnel costs
- v equipment
- v private security contractors
- v planning, co-ordination and training.

20. Paralympic Games

Cost of the Paralympic Games.

21. Advertising & promotion

Costs incurred for the advertising and promotion of the Games.

Costs will include:

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

22. Administration

Includes all costs incurred for the effective management and co-ordination of all operational activities:

- v personnel costs
- v volunteer costs
- v consultants' costs
- v rental costs
- v office furniture and equipment

- √ telephone, fax and postage costs
- √ management information systems
- √ insurance costs
- √ translation and interpreting costs
- √ legal and audit costs
- √ other costs.

23. Pre-Olympic Events & Coordination

This caption should include the costs of organising pre-Olympic events to test all sports facilities.

Other costs relating to liaison and coordination between the OCOG, IOC, NOCs and IFs from the moment of election of the Host City to the dismantling of the OCOG after the Games should also be included in this caption.

These costs include:

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

24. Other

All other operating costs not included in the above captions.

25. Surplus / Shortfall

The division of any surplus is laid down in the Host City Contract.

In the event of a shortfall, specify how and by whom such shortfall will be absorbed.

Non OCOG budget

C. CAPITAL INVESTMENTS

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

QUESTIONS

In summary, the aim of the IOC is to:

- ▼ obtain the financial information necessary to evaluate the reasonableness of the budget presented. All figures provided must be given in 2000 US\$ value. Should any of your revenue figures be in 2008 values (estimates on TV Rights and rights from the TOP Marketing Programme), these should be discounted to 2000 levels
 - ▼ obtain this financial information in such a format as to allow reasonable comparison of the various Candidate City budgets and actual budgets of previous Games.
- 5.1 Provide financial guarantees which you have obtained from the competent authorities. These guarantees should include not only the coverage of a potential economic shortfall of the OCOG but also the financing of construction and other OCOG expenditure in the years leading up to the period of the Games (see Guarantees).
 - 5.2 Provide a statement from the competent authorities concerning general price control before and during the Olympic Games, with particular reference to the hotel rates and related services and for anyone attending the Games, including non-accredited spectators (see Guarantees).
 - 5.3 Provide a plan for the disposal, after the Games, of the OCOG assets or for financing the running and maintenance costs of these infrastructures.

5.4 Taxes

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

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

In particular, would any taxes be levied in relation to the sums of money paid to the OCOG or the IOC by third parties who have bought television rights or marketing rights relating to the 2008 Olympic Games ? Please respond in the case of whether such third parties were resident in your country or elsewhere.

5.5 Budgeting

In order to obtain verifiable and comparable data, budgets should be prepared on the basis of economic conditions existing at the time of the preparation of the bid. The possible inflationary and currency effect will be analysed by the IOC based on the information provided under theme 1, point 1.7. Candidate Cities should provide:

- 5.5.1 a detailed budget for the Olympic Games in US\$ (specify the date on which this was established and the US\$ / local currency exchange rate used);
- 5.5.2 a detailed capital investment budget (in US\$) for all sporting events (by physical location), the Olympic Village and the MPC & IBC;
- 5.5.3 cash flow forecasts in US\$;

5.5.4 information to be provided on the occasion of the visit of the Evaluation Commission :

- a) comprehensive data supporting the build-up of each budgetary caption shall be made available to the finance expert of the Evaluation Commission on the first day of the visit.
- b) human resource and technology costs are to be budgeted under each of the operational captions of the budget as appropriate. A schedule summarising the total of human resource costs and technology costs should be prepared and made available to the finance expert of the Evaluation Commission.
- c) a list with the names and qualifications of all the people having contributed to the preparation of the budget should be made available to the finance expert of the Evaluation Commission.

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

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 5.1 : Provide financial guarantees which you have obtained from the competent authorities. These guarantees should include not only the coverage of a potential economic shortfall of the OCOG but also the financing of construction and other OCOG expenditure in the years leading up to the period of the Games.

Question 5.2 : Provide a statement from the competent authorities concerning general price control before and during the Olympic Games, with particular reference to the hotel rates and related services and for anyone attending the Games, including non-accredited spectators.

Arab States	ASBU	8,500,000	4,165,000
Chinese Tapei		4,400,000	2,156,000
Philippines	PTNI	2,000,000	980,000
Australia	SEVEN NETWORK	63,750,000	31,237,500

* This list is based on information available at the beginning of 2000 and represents the major contracts signed at this time.

Revenue, in accordance with the terms of the 2008 Host City Contract, will be shared 51% to the IOC-Olympic Family (i.e. NOCs, Olympic Solidarity, USOC and IFs) and 49% to the OCOG. Legal and negotiation costs are charged to the rights fees before distribution.

The OCOG is responsible for covering all technical costs relating to the Host Broadcaster from its share.

Sponsors programme

Income from sponsorship is usually the second largest source of revenue. There are currently two basic sponsor programmes for the Olympic Games.

- v The **TOP Programme** : this is the IOC's sponsorship programme which combines the rights of the OCOGs, the IOC and of the NOCs world-wide. The rights are sold to a small number of international companies. This programme encompasses the sponsorship programmes in a number of product and service categories relating to a given edition of the Games of the Olympiad with those relating to the edition of the Olympic Winter Games which precedes the said Games of the Olympiad (e.g. Games of the Olympiad in 2008 and Olympic Winter Games in the year 2006, identified as the TOP VI Programme).

Certain long-term TOP sponsorship programme agreements are already in place through 2008. Full details are available from the IOC Marketing Department. Final completion of the programme is unlikely to take place until 2003.

Revenue from TOP is currently shared 50% to the OCOGs and 50% to the IOC and to the NOCs. The OCOG share is split in favour of the summer OCOG. The final split is dependent on the economic values of the two host territories. The splits for TOP VI between OCOGs have not yet been decided and will, in part, depend on the election of the Host City for the 2008 Summer Olympic Games.

- v The **national sponsor programme** : negotiated and managed by the OCOG under the overall direction and control of the IOC. This concerns 10-15 national sponsors.

The majority of sponsors provide not only considerable financial support but also, and above all, technical competence linked to specific aspects of the organisation.

Television rights and sponsorship are the major marketing programmes, but there are also others such as philately, coins or income from the sale of tickets, licensed merchandise, etc.

Commemorative Olympic coins may also be an important source of revenue for an Organising Committee. The popularity of coins is due to their privileged status of legal tender in the country of issue. The key to success lies in a close working relationship between the government authorities, the Mint, the marketers and the OCOG. The coin market, however, is a fragile environment and great care must be taken to ensure that neither too many coins are struck nor the coins are unaffordable.

In order for the marketing programme to be successful, it is essential to respect the following key points :

- v Protection of the Olympic marks.
- v Respect of the exclusivity granted to various Olympic partners and the provisions with respect to control of ambush marketing.

In order to prevent problems, particular attention should be paid to a co-ordinated marketing programme for national sports federations and city/airport advertising.

Joint marketing programme: Since 1988 - Calgary, the IOC has required that the OCOG and the host NOC form a joint marketing programme, thereby ensuring total exclusivity of Olympic marks for the Host Country. The joint marketing programme must come into full operation 6 years before the staging of the Games, i.e. 2002, clear of any incumbency options resulting from any NOC local programme prior to 2002. Revenue from the joint marketing programme is to be shared between the OCOG and the host NOC, with the latter foreseen to receive a share equivalent to what it would have received had the Games not been staged in its country. The joint marketing programme must be managed by the OCOG. An outline agreement, in particular detailing the financial terms, between the city and the Host NOC must be reached by March 2001 and provided to the IOC Marketing Department for review and approval.

- v In the same spirit, and in order to ensure respect of the rule that all sites shall remain free of all publicity and that all venues can be delivered free of all commercial consideration, including concessions, Candidate Cities are also required to obtain control of all billboard advertising, city transport advertising, airport advertising, etc. for the

duration of the Games and the month preceding the Games in order to support the marketing programme. Proof of a binding option, with price controls, must be provided to the IOC Marketing Department by March 2001 (N.B. cost of acquisition will be funded by the IOC/OCOG out of the marketing programme receipts for the successful OCOG).

- v Ensure that the Host City has the capacity to accommodate visitors, guarantee access to accommodation and control prices of such accommodation.

Financial Forecasting

All revenue forecasts should be reviewed first with the IOC Marketing Department before inclusion in any candidacy documentation. Final revenue forecasts should be presented in a conservative manner.

A sound knowledge of the Olympic marketing programme, its history and its evolution since 1984 is required if you are to fully appreciate your possibilities in this sector.

Additional recommended specialised reading: Host City Contract, Olympic Marketing Fact File, Marketing Matters Newsletter, Standard Sponsor and Broadcast Agreements, and the various Olympic Marketing Guides, especially: Hospitality, Ambush-Clean Venue, Sponsor Recognition, Broadcast Marketing.

IOC/OCOG Marketing Contract

Following the election of the Host City, the OCOG and the IOC will enter into a detailed marketing agreement governing all aspects of the marketing operation and the implementation of the various elements of the marketing programme. Following the execution of this agreement, the OCOG may commence the development of its local marketing programme under the direction of the IOC. No external marketing rights may be used until July 2004 following the Games of the XXVIII Olympiad, although it is intended that the basic partnership programme should be fully contracted before this date.

A copy of the standard marketing agreement in place for 2004 will be provided to all Candidate Cities for reference, it being understood that the IOC reserves all right to amend as it sees necessary in light of the evaluation of the Olympic Marketing Programmes.

QUESTIONS

Before submitting replies in your file, please contact the Marketing Department at IOC Headquarters.

6.1 **NOC Marketing**

- 6.1.1 What arrangements would be made with your NOC to ensure that marketing efforts would be coordinated with the development of a joint marketing programme combining OCOG and NOC rights? What provision could also be made to include local and National Federations rights ?

Detail the terms of your preliminary joint marketing plan agreement with the NOC, including specific details of the economic arrangements.

- 6.1.2 Can you confirm that all NOC marketing agreements will expire by 31st December 2002, and that there are no option, incumbency or renewal rights for the subsequent quadrennial, in accordance with the Host City Contract?

6.2 **Games Marketing**

- 6.2.1 Category restrictions : are there any sponsorship product categories where you would find it difficult to participate in the International marketing programme?

Please list the category and the reasons why participation could cause a problem - i.e. trade restrictions on category (import of products not permitted), national industry (i.e. airline) political, technical or other reasons.

- 6.2.2 National industry support : please give details of those national companies and their product categories which would expect to sponsor the Games.

6.3 **Ticketing**

- 6.3.1 How many tickets will be available?
- 6.3.2 How many tickets do you expect to sell?

- 6.3.3 Price range of tickets (ceremonies, prime events, secondary events) in US\$. How do these prices compare with prices for other major events in your country ?

6.4 **Coin programme**

- 6.4.1 Will there be a commemorative coin programme? Have you discussed the coin programme with the appropriate authorities - i.e. Ministry of Finance, Treasury, Mint?
- 6.4.2 What will the coin programme consist of (description of the programme, the type of coins, the quantity of each, etc.)?
- 6.4.3 Who will market the programme? Will the programme be marketed by the Mint, the OCOG or an external organisation and, if so, which organisation?
- 6.4.4 What is the anticipated gross sales and resulting revenue from national and international sales for the OCOG? What is the total sales value of the programme, and what is the revenue that the OCOG is anticipating to receive?

6.5 **Lotteries**

- 6.5.1 Is a special lottery planned as part of the overall revenue for the Games?
- 6.5.2 What legislation currently exists for lotteries?

6.6 **Advertising**

Provide details of the required advertising option for the Games period, including economic arrangements, indicating that the OCOG will have control of:

- ▼ airport advertising
- ▼ billboard advertising in the city
- ▼ transport advertising in the city

6.7 **Sponsor Hospitality Village**

Detail your plans for the creation of a sponsor hospitality village.

THEME 7 : GENERAL SPORTS CONCEPT

INTRODUCTION

In this theme, the IOC wishes to receive information about Candidate Cities' strategy and planning in all areas relating to general sports organisation. Detailed information for each sport will be requested in theme 8.

A. PROGRAMME

The Olympic Charter stipulates that the **sports** which will make up the programme of the Olympic Games must be fixed seven years beforehand.

1. Programme envisaged for the Games of the XXIX Olympiad

The following pages show the list of sports, disciplines and events currently on the programme of the Olympic Summer Games as approved by the IOC, and applicable to the Sydney 2000 Olympic Games. The programme for the Games of the XXIX Olympiad in 2008 will be based on the above-mentioned programme, which is why the information you give in themes 7 and 8 (concerning the different sports) should take into account the entire programme.

The IOC is aware of the need for constant updating of the Olympic programme, and carries out systematic revisions periodically.

The programme for the 2008 Games, as far as sports and disciplines are concerned, will be approved by the IOC Executive Board, in accordance with the Host City Contract, by the end of 2003 at the latest.

2. Time of year for holding the Games

The Games of the XXIX Olympiad will be held in the last week of July and the first week of August 2008.

The duration of the competitions of the Games of the Olympiad and the Olympic Winter Games must not exceed 16 days.

The opening ceremony must take place no earlier than the day before the start of the competitions, and the closing ceremony must be held on the last day of competition.

3. Sports schedule

The distribution of the sports over the 16 days and the exact timetable should be decided in consultation with the IFs.

The Candidature Committee must submit a complete draft programme of all sports with its bid documents. At this stage, the schedule and timetables will be provisional. After the Host City is elected, the OCOG must obtain approval for each sport's programme from the IF concerned. Subsequently, the overall competition schedule and timetables are submitted to the IOC Executive Board for approval.

It is recommended that you undertake two types of analysis: an analysis by sport and a global analysis.

a. Analysis by sport :

based on the competition system of each sport: duration in days, position within the 16 days of the Games, ideal timetables (from the point of view of the athletes' performance, spectator attendance, TV audiences, etc.), positioning of finals, etc.

Collaboration with the IFs is essential in this respect. Detailed information by sport and specific questions can be found in theme 8 and in the IF Requirements.

b. Global analysis :

based on a study of the daily timetable, which encompasses all of the various sports programmes: simultaneity of events, blank spaces, number of medals contested each day, timetable clashes, etc.

This global analysis is essential for assessing the balance and density of the schedule. It will certainly be a point of reference both for the organisation and for the spectacle itself, and many logistical and operational decisions (transport, security, catering, etc.) will be affected by it.

The attention of the general public and the media will also be influenced by this approach.

4. Ceremonies

The opening and closing ceremonies are focal points of the Games, by virtue of their symbolism and significance. Timetabling decisions should take account of their importance.

5. Sport for the disabled

The IOC may ask the OCOG to include two demonstration events for disabled athletes during the Olympic Games. The IOC chooses the events.

B. COMPETITION SITES

The choice of competition sites will be a determining factor in the evaluation of the candidature. It will also have a significant effect on the organisation and running of the Games, and on the post-Olympic period.

Specific requirements for the sports programme, the future objectives of the city and the country, urban planning, respect for the environment, etc., are factors which should be considered and evaluated together when formulating a general policy.

B.1 Geographical location

The geographical location of the site will determine its operation during the Games, and also its future use. Proximity of sites to each other and to the nerve centres of the Games (Olympic Village, IBC, MPC, etc.) and to the city centre is highly recommended. **Site concentration**, if planned sensibly, will certainly ease the running of the Games.

B.2 Site characteristics

Each site, and in particular those elements which may affect the successful operation of the sport (orientation, indoor/outdoor, surfaces, dimensions, etc.) must comply with the relevant IF rules. Detailed information provided by the IFs can be found in the IF Requirements.

- v The capacity of each site during the Games is proposed by the OCOG after consultation with the IF concerned and is submitted to the IOC for final approval. The capacity is decided bearing in mind the specific requirements for the Games and the post-use of the facility. In the event of a difference between IF requirements and OCOG possibilities, temporary constructions can be envisaged but the OCOG should not make promises to the IFs which it cannot deliver.
- v Site versatility is a great advantage both for the Games and for future use, as long as it is approached sensibly. During the

Games, it may be possible to schedule different activities to take place at the same venue (more than one sport, or different events in the same sport).

- ▼ Sites access and communications between the different zones must permit the necessary supervision and security measures to be applied. It must be easy for the different groups of users to move around within the sites. Generally speaking, access, space and movement must be provided for the following large groups, and in order of priority: athletes, officials, referees, media, VIPs and guests, sponsors, spectators, organisers, etc.
- ▼ Experience has shown the need to provide more reserve zones than for other top-level events. The size and exact use of these areas are difficult to specify seven years in advance, but they will certainly be extremely useful when it comes to finalising space/use allocation.

B.3 Current situation, agreements, guarantees

When creating the overall strategic plan, it is necessary for the Candidate City to make feasibility studies and obtain guarantees concerning the following key factors:

- ▼ current state of proposed sites: existing sites not requiring any construction work prior to the Games; sites requiring modification, construction, renovation, refurbishing, etc.; installations to be built
- ▼ cost of work and financing
- ▼ schedule of work
- ▼ agreement of site or land owner (for sites to be built, obtain agreement of future owner)
- ▼ approval of the IF concerned

B.4 Advertising

In accordance with the Olympic Charter, no form of advertising is allowed in the competition sites. This important factor should be taken into account when making agreements with owners. (Also see theme 6 - Marketing).

C. TEST EVENTS (ORGANISED BY THE OCOG)

Test events have proven to be decisive in guaranteeing the successful organisation of the Olympic Games. Their purpose is to put the sports installations to the test in an "Olympic situation" with maximum use of the human resources required, and all the systems, arrangements and methods used in the Games, as fully as possible within the given constraints of time and expense.

To reap the greatest possible benefit, it is recommended that test events take place between 18 and 6 months before the Games, in the Olympic installations. The help of the International and National Federations is essential to the planning, preparation and running of these events and it is recommended that OCOGs make early contact with them in order to fix a time for these tests within the competition schedule of the Federations concerned. Several test events may be required for a particular sport.

The general programme of test events is planned by the OCOG and submitted to the IOC Executive Board for approval, two to three years before the Games.

The budgeting requirements for these test events must be taken into account by the OCOG from the earliest stages of planning.

The Olympic Charter deals with the pre-olympic events and lays down the extent of the OCOG's obligations.

D. SPORTS PARTICIPATION STATISTICS

The athletes are at the heart of the Games. The organisation should be geared towards providing them with the best possible competition conditions: facilities, equipment, accommodation, transport, food, etc.

Accurate monitoring of participation is essential in providing the best possible services, for informing future OCOGs and for providing the basis for the work of the various IOC commissions.

The OCOG must therefore provide the IOC with thorough statistics for each sport on registrations, accreditations and actual participation, arrivals and departures and places of residence for athletes, officials, judges, referees and assistants.

E. HUMAN RESOURCES

The OCOG must build up a team of very different types of people, from specialised technicians to assistant referees and competition monitoring staff, to help the IFs manage the technical aspects of their sport.

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

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

F. SPORTS EQUIPMENT

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

Because of the large amount of equipment to be purchased and the complexity of the decision-making procedure, it is recommended that the OCOG make early contact with the IFs on this matter.

G. SPORTS LOGISTICS

Other important elements in the context of the sports organisation must be taken into account from the early stages of planning. They are partly common to the overall planning for all sports, and partly individual to each sport.

The most important elements are:

Services for the sports family: accommodation (see theme 13), transport (see theme 14), accreditation (see Accreditation and Entries at the Olympic Games Guide);

Other organisational aspects: including results management (see theme 15), medal ceremonies, sports publications, draws;

IF congresses: possibility for each IF to hold its congress during the Olympic Games.

QUESTIONS

The questions given below are intended to obtain global information for all sports and sites. More detailed information for each sport is requested in theme 8.

7.1 Programme

7.1.1 General schedule

Prepare a simple table indicating:

- ▼ days of competition (by sport/discipline)
- ▼ finals (by sport/discipline)
- ▼ total gold medals awarded each day
- ▼ opening and closing ceremonies.

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

7.2 Sites

7.2.1 Give:

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

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

7.2.2 Geographical location

Show on a map (indicating the scale used) the sites listed in 7.2.1. Show also the location of the Olympic Village, the Olympic Stadium, the MPC, the IBC, the judges' and referees' village and the media village (as applicable). The distances in km should be indicated in table form.

7.2.3 Current state of sites / construction work

In accordance with the list given for 7.2.1, give in table form:

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

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

7.2.4 Financing of work

Provide:

- ▼ an estimate of the cost (in US\$) of all the work to be carried out
- ▼ the amount to be provided by the OCOG (amount in figures (US\$) and percentage of total)
- ▼ the amount to be financed by other organisations (amount in figures (US\$) and percentage of total), and the relevant guarantees from the competent bodies (see Guarantees).

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

7.2.5 Guarantee of use

In accordance with the list given in 7.2.1, provide a table giving a list of:

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

7.2.6 Agreements with IFs

List those of the twenty-eight IFs concerned that have already given their agreement to the proposed sites and installations (in accordance with the guarantees given for question 8.5).

7.2.7 Advertising in competition sites

Confirm that no form of advertising will appear in the competition sites.

7.3 Test events

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

7.4 Human resources

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

7.5 Sports experience

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

7.6 IF congresses

Do you undertake (on behalf of the future OCOG) to organise congresses or meetings during the Olympic Games or in the period immediately preceding or following the Games for those IFs requesting such meetings?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 7.1.2** Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Olympic Games, or for one week immediately before or after.
- Question 7.2.4** Concerning the financing of work, provide a guarantee from the competent bodies confirming the amount to be financed by them (amount in figures (US\$) and percentage of total).
- Question 7.2.5** Guarantee of use:
In accordance with the list given in 7.2.1, provide a copy of all agreements **signed** with the owners concerned.

THEME 8 : SPORTS

INTRODUCTION

This theme complements theme 7 and requests further detail about each sport on the Olympic programme.

The Olympic Charter and its bye-law stipulate that each IF is responsible for the control and technical management of its sport.

In order to allow the IOC an overall view of the Olympic project, Candidate Cities are requested to group their answers to the eight questions given below by sport, referring to the IF Requirements.

The order given below (which appears in the 2000 Olympic Movement Directory) must be respected :

- Athletics
- Rowing
- Badminton
- Baseball
- Basketball
- Boxing
- Canoe/Kayak
- Cycling
- Equestrian
- Fencing
- Football
- Gymnastics
- Weightlifting
- Handball
- Hockey
- Judo
- Wrestling
- Swimming
- Modern Pentathlon
- Softball
- Taekwondo
- Tennis
- Table Tennis
- Shooting
- Archery
- Triathlon
- Sailing
- Volleyball

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

QUESTIONS

(for each sport on the Olympic programme)

- 8.1 Give the total number and a detailed list of the proposed competition sites (in strict accordance with the answer given for question 7.2.1), indicating the disciplines and events to be held at each site.
- 8.2 Give the total number of proposed training sites.

8.3 Indicate on a plan (giving the scale used) the location of the competition sites (mentioned in question 8.1) as well as that of the Olympic Village, the MPC, the IBC, the judges' and referees' village and the media village (if applicable). Indicate on the plan the distances in kilometres and travel time (in current conditions and under future conditions, if improvements are planned) between these different sites.

8.4 For each competition site, prepare a table giving:

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

does not require any construction work prior to the Games
exists but requires modification, construction, renovation refurbishing
to be built.

(N.B.: this classification should correspond to that used in question 7.2.3).

8.4.2 Work schedule:

for existing sites : dates of commencement and finalisation of any
work necessary. Indicate also the original date of construction
for those sites to be built: dates of commencement and finalisation of
construction.

8.4.3 Cost:

estimated cost of work required (in US\$)
financing arrangements: amount to be supplied by the OCOG/ other
investors (amount in figures (US\$) and percentage of total).

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

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

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

8.7 For each site (according to its use for the Olympic Games) give the following information:

8.7.1 a detailed plan (giving the scale used) showing all the basic elements, e.g. :

warm-up and competition areas
technical installations required
areas reserved for athletes, VIPs and guests, media, organisers, etc.
access
services (cloakrooms, press room, etc.).

8.7.2 Olympic Games capacity:

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

8.7.3 competition schedule

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

8.8 Wind direction :
(For rowing, canoe / kayak, archery and sailing competition sites only)

Indicate the general tendencies for wind direction and strength for the period during which the Games would be held.

Provide further information in relation to other sites if substantial differences exist.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 8.5 Provide a copy of all agreements signed with IFs concerning the use of sites.

THEME 9: PARALYMPIC GAMES

INTRODUCTION

The Paralympic Games are organised in the Host City of the Olympic Games in accordance with the agreement signed between the IOC and the International Paralympic Committee (IPC). (This agreement will be signed, in principle, at the end of 2000).

They are held approximately ten days following the Olympic Games.

The Paralympic Games are the property of the IPC and are organised in accordance with the Paralympic Games Guidelines approved by the IOC Executive Board (see Appendix). (At this stage, these Guidelines are provisional pending the IOC / IPC agreement).

It is recommended, wherever possible, to use Olympic Games' infrastructure and equipment, as this will greatly facilitate the organisation of the Paralympic Games.

The management structure of the Paralympic and Olympic Games should be the same, with a special section for the Paralympics. The financial structure – budgeting and accounting – should be separate.

There will be 4,000 athletes and 2,000 team officials.

The conditions and level of service for athletes and team officials during the Paralympic Games will be the same as those for athletes and team officials at the Olympic Games.

QUESTIONS

- 9.1 Specify your proposed dates for the Paralympic Games.
- 9.2 Describe the structure of the Organising Committee of the Paralympic Games, providing the following details :
 - v composition
 - v relationship with OCOG (same / integrated / separate)

9.3 Sites:

9.3.1 Provide a table of the proposed sites - including the Paralympic Village(s) - indicating:

- a. total number of sites
- b. name (if used for the Olympic Games, please use same name)
- c. proposed use for each site
- d. modification or construction required to meet the needs of the Paralympic Games
- e. estimated cost of above-mentioned work
- f. state of negotiations with site owners (signed agreement / date on which signature is expected)
- g. spectator capacity during the Paralympic Games
- h. travel times from the Paralympic Village
- i. for the Paralympic Village – indicate whether the Olympic Village will be used. Provide a plan of the Village in paralympic mode.

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

9.4 Provide plans for the layout of the Paralympic Village – general areas and room layouts.

9.5 Financing:

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

9.5.2 Provide the budget for the Paralympic Games.

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

9.6 Provide a draft schedule of the Paralympic Games.

9.7 Specify your plans for the following during the Paralympic Games:

9.7.1 Transport

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

- v paralympic family
- v athletes
- v spectators

9.7.2 Accommodation

In addition to the Paralympic village, describe your Paralympic Games' accommodation plan for the following categories of persons :

- ✓ paralympic family (including technical officials as per the Paralympic Games Guidelines)
- ✓ media (media villages and/or hotels ?)
- ✓ sponsors and spectators

9.7.3 Security

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

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

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 9.5.3 : Provide all original letters of guarantee from any funding sources (federal, regional, municipal or others).

INTRODUCTION

The Olympic Village is the heart of the Olympic Games for approximately 16,000 athletes and team officials. Athletes from all around the world will reside in the Olympic Village which should be a place where they are able to prepare for competition without being disturbed by the outside world (e.g. media, visitors, sponsors).

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

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

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

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

The relevant procedures and deadlines will be determined by the IOC following the Sydney Games and communicated by the IOC to OCOG.

QUESTIONS

- 10.1 Provide maps indicating :
 - 10.1.1 the proposed area of the Olympic Village including local transport routes.
 - 10.1.2 the exact travel distances (in km) and journey times (in minutes) from the Olympic Village to the sites.
- 10.2 Describe the urban characteristics of the Olympic Village (type of accommodation; buildings; apartments; campus; hotel etc.
- 10.3 Outline the procedure selected for designing the Olympic Village indicating its post-Olympic use.
- 10.4 Give a schedule for the various stages of the Olympic Village including design, construction and fit out. A critical analysis pathway should be provided from conception to the completion of fit out six months prior to the Games.
- 10.5 Present plans which include:
 - 10.5.1 how the NOC units will be organised (plans and cross sections, on a scale of 1:200 with the dimensions clearly marked) indicating their positions within the site;
 - 10.5.2 how the apartments and rooms will be organised (plans and cross sections on a scale of 1:200 with the dimensions clearly marked) including details of equipment and furnishings;
 - 10.5.3 the surface area in m² (wall to wall) of the single and double rooms;
 - 10.5.4 the planned total number of beds specifying:
 - v number of single rooms
 - v number of double rooms
 - 10.5.5 the amount of floor space per person.
- 10.6 Provide a layout of the International and Residential zones with emphasis on the location of the dining areas, access points and transport mall.

- 10.7 State the total surface area for the dining halls in m², the number of dining halls and the number of seats in each one.
- 10.8 Who will be responsible for the construction of the Olympic Village? 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. (see Guarantees).
- 10.9 Provide a guarantee regarding funding for the construction of the Olympic Village. A marketing proposal should be provided if the project is to be funded by a private company. If the national authorities are to subsidise construction of the Olympic Village, provide a guarantee from the respective department stating the amount of funds to be allocated (see Guarantees).
- 10.10 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 purposes (see Guarantees).
- 10.11 Evidence should be provided that appropriate environmental studies have been undertaken for the site (including possibilities of natural disasters).
- 10.12 NOC delegations – travel costs
 - 10.12.1 Provide a guarantee that OCOG will cover the travel costs of NOC delegations participating in the Olympic Games (all duly qualified and accredited athletes and all duly accredited team officials entitled to stay in the Olympic Village according to the IOC Entries for Sports Competitions and Accreditation Guide) from the capital city or main airport designated by each NOC to the international gateway airport of the Host City, in economy class. The guarantee must specify that OCOG agrees to abide by the procedures and deadlines determined by the IOC following the Sydney Olympic Games (see Guarantees).
 - 10.12.2 What amount is budgeted for these travel costs ?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 10.8** 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.
- Question 10.9** Provide a guarantee regarding funding for the construction of the Olympic Village. If the national authorities are to subsidise construction of the Olympic Village, provide a guarantee from the respective department stating the amount of funds to be allocated.
- Question 10.10** 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 purposes.
- Question 10.12.1** Provide a guarantee that OCOG will cover the travel costs of NOC delegations participating in the Olympic Games (all duly qualified and accredited athletes and all duly accredited team officials entitled to stay in the Olympic Village according to the IOC Entries for Sports Competitions and Accreditation Guide) from the capital city or main airport designated by each NOC to the international gateway airport of the Host City, in economy class. The guarantee must specify that OCOG agrees to abide by the procedures and deadlines determined by the IOC following the Sydney Olympic Games.

THEME 11: MEDICAL / HEALTH SERVICES

INTRODUCTION

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

The Host City Contract outlines the obligations to be fulfilled by the city organising the Games of the XXIX Olympiad.

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

QUESTIONS

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

11.1 Health system

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

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

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

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

For the current hospital services, give:

- ▼ number of hospitals and their geographical distribution
- ▼ number of beds

- ✓ departments: specialities and personnel
- ✓ heavy equipment and its distribution
- ✓ operational procedure for your emergency services only

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

11.1.4 Ambient air quality:

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

Explain any significant differences in data between different parts of the city or other Olympic sub-sites.

11.1.5 Water quality:

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

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

11.1.7 List the teaching hospitals in your city or nearby. For each one, list the existing medical departments and the sports-medicine, physiology and biomechanical research laboratories.

11.1.8 Specify what legislation is in force in your country (region and city, if this is different) concerning the practice of medicine, and describe the organisation of the health service (general practice, hospitals, paramedical).

11.2 Arrangements envisaged for the Games

11.2.1 Describe the plans for investment in healthcare facilities in your city and region over the next ten years, and any additional investments which would be entailed, should the city be chosen to host the Olympic Games.

11.2.2 Provide a guarantee from the relevant national, regional and local authorities that these plans are practicable and compatible with the

harmonious development of your country, region and city (see Guarantees).

11.2.3 Explain how the Olympic Games will fit in with your first aid, transport and emergency services.

11.2.4 Describe existing plans for evacuation and assistance in the event of a natural disaster, specifying the chains of command and transfer of responsibilities.

How will these be affected by the Olympic Games?

If the chain of responsibility and command would change due to the Olympic Games, give details.

11.2.5 Is there an IOC-accredited laboratory on your territory?

If so, do you intend to use it? Give a brief indication of the procedures envisaged for sample transportation. Indicate the distance (in km and travel time) between the accredited laboratory and the Olympic Village(s).

If there is no accredited laboratory on your territory, outline the procedures envisaged for performing doping controls.

11.2.6 Specify the hospital(s) that would be used for the Olympic family, giving the number of beds, and the distance (in km and travel time by car) from the Olympic Village(s).

11.2.7 How do you propose to recruit, select and train the personnel necessary for the health services put in place for the Olympic Games?

11.3 Equine Health

11.3.1 Indicate which infectious diseases have occurred in your equine population during the last five years, at an epidemic level or whether these are diseases which are endemic in your country.

11.3.2 Describe the resources in your city, region and country to counter epidemiological risks in the veterinary field, and list the organisations responsible for controlling such risks (where applicable).

11.3.3 Does the laboratory described in question 11.2.5 also perform equine sample testing?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

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

INTRODUCTION

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

General principles

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

The general principles of the following aspects should be defined:

- v plans for data collection before the Games
- v general security criteria for:
 - Olympic Villages
 - competition, warm-up and training facilities
 - Olympic risk centres (MPC, IBC, etc.)
 - Olympic family accommodation (hotels, international youth camp, etc.)
- v identify categories of emergency plans for the Olympic facilities and in the area affected by the Games
- v access control plans for people, vehicles and equipment to the Olympic enclosures before, during and after the Games
- v special security plans for the torch relay and the Opening and Closing Ceremonies
- v transport security plan for the various categories of Olympic family members
- v security plan for authorities and dignitaries
- v security plan for sports delegations identified as being high risk
- v security procedures concerning Olympic family members' arrival in and departure from the Host City :
 - security at the airport, seaport or railway stations
 - import/export of special sports equipment (weapons, ammunition, horses, etc.)
 - arrival and departure procedures
- v security plans connected with the outskirts of the city and secondary Olympic sites

- security of main public services (energy, water, fuel, transport networks, etc.)
- security of nearby air space and territorial waters
- security of telecommunication networks, computer systems, etc.
- underground security plans at Olympic facilities and in general
- v implementation of additional measures throughout the Olympic territory to prevent crime and care for crime victims
- v initial criteria for the management of security personnel in terms of:
 - recruitment
 - selection
 - training
 - logistics (accommodation, transport, catering, health services, etc.)

QUESTIONS

- 12.1** Provide an analysis by a competent authority of the situation with respect to any risks posed by activist minorities (religious, political, ethnic, etc.) or terrorist groups in the country or region. Specify the measures envisaged for preventing acts of terrorism by international groups.
- 12.2** Provide statistics on the crime rates in your region and city over the last ten years, in absolute values and per 100,000 inhabitants.
- 12.3** Identify the public and private organisations that will be responsible for security during the Games.
- 12.4** Provide estimates of the available human resources in the region and city in terms of police and emergency services.
- 12.5** Prepare an estimate of the human resources that would be used in the operational implementation of security during the Games. What proportion of these will come from another region and will need varying degrees of logistical support?
- 12.6** Will it be possible to use the resources of the Armed Forces in the Games' security operation?
- 12.7** Does legislation permit a single management structure that will be effective whatever the provenance of the human and technical resources that are used, and without functional or territorial restrictions?

- 12.8** Will the security forces and other public authorities charge the OCOG for their services? If so, is this provided for in the OCOG budget?
- 12.9** If necessary, would you be willing to make modifications to the laws, standards and administrative procedures considered necessary within the legislative organisation of the country in order to achieve an efficient structure and a security operation that is appropriate to the special circumstances of the Olympic Games?
- 12.10** Will the Intelligence Services be involved?
- 12.11** Is it possible to limit and exercise effective control over the use of territorial waters and air space affected by the Games?
- 12.12** Provide a guarantee from the highest government authority of the country that the government will make the necessary efforts to guarantee the safety and the peaceful celebration of the Olympic Games (see Guarantees).
- 12.13** In the event that the regional government has authority over public security or emergencies, in addition to the guarantee mentioned in 12.12, the highest authority of the regional government must also provide a written guarantee in the same or similar terms (see Guarantees).
- 12.14** Within the structure of the OCOG, will there be a department responsible for security matters?

What will its functions and responsibilities be?

- 12.15** Provide diagrams of the following:
- a. organisation of the general planning and operational planning phases
 - b. organisation of the implementation phase of Games' security
- 12.16** Provide an analysis of the general risks connected with the Olympic territory:
- a. fire (buildings, industry, forests)
 - b. intrusion into Olympic facilities
 - c. civil disobedience
 - d. crime
 - e. technological risks to services essential to the Games
 - f. traffic
 - g. natural catastrophes (earthquake, flood, volcano, hurricane, etc.)
 - h. other catastrophes (chemical, biological, nuclear, plane crash, marine accident, serious land accident)
 - i. terrorism

12.17 Detail the experience of your city/region and country in the organisation of security in major international events (particularly sports events). Information to be provided: event, year, duration in days, number of participants / dignitaries and VIPs / attending spectators / security personnel.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 12.12 Provide a guarantee from the highest government authority of the country that the government will make the necessary efforts to guarantee the safety and the peaceful celebration of the Olympic Games.

Question 12.13 In the event that the regional government has authority over public security or emergencies, in addition to the guarantee mentioned in 12.12, the highest authority of the regional government must also provide a written guarantee in the same or similar terms.

INTRODUCTION

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

As can be seen below, the OCOG must provide a considerable number of rooms to meet the requirements of the various categories of accredited persons and national and international spectators and visitors to the Games.

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

Tariffs

The Host City Contract does not fix a room rate but requires the OCOG to provide a number of rooms at a special rate for the Olympic Family. The list of persons included in this category can be found below. The estimated number of **rooms** required for the Olympic Family is **1,800**.

Candidate Cities will be required to specify the maximum room rate negotiated for the Olympic Family with individual hotels in US\$ in 2008 value.

For persons not benefiting from the Olympic Family rate, the OCOG must provide the required number of rooms, specify room rates and describe how such room rates will be indexed to 2008 and controlled.

Room requirements

The different categories of persons for whom OCOG is responsible for providing accommodation are summarised below :

- a. athletes and team officials (Olympic Village) at OCOG cost;
"As" officials (hotels / campus) at their cost (rate to be approved by the IOC);
- b. IOC, IFs and NOCs at their cost (hotels, with Olympic Family room rate in 2008 proposed by the Candidate City);
- c. judges and referees (villages and/or hotels) at OCOG cost;
- d. media (villages / hotels) at their cost (rate to be approved by the IOC);

- e. sponsors (hotels) at their cost (rate to be approved by the IOC);
- f. volunteers and local staff at OCOG cost.

Olympic Family

a. Athletes and team officials

Athletes and team officials are accommodated in the Olympic Village.

It is not possible at this time to specify the maximum number of such competitors, team officials and other team personnel accommodated in the Olympic Village. A final estimate shall be provided upon completion of the 2004 Olympic Games. At the present time, however, the OCOG shall undertake to provide accommodation for at least 16,000 persons.

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

Room and board at the Olympic Village, during the period that it is made available, shall be provided free of charge for the competitors and team officials.

“As” officials :

The number of team officials accommodated in the Olympic Village is not always sufficient to meet Olympic team requirements. In this respect, the IOC has made provision for an “As” accreditation category for team officials not residing in the Olympic Village and whose accommodation costs are covered by the NOCs. Approximately 50% of “As” team officials request rooms from OCOG which should provide approximately **700 rooms** in hotels or campus style accommodation. The cost of such rooms will be paid by the NOCs at a room rate to be approved by the IOC.

b. IOC - IFs - NOCs (official IOC hotels)

This group includes:

- IOC members (and honorary members) and the persons accompanying them;
- Presidents and Secretaries General of IFs whose sport appears on the programme of the Olympic Summer Games, the persons accompanying them as well as other IF officials;
- Presidents and Secretaries General of the NOCs taking part in the Games and the persons accompanying them;
- IOC staff;
- members of IOC commissions;

- IOC advisors, consultants;
- IOC guests;
- delegations of OCOGs of future Olympic Games;
- representatives of the Organising Committees of future IOC Sessions;
- delegations from Candidate Cities for future Olympic Games;
- Presidents and Secretaries General of IFs whose sport is on the programme of the Olympic Winter Games;
- delegates of recognised IFs or organisations;
- whoever the IOC may designate as such.

The above-mentioned persons will be accommodated in the hotel or hotels (4*-5*) designated by the IOC Executive Board.

The estimated number of **rooms** required for the Olympic Family is **1,800**.

Other requirements

Additional IF requirements :

Each International Federation, the sport of which is on the programme of the Games of the Olympiad, will require a headquarters hotel for the members of its Executive Board, technical delegates, staff, etc. generally close to the competition sites of its sport. The category of hotel will be chosen by the IF concerned (3-5*). The estimated number of **rooms** required is **600**.

IF guests :

In addition, each IF will have a number of guests which varies from one federation to another. The estimated number of **rooms** required is **200**.

NOC guests :

Each NOC will also have a number of guests which varies from one NOC to another. NOC guests should be accommodated in 3-5* hotels. The estimated number of **rooms** required is **between 1,500 and 2,000**.

c. Judges and referees

International : The international judges and referees nominated by the IFs shall be accommodated in hotels close to the competition sites of their respective sports, or in a village where all the judges and referees required for the efficient running of the Olympic Games are accommodated together. (Note : Some international judges and referees are also members of their IF board.)

In both cases, the category of accommodation will be of medium to high level and the cost will be borne by the OCOG. The number of **rooms** required is estimated at **1,300** in single occupancy

National : OCOG will also need to provide rooms for national judges. In most cases these persons are considered as volunteers from the national federation. The estimated number of **rooms** required is **700**.

d. Media

The majority of media representatives (including operations staff and technicians) should be accommodated in a media village or villages, supplemented by hotel accommodation of different categories in order to offer a varied price range. The number of **rooms** required is estimated at **17,000**.

e. Sponsors

This category includes:

- ▼ representatives of the IOC's TOP programme
- ▼ representatives of the OCOG's national sponsor programme
- ▼ suppliers
- ▼ broadcasters' guests
- ▼ marketing partners.

The sponsors must be accommodated in superior category hotels. The estimated number of **rooms** required is **7,000**.

f. Volunteers and local staff

The OCOG must make provision to accommodate the numerous volunteers and security personnel working on the organisation of the Games who do not live in the region.

g. Spectators

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

ACCOMODATION PLANNING

The following must be completed during the candidature :

- ✓ analyse Olympic family requests (number of rooms, quality, etc.)
- ✓ make an inventory of rooms available
- ✓ obtain guarantees to go ahead with new construction
- ✓ negotiate with individual hotels and, before the Host City election, sign a contract guaranteeing the availability of an adequate number of rooms
- ✓ negotiate a maximum hotel room rate for the Olympic Family and for other categories of persons attending the Olympic Games
- ✓ perform an initial allocation of types of accommodation on the basis of the different client categories
- ✓ designate and obtain guarantees for areas for villages for judges and referees and the media.

QUESTIONS

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

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

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

Provide legends indicating for each hotel:

- Name and Category (level of comfort)

13.2 Complete attached Charts A and B regarding hotel room availability, allocation and rates :

13.2.1 Chart A: Existing Hotels

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

13.3 Olympic Family – rooms and rates

13.3.1 How many rooms have you obtained for the Olympic Family ?
(see Introduction to theme 13)

13.3.2 Clearly stipulate the maximum price in 2008 US\$ that would be charged to the Olympic Family for such rooms. This price must be all inclusive (e.g. including breakfast and taxes).

Should the price of such rooms in 2008 be higher than the price quoted in your Candidature File, the OCOG must pay the difference (this should be clearly indicated in your budget).

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

13.4 Give the maximum hotel room rate for other categories of persons not covered by the Olympic Family rate (media, etc.) today and in 2008, indicating how the 2008 rate has been calculated.

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

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

13.7 If applicable, list the other accommodation possibilities which could be envisaged (e.g. cruise liners, camp sites...). What would be the capacity of this additional accommodation?

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 13.2 / 3 : Provide the original letters you have obtained guaranteeing room availability and prices for the Olympic Family and other client categories during the Olympic Games from the competent authorities (Chart A* and B*).

Question 13.2.2 : Provide the original letters of guarantee of construction and timelines for all hotels to be built from the competent authorities (Chart B **).

CHART A: Existing hotels
Question 13.2.1 Accommodation

A.1: Client group: Olympic Family (see a-f of Introduction)

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

A.2: Client group: Other (see a-f of Introduction)

#	Name of hotel	Category	Number of rooms	Client Group (see a-f of Introduction)	* Guarantees obtained	
					N° of rooms guaranteed	Signed by (body/name)

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

* All original guarantee letters must be given to the IOC

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

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

B.1: Client group: Olympic Family (see a-f of Introduction)

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

B.2: Client group: Other (see a-f of Introduction)

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

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

* All original guarantee letters must be given to the IOC

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

Five documents (*Maps A to D*, and *Table II*)¹, requested in the *Questionnaire for Applicant Cities*, will serve as a basis to respond to the questions asked under this theme. We remind you that all maps must include a scale or indications in kilometres, an arrow indicating the north, the base year and a legend.

QUESTIONS

A. OFFER

Air transport

- 14.1 Airport data (2000 and 2008)**². Indicate in a table the following data regarding the airport or airport system for the Games: the number of national and international departure gates, the capacity of the terminal [passengers/hour]³, the capacity of the runway(s) [movements/hour] and limits on night flights. If applicable, specify what improvements will be made for the Games.
- 14.2 Flight network (2000)**. List the number of national and international regular direct flights. Indicate the distribution between the continents and the cities served by your airport(s) with regular flights (for at least the last five years), with the number of flights per week.

Motorways, main roads and parking

- 14.3 Network (2000 and 2008)**. Referring to *Maps B* and *C*, describe the road and motorway network adopted for the Games. What projects are underway and what is the average and peak season daily traffic flow [vehicles/day]? Indicate whether or not there are tolls.

¹ *Map A*: Organisational plan, necessary additional general and sport infrastructures, location of the Olympic Village and the media village
Map B: Existing general and sport infrastructures
Map C: General and sport infrastructures planned regardless of your candidature
Map D: Distances [km] between venues
Table II: Table of distances

² The information presented should be valid at the moment your candidature is submitted (2000) and at the moment of the Games (2008)

³ [*]: Use the unit specified in square brackets

14.4 Main parking areas (2000 and 2008). What is currently available in terms of parking and what do you estimate to be additional needs during the Games at key sites? Illustrate the location of these parking areas, their capacity [cars, buses] and the potential users.

Public transport system

14.5 Network (2000 and 2008). Referring to *Maps B* and *C*, describe your public transport system [rail, underground, tram, bus, shuttle services, taxis, ferries, etc.] and the network for linking the sites. Indicate the different ways of reaching these places. What improvements will be available at the time of the Games?

14.6 Vehicles and traffic (2000 and 2008). Provide information on the fleet and rolling stock [vehicles] of the main transport companies, current traffic [passengers, passengers/km] together with the capacity of the main lines [passengers/hour].

Summary of distances and journey times

14.7 Table of distances and journey times (2008). In response to questions 14.1 to 14.6 and using *Table II*, indicate up-to-date distances [km] and the average and peak-hour journey time recorded during the day [minutes]. Specify the journey time by car and by public transport.

14.8 Maps (2008). Plot all the elements mentioned above on a map (airports, public transport network, road network, sites that will generate traffic during the Games – the Olympic stadium, competition and training venues, IBC/MPC, Olympic village, media village, IOC hotels, etc.) and indicate the links that would be used during the Games.

B. DEMAND

14.9 Overall needs (2008). What personnel will be used for transport, communication and logistics? Describe recruitment and training programmes for the Games.

14.10 Spectators (2008). Estimate the average and maximum number of spectators for each multisport venue [spectators/day], together with the transport resources that will be allocated to them. Indicate how these will be distributed in relation to the source of the spectators, i.e. the Host City, the host country or abroad.

C. CONCEPT

Strategic transport plan

14.11 Main objectives (2008). List your main objectives with regard to traffic during the Games. What constraints will be inherent to the project and what emergency plan will you have in the event of a change of timetable, or an unexpected demand?

Strategic planning

14.12 Organisation (2008). What transport principles are applied for each category named in part 1? Distinguish between the logistics for arrival, departure and during the Games, the areas considered and the demand that needs to be met (people, horses, equipment and delivery).

14.13 Measures (2008). Describe the measures envisaged to facilitate the traffic flow linked to the Games (customs formalities, combined identity cards, and lanes reserved for Olympic traffic) and to restrict normal traffic. What additional measures can you implement to guarantee punctuality of Olympic traffic?

14.14 Ticketing (2008). Do you propose to offer combined, electronic or telephone ticketing?

14.15 Test event and training phases (2000 to 2008). Prepare a list of events intended for training and testing staff and facilities respectively before the Games.

D. PLANNING AND MANAGEMENT

14.16 Authorities (2008). Which authorities (state, region, city, etc.) will be responsible for controlling and managing transport activities in the Olympic zone? Will you use a transport control centre? What authority will be put in charge of monitoring the transport plan?

14.17 Information (2000 and 2008). Describe the telematics, information technology and communications equipment designed to provide information on traffic conditions, delays, diversion routes, etc.

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be submitted to the IOC

Question 14.18 **Projects (2000 and 2008).** For all the projects you mention in your replies to questions 14.1, 14.3, 14.4, 14.5 and 14.6, cite, with the aid of a table, all the required authorisations, the bodies that deliver them, the deadlines given and the guarantees already provided when the bid file is submitted. The original guarantees must be submitted to the IOC.

INTRODUCTION

Technology plays an extremely important part both during the preparation phase for the Games and during the Olympic Games themselves. It would not nowadays be possible to organise an event of this scale without a heavy use of technology in all areas, for example:

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

Information management and communication tools are therefore critical to the success of the Olympic Games. The technology needed to organise the Olympic Games (which includes information systems and related computer equipment, telephony, communications and telecommunications systems, timing, public address systems, copying machines and photographic equipment for accreditation) requires major financial resources of up to US\$ 400,000,000 (not to mention the resources needed for the Host Broadcaster).

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

1. Timing and judging
2. Results processing systems at the venues
3. Games administration systems:
 - v athlete qualification and registration
 - v accreditation
 - v human resources (permanent staff and volunteers)
 - v accommodation
 - v Olympic and media villages
 - v transport
 - v arrivals and departures of the Olympic family
 - v protocol
 - v ticketing
4. Information systems for accredited persons at venues:
 - v information system for television commentators
 - v results distribution management at all venues in the form of printed reports
 - v Olympic Games information system (INFO 2008) accessible from kiosks located at Olympic venues

5. The Internet
6. OCOG administration systems such as:
 - v salaries
 - v finance and accounts management
 - v investment and equipment management
 - v project management
 - v office automation
7. Integration of all systems
8. Systems operations
9. Basic hardware and software such as:
 - v operating systems
 - v database management systems

A number of these areas are critical to the success of the Olympic Games. For risk limitation, the IOC has therefore negotiated and will be able to negotiate on behalf of the Olympic family or the OCOGs, long-term agreements with partners or suppliers covering a number of these systems, products and services.

The IOC has already concluded a partnership agreement with the SEMA GROUP for all the Olympic Games from 2002 to 2008. SEMA, which has gained valuable experience of major sports events since its involvement in the Barcelona Olympic Games in 1992, is responsible for providing areas 3, 4, 7 and 8 listed above. The OCOG will pay for these services as defined in the contract between the IOC and SEMA.

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

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

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

To ensure successful implementation of the information systems it is therefore essential to have available a sufficient number of permanent staff and competent volunteers. It is also essential that those who are to assume responsibility in the main areas are recruited at a sufficiently early stage to allow them to participate in, and benefit from, the experience of the previous summer Olympic Games.

QUESTIONS

15.1 Describe your plan and method for recruiting:

- professional staff
- volunteers

needed for technology.

Telecommunications: the regulatory background

15.2 Describe the market's level of openness to competition in the area of telecommunications.

15.3 How many licences have been awarded for:

- setting up fixed networks;
- supplying second generation (e.g. GSM) and third generation (e.g. UMTS) mobile telephony services ?

15.4 Indicate whether a regulatory body exists for the market, whether this body is tied to government authorities and who issues the licences.

15.5 Frequency control

15.5.1 Indicate the body responsible (and any ties) for controlling and allocating the frequencies necessary for radio transmissions.

15.5.2 State whether payment would be required for these services and the reservation of frequencies during the period of the Olympic Games. If so, what would be the tariff?

15.5.3 Have you received an assurance that this body is prepared to allocate the necessary frequencies for the organisation of the Olympic Games? (see Guarantees).

Telecommunications: existing structures

15.6 Fixed telephony and data transmission infrastructures

- 15.6.1 What is the level of domestic telephony facilities?
- 15.6.2 What is the level of the telephone network in electronic terms for public switching by the historic operator and the other operators?
- 15.6.3 What is the level of digitisation of the telephone network (transmission systems between public switches) of the historic operator and the other operators?
- 15.6.4 What data transmission services are available in the territory (e.g. Frame Relay, ATM), and what data rates can be provided?
- 15.6.5 What is the level of security of the fixed infrastructures of the various operators?
- 15.6.6 Are virtual private networks available, and on which networks?
- 15.6.7 Are the various sites scheduled for competitions and other main Olympic venues connected by fibre optic networks for the transmission of television signals and the telephone lines necessary for organising the Olympic Games?

15.7 Mobile telephony infrastructures

- 15.7.1 What is the level of mobile telephone facilities among the local people (total number and ratio to number of inhabitants)?
- 15.7.2 What percentage of the territory is covered by the mobile telephony service per operator?
- 15.7.3 What type of service is offered? Second generation (e.g. GSM) or third generation (e.g. UMTS)?
- 15.7.4 Do these networks support WAP (Wireless Application Protocol) type protocols?
- 15.7.5 Have the operators installed enough stations to cover the traffic expected during the Olympic Games at competition venues and other main Olympic sites?
- 15.7.6 Provide a rough chart showing the radio frequency distribution by operator.
- 15.7.7 Indicate whether pager networks exist.

15.8 Satellite and submarine infrastructures

Are there any operators capable of providing international transmission services by satellite or submarine optical cables?

15.9 Internet infrastructures

15.9.1 How many Internet service providers (ISPs) are active in the territory?

15.9.2 How many homes are connected to the Internet?

15.9.3 What types of broad band rapid Internet access are available in the territory (e.g. ADSL, cable networks) and how many subscribers are there?

15.10 Private radio networks

15.10.1 Are there frequencies allocated to trunk radio type services?

15.10.2 How many trunk type networks are in operation and what is the level of local, regional and international coverage?

15.10.3 How many subscribers are there to such networks?

15.11 Services offered to users

Do prepaid telephone card services exist for fixed and mobile services?

15.12 Tariffs

Please list the tariffs for telecommunication, leasing of infrastructure and services applicable in the country.

Telecommunications: new infrastructures and new services

15.13 Describe the new organisations, infrastructures and new services of value in organising the Olympic Games which it has already been decided to put in place.

Indicate the dates by which such services are to be put in place and provide the guarantees signed by the relevant authorities (see Guarantees).

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

Question 15.5.3: Provide guarantees received from the relevant authorities for the allocation of radio frequencies necessary for organising the Olympic Games.

Question 15.13: Provide the guarantees received from the relevant authorities relating to new organisations, infrastructures and new services of value for organising the Olympic Games.

THEME 16 : COMMUNICATIONS AND MEDIA SERVICES

INTRODUCTION

Properly managed communications in the years leading up to the Olympic Games is important to maintain public awareness, to support OCOG's activities and to build international interest in the Games. It is also critically important to plan for state-of-the-art media services during Games-time. The media (written press, photographers, radio and television, online media) provide the promotion, coverage and continuity of events before, during and after each edition of the Olympic Games.

A. COMMUNICATIONS

One of the earliest challenges as the OCOG evolves from a small management group to a larger entity, is to properly structure the communications function within its organisation. A well-run communications function will be able to promote a clear vision of the Games and manage the daily relations with the media. Also, it will enable the OCOG to communicate effectively with the local communities, authorities and all constituents of the Olympic Movement.

Therefore, the OCOG must set up a communications department as early as possible to cater to the needs of the media, local communities, authorities and all constituents of the Olympic Movement.

A person responsible for communications within the OCOG must be nominated at an early stage and function as the official spokesperson. He/she must have a direct link with the OCOG President and top management and eventually develop a fully-fledged department.

It is recommended that in the earliest stages of planning, priority should be given to the development of a communications strategy plan to position the OCOG and the 2008 edition of the Olympic Games. If necessary an external communications consultant could be hired as an expert to help in this respect.

B. MEDIA OPERATIONS AND SERVICES

Media services and operations are critical elements to the success of the Olympic Games which require many years of planning. The obligations of the OCOG concerning media services and operations are contained in The Olympic Charter, the Host City Contract and the IOC Media Guide. The Media Guide outlines the minimum needs and facilities that have to be provided by an OCOG for the coverage by the media of the Olympic Games.

The likely number of media representatives accredited at the 2008 Olympic Summer Games is estimated at 17,000 (excluding the Olympic Broadcasting Organisation). The total number of media accreditees for 2008 will be determined following the previous Olympiad.

The overall media working space is divided into two major centres: the International Broadcasting Centre (IBC) and the Main Press Centre (MPC). The MPC and the IBC serve as the nerve centres for the various types of media. It is from these two vital areas that the activity of all the media will be organised, distributed and handled. The IBC and the MPC offer media facilities such as studios, private offices, common work areas, a photographic laboratory, information services, catering facilities, press conference rooms and other services for those accredited media. Furthermore, media sub-centres need to be planned in all Olympic venues with varying levels of facilities.

The MPC and the IBC may be established in two different buildings but should be in close proximity and close to the Olympic Stadium and main competition venues. Economy of scale can be obtained by joining the two structures in one complex.

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

Providing proper facilities and services to the media is essential for the success of the Olympic Games. To plan and prepare to deliver all the necessary services to the different types of media covering the Olympic Games, the OCOG will have to set up a press operations function and an Olympic Broadcasting Organisation (OBO) at an early stage.

The OBO will be responsible for producing the international - or multilateral - feed for all television and radio rights holders and to deliver services necessary for all broadcasters to produce their own unilateral signals. OBO is also responsible for planning, building, equipping and operating the IBC and for the broadcasting infrastructure at the competition venues, as well as for all broadcast telecommunications.

In addition, as per the IOC Media Guide, the OBO should be established and operational 18 months after the awarding of the Games. The main priority is to plan for the production of the international signals and to provide to broadcasters all the necessary unilateral facilities.

One of the first priorities of your Candidature Committee is to identify the various possibilities for housing the MPC and the IBC within your city. Identify existing buildings, such as conference centres or exhibition halls, if possible on a single, ground floor level and with numerous, wide, access routes. If such buildings do not exist, identify suitable land which corresponds to the above criteria, and obtain preliminary agreement regarding its availability should your candidature be selected. Obtain guarantees that the buildings envisaged or sites chosen are capable of

housing the important facilities required for telecommunications. Ease of access, proximity to transportation networks and loading/unloading facilities must also be planned well in advance.

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

Your Candidature Committee should identify one or several sites for a/the Media Village(s), which must be built in close proximity to the IBC/MPC and the Olympic stadium to accommodate the majority of media representatives. The Media Village(s) may be complemented by media hotels which should be clustered in order to facilitate media transportation to and from the venues. Of vital importance is the time needed to travel from the living quarters to the working areas.

C. NEW MEDIA

Due to the fast-paced evolution in information technology and new media, it is difficult to assess the needs and specifications of Internet and new telecommunications means 7 or 8 years in advance.

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

QUESTIONS

- 16.1 Describe what your vision of the Olympic Games would be should your city become the Host City of the Games. Describe the challenges and opportunities you foresee for an OCOG in terms of communications.
- 16.2 Describe how you would build and promote your image and reputation. How do you intend to cultivate local support and interest within your country and community? How do you intend to do so internationally?
- 16.3 Describe how you would structure the communications function in an OCOG, should your city become the Host City of the Games.
- 16.4 Show on a map, giving the scale used, the location of the IBC, the MPC and the Olympic Stadium in relation to the Olympic Village, the media village(s) and hotels and the Olympic sites.

Specify the distances (in km and in minutes by road, both in heavy traffic and under normal conditions) from the IBC and the MPC to the Olympic Village, to the media village(s) and hotels and to the Olympic Stadium.

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

GUARANTEES

(see theme 18 – Guarantees)

The original documents must be given to the IOC

- Question 16.5** Provide all signed agreements obtained for the use or construction of the IBC and the MPC by the owners concerned.
- Question 16.7** Provide all signed agreements obtained for the use or construction of the Media Village(s) by the owners concerned.

THEME 17 : OLYMPIISM AND CULTURE

INTRODUCTION

The Fundamental Principles of the Olympic Charter state :

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

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

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

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

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

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

A. CULTURAL PROGRAMME

In order to promote the Olympic spirit within the country hosting the Games and world-wide, the OCOG must develop a cultural programme and set up educational programmes.

The cultural programme must focus on the culture and traditions of the host country but also involve international artists from the world of entertainment, dance, music,

theatre and the arts. A final project must be submitted by OCOG to the IOC for approval three years before the Games.

As part of the cultural and promotional programme of the city after its election, exhibition space is temporarily provided at the Olympic Museum in Lausanne for a period to be defined.

B. CEREMONIES

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

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

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

a. Opening and Closing ceremonies of the Games

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

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

b. Welcome ceremonies at the Olympic Village

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

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

c. Medal ceremonies

Medal ceremonies are governed by the Olympic Charter.

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

d. Olympic Flame relay

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

C. YOUTH CAMP

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

QUESTIONS

- 17.1 Briefly describe the communications and educational programmes you intend to set up during the years leading up to the Games in order to promote the Olympic ideal.
- 17.2 Briefly describe the programme of cultural events during the three years before the Games. Give a broad outline of your cultural programme during the Olympic Games.
- 17.3 What is your overall budget for the cultural programme mentioned above ? What is the budget for the Opening and Closing Ceremonies ?
- 17.4 In the event that the athletics' stadium is not the venue of the Opening and Closing Ceremonies, indicate which venue will be used for these events (location, seating capacity, existing or to be built).

17.5 Will you organise a youth camp? If so, specify the following :

- v site and location (on a map of the region)
- v type of accommodation (chalets, student lodging, hotel, etc.) and current status (existing or not)
- v capacity
- v duration/dates
- v origin and selection of participants (number of countries, etc.)
- v planned share of the costs (per person in US\$) / OCOG contribution
- v planned services and activities (a broad outline).

THEME 18 :**GUARANTEES**

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

Ref.	Question	Subject of guarantee	Provided by
18.1	1.2	Support	National, regional and local authorities
18.2	1.10	Support	Authorities of other localities concerned by the holding of the Olympic Games
18.3	2.1.1	Covenant of fulfilment of obligations; respect of the Olympic Charter including free access to the host country and free movement of accredited persons	Government
18.4	2.1.2	Covenant of fulfilment of obligations; respect of the Olympic Charter	Local and regional authorities
18.5	2.2.1	Representation of the Candidate City by the Candidature Committee and delegation of authority to sign contracts and undertakings	City authorities
18.6	2.3	Necessary legal measures to facilitate the protection of Olympic marks	Government
18.7	3.1	Freedom to perform Olympic function	Competent authorities
18.8	3.3	Import, use and export of goods	Competent authorities
18.9	4.6	Compliance of work with town planning and environmental protection legislation	Local, regional and/or national authorities
18.10	5.1	Financial guarantees including covering any OCOG deficit and expenditure during the period preceding the Games	Competent bodies or authorities
18.11	5.2	Price control	Competent authorities
18.12	7.1.2	Holding of no other meeting or event during the Olympic Games, one week before or one week after the Games	Competent local and regional authorities
18.13	7.2.4	Financing of work needed at the competition venues	Competent authorities and bodies concerned
18.14	7.2.5	Use of competition venues	Owners concerned

18.15	8.5	Use of competition venues	All IFs concerned
18.16	9.5.3	Financing of the organisation of the Paralympic Games	Authorities and bodies concerned
18.17	10.8	Choice and use of the site for the construction of the Olympic Village	Authorities and owners concerned
18.18	10.9	Financing the construction of the Olympic Village, and any government subsidies	Authorities and bodies concerned Government
18.19	10.10	Authorisation to use existing property for the Olympic Village	Owners concerned
18.20	10.12	Payment of travel costs by the OCOG	Competent authorities
18.21	11.2.2	Completion of necessary medical investments	Competent national, regional and local authorities
18.22	12.12	Measures to be taken to ensure the peaceful holding of the Games	Government
18.23	12.13	Measures to be taken to ensure the peaceful holding of the Games	Competent local and regional authorities
18.24	13.2/3	Availability and prices of rooms and accommodation during the Olympic Games	Owners concerned
18.25	13.2.2	Completion of accommodation infrastructure to be built	Hoteliers or competent authorities
18.26	14.18	Necessary transport-related alterations	Competent authorities
18.27	15.5.3	Allocation of radio frequencies	Authorities and bodies concerned
18.28	15.13	Setting up of new infrastructures and new services	Authorities and bodies concerned Telecommunications company
18.29	16.5	Use or construction of the MPC and IBC	Owners concerned
18.30	16.7	Use or construction of media village(s)	Owners concerned