



INTERNATIONAL
OLYMPIC
COMMITTEE

HOST CITY CONTRACT OPERATIONAL REQUIREMENTS

SEPTEMBER 2015





Host City Contract Operational Requirements

September 2015



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Codes and Acronyms

Code/ Acronyms	Name
AAA	Accommodation Allocation Agreements
ACM	Accommodation
ACR	Accreditation
AND	Arrivals and Departures
ATR	Authorised Ticket Reseller
BIL	Brand, Identity and Look of the Games
BIO	Broadcast Information Office
BMS	Building Management System
BRS	Broadcasting
BUS	Business Development
CAD	Computer Aid Design
CAS	Court of Arbitration for Sport
CCC	Communication, Command and Control
CCR	Commentary Control Rooms
CER	Ceremonies
CIS	Commentary Information System
COM	Communication
CTY	City Operations
DDP	Domestic Dignitary Programme
DDS	Direct and Dedicated Transportation System
DIG	Digital Media
DOS	Directory of Services
DRM	Delegation Registration Meeting
EB	Executive Board
EMR	Electronic Medical Record
ENG	Electronic News Gathering
FA	Functional Area
FIN	Finance
FF&E	Furniture, Fixtures and Equipment
FNB	Food and Beverage
FOP	Field of Play
GAM	Games Management
HCC	Host City Contract
IBC	International Broadcast Centre
IDP	International Dignitary Programme
IF	International Federation
IKM	Information and Knowledge Management



Code/ Acronyms	Name
IOC	International Olympic Committee
IOPP	International Olympic Photo Pool
IPC	International Paralympic Committee
ISO	International Organisation for Standardization
ITO	International Technical Official
ISPs	Internet Service Providers
IXPs	Internet Exchange Points
JMPA	Joint Marketing Plan Agreement
LAN	Language Services
LIV	City Activities and Live Sites
LOLP	Loss of Load Probability
MBC	Mountain Broadcast Centre
MC	Medical Commission
MED	Medical Services
MHE	Material Handling Equipment
MHQ	Medical Headquarters
MMC	Mountain Media Centre
MPA	Marketing Plan Agreement
MPC	Main Press Centre
MPCP	Marketing Partner Coach Programme
MPS	Marketing Partner Services
MOU	Memorandum of Understanding
NCS	NOC Services
NF	National Federation
NOC	National Olympic Committee
NPC	National Paralympic Committee
NRG	Energy
NTO	National Technical Official
OB	Outside Broadcast
OBS	Olympic Broadcasting Services
OCOG	Organising Committee for the Olympic Games
ODF	Olympic Data Feed
OFS	Olympic Family and Dignitary Services
OHC	Olympic Hospitality Centre
OIAC	Olympic Identity and Accreditation Card
OIS	Olympic Information Service
OPP	Olympic Presentation Position
ORIS	Olympic Results and Information Services
OTR	Olympic Torch Relay



Code/ Acronyms	Name
OVP	Olympic Village Plaza
PAR	Paralympic Games
PCC	Protocol Coordination Centre
PEM	People Management
PEQ	Paralympic Entries and Qualification System
PIAC	Paralympic Identity and Accreditation Card
PMPA	Paralympic Marketing Plan Agreement
PRIS	Paralympic Results and Information Services
PRS	Press
PRT	Protocol
RHB	Rights-Holding Broadcaster
RPP	Rights Protection Programme
RTDS	Real Time Data System
RZ	Residential Zone
SEQ	Sport Entries and Qualification System
SIC	Sport Information Centre
SIG	Wayfinding Signage
SPT	Sport
SRS	Ski Racing Suppliers Association
SUS	Sustainability
TEC	Technology
TER	Telecommunications Equipment Rooms
TKT	Ticketing
TOC	Technical Operations Centre
TOK	Transfer of Knowledge
TOP	The Olympic Partner
TRA	Transport
VAPP	Vehicle Access and/ or Parking Permit
VAPPS	Vehicle Access and/ or Parking Permit Scheme
VEN	Venues
VIL	Villages Management
VMC	Venue Media Centre
WADA	World Anti-Doping Agency
WSFGI	World Federation of the Sporting Goods Industry
YOGOC	Youth Olympic Games Organising Committee



Foreword

Introduction

a) Purpose

Hosting an Olympic Games is the pre-eminent opportunity for a city to promote its image on the world stage. The IOC selects the host city based on a number of criteria's, including the city's ability to use the Games as a transformative legacy for its citizens for generations to come. The Host City Contract is designed to ensure that all parties understand and agree to a specific set of responsibilities that guarantee a successful Olympic Games and, create a beneficial legacy for the host city and the Olympic Movement.

The Host City Contract - Operational Requirements (the "HCC Operational Requirements") are an important part of the Host City Contract, detailing a set of core elements for the project, which provide Olympic quality conditions for the athletes and all participants, while at the same time allowing potential host cities to responsibly match their Games concepts to their own sport, economic, social, and environmental long-term planning needs.

b) Host City Contract for the Games of the XXXIII Olympiad 2024

This HCC Operational Requirements have been drafted to apply to the Games of the XXXIII Olympiad 2024 (the "Games"). It forms an integral part of the Host City Contract entered into by and between, on the one part, the International Olympic Committee (the "IOC") and, on the other part, the host city of the Games (the "Host City") and the National Olympic Committee of the host country of the Games (the "Host NOC") following the election of the Host City as host city of the Games by the 130th IOC Session in Lima in September 2017.

In accordance with the Host City Contract 2024 - Principles, the Host City Contract (the "HCC") consists of the following documents and commitments, which are all fully binding upon the Parties and which, in case of any conflict or discrepancy, will apply in the following order of precedence:

- a) The Host City Contract 2024 - Principles, including all appendices thereto (the "HCC Principles");
- b) The HCC - Operational Requirements, including all annexes thereto;
- c) The Games Delivery Plan (as defined in the HCC Principles);
- d) The Candidature Commitments (as defined in the HCC Principles); and
- e) The Olympic Charter.

The HCC Principles sets forth the general principles governing the relationship between the IOC, the Host City, the Host NOC and the Organising Committee for the Olympic Games (the "OCOG"), as well as their respective financial and contractual responsibilities. It also provides the details of the contribution of the IOC to the success of the Games and the key elements necessary for the preparation and delivery of the Olympic Games.

All provisions of the HCC Principles apply to the HCC Operational Requirements. It is therefore important to read this document in parallel with the HCC Principles as all requirements and deliverables described herein shall be performed in compliance with the terms and conditions of the HCC Principles.

The HCC Operational Requirements lists key requirements applicable to the planning, organising,



financing and staging of the Games, as they are known by the Parties at the time of execution of the HCC. However, these requirements may be amended or completed as a result of policy, technological and other changes, in accordance with the procedures and subject to the conditions described in the HCC Principles.

c) Relationship with the Olympic Charter

In accordance with the HCC Principles, the requirements and deliverables contained therein must also be performed in accordance with the Olympic Charter. The Olympic Charter is the constitutive document of the Olympic Movement. As such, it defines the fundamental principles of Olympism and the rules and bye-laws adopted by the IOC, governs the organisation, actions and functioning of the Olympic Movement and establishes the conditions for the celebration of the Olympic Games.

d) Games Delivery Plan

Pursuant to the HCC Principles, the Parties will agree on the main milestones and timelines to be respected in the performance of their requirements under the HCC, within 18 months following the execution of the HCC. These timelines and milestones will be featured in the “Games Delivery Plan” which fully applies to the requirements and deliverables defined in the present HCC Operational Requirements. Before the Games Delivery Plan is finalized, the milestones and timelines included in the IOC generic Delivery Plan will apply.

e) Other important documents

In accordance with the HCC Principles, certain other agreements or documents referred to in the HCC will apply to the planning, organising, financing and staging of the Games. This includes, in particular, the Marketing Plan Agreement, or MPA, the cooperation agreement to be concluded between the OCOG and the Host Broadcaster of the Games (OBS), and the agreement between the IOC and the International Paralympic Committee (IPC), all referred to in the HCC Principles. The provisions of these agreements and other documents referred to in the HCC Principles apply to the performance of the requirements included in the HCC Operational Requirements.

f) Definitions

All capitalized terms, which are not otherwise defined in the present HCC Operational Requirements document, shall have the meaning attributed to such terms in the HCC Principles.

Structure and scope of this document

g) Operational areas

The requirements contained in the HCC Operational Requirements are grouped together into subject matters, referred to as “areas”, with an introductory description of each area. The Operational Requirements are provided in a numbered list for easy reference.

It should be noted that the grouping of requirements into areas is designed to assist the Games organisers by offering a rational allocation of the various tasks and responsibilities covered by the HCC. However, for clarity, this presentation is not intended to impose any defined organisational structure upon the OCOG.

Many areas addressed in this document focus on the provision by the OCOG of certain facilities, goods or services to the IOC, IOC Controlled Entities or other categories of Games stakeholders (e.g. athletes, National Olympic Committees, International Federations, media, IOC Marketing Partners, Rights-Holding Broadcasters, domestic and international dignitaries and spectators),. Such facilities, goods or services shall be provided in accordance with the parameters defined in the HCC Principles,



the MPA, the Broadcasting Cooperation Agreement entered into between the OCOG and OBS pursuant to the HCC Principles and other relevant agreements or documents. Unless expressly stated otherwise such services and facilities shall be provided to the relevant stakeholders group at the OCOG's cost, and without the OCOG requesting any financial compensation from the relevant stakeholders.

In order to ensure the same level of services to everyone – with or without impairments – universal accessibility is a core principle which should apply to all venues and services for the benefit of Games participants and spectators, as well as the host City's community.

h) Paralympic Games

The Paralympic Games represent the ultimate international multi-sport competition for athletes with an impairment that reflects the highest standards of athletic excellence and diversity.

The 2024 Paralympic Games shall be organised in accordance with the relevant provisions contained in the HCC, this HCC Operational Requirements document and with the agreement signed between the IOC and the IPC. This agreement includes the guarantees, conditions and principles to sustain the Paralympic Games as an international multi-sport, multi-disability Games that are organised by OCOG using the Olympic Games infrastructure and services. It specifies the marketing and broadcasting rights granted to OCOGs and the payment guarantees that are given to the IPC for those rights as well as the stakeholders' responsibilities with respect to the Paralympic Games. The services provided to the participants in the Paralympic Games should be based upon similar principles to those applicable to the Olympic Games but scaled to the needs of the Paralympic Games. The planning of the Paralympic Games should be integrated into the Olympic Games planning by the OCOG from the early stages.

In order to provide the OCOG with a complete understanding of a given area and to promote an integrated planning approach, the majority of requirements related to the Paralympic Games have been integrated within the various sections of this document. As a result most requirements of general nature contained in this document apply to both Olympic and Paralympic Games (even though this may not be systematically mentioned), while Paralympic-specific requirements can be identified via the wording of each relevant requirement and/ or at the end of several sections. If no Paralympic specifics are referred to, the Olympic standards will also be used as a basis for discussion regarding the Paralympic standards in that given area.

i) Cooperation between the OCOG, the Host City, the Host NOC and other stakeholders of the Host Country

A combined effort and a close cooperation by the Host City and the Host NOC, as well as Host Country Authorities or other private institutions of the Host Country are essential to the success of the Games. However in accordance with the mission of the OCOG, as described in the HCC Principles, to carry out all operational aspects of the planning, organising, financing and staging of the Games, the present HCC Operational Requirements document is focusing on the performance of the different Games-related requirements by the OCOG.

j) Application to other editions of the Olympic Games or Olympic Winter Games

The requirements defined in this document have been drafted primarily in view of their application to the Games, as an integral part of the HCC. However, the IOC may decide, in coordination with existing OCOGs, that the requirements contained in this document are, in whole or in part, also applicable to earlier editions of the Games of the Olympiad or Olympic Winter Games and/ or, in accordance with the provisions of the agreements entered into between the IOC and existing OCOGs.



Cross-reference matrix

The following table is meant to provide a visual aid to the reader with regard to the areas that are closely related and where close coordination is particularly essential. While this HCC Operational Requirements document remains binding upon the OCOG, the Host City and the Host NOC in its entirety, it is highly recommended that specific attention be paid to the requirements set forth in the other dependent areas so that the overall context in which the activities will be carried out are fully understood.



1. Product and Experience





1.1. Sport (including IF services)

Introduction

The Olympic Games are the pinnacle sporting event in the world, gathering the best athletes from around the globe and attracting millions of spectators within the venues and billions more via worldwide broadcast coverage. Within the OCOG, the Sport area is responsible for:

- ensuring athletes' needs are at the heart of operational planning;
- delivering exceptional and world class sport competitions;
- ensuring athletes are provided with the best environments and opportunities to train and compete;
- building and managing relationships with IFs and National Federation (NFs).

The Sport team is the primary source of all information relating to the sports on the Olympic programme and the requirements of the athletes and IFs. It therefore has a responsibility to inform and educate all Functional Areas (FAs) within the OCOG, as well as external parties involved in the provision of services for the athletes and IFs.

The relationship between the Sport area and the IFs is one of the key partnerships in the organisation of the Olympic Games, owing to the number of crucial areas impacting the success of the sporting competitions and athletes' experience in which the IFs provide indispensable input, feedback and approvals. IFs provide key expertise, experience and resources in order to support the OCOG in staging first-class sport competitions. IFs also determine the rules, regulations and requirements for their respective sports, which the OCOG in turn implements. It is important that the OCOG and the IF work together to deliver the sporting competitions in the most efficient and cost effective way.

The goal of the Paralympic sport programme is to allow athletes to inspire and excite the world through their athletic performances, in accordance with the vision of the IPC. Therefore, the role of the Sport area remains similar for the Paralympic Games, with the addition of some services and operations that are unique, such as classification and orthotic, prosthetic and wheelchair repair services.

The Sport area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Sport.



Operational Requirements

In order to deliver the Sport requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

SPT 01 - Location of sports

- As a general principle, ensure that all sports competitions take place in the host city of the Olympic Games. Pursuant to the Olympic Charter, the IOC may allow the organisation of preliminary competitions, or even entire sports or disciplines, outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability and geography.

SPT 02 - Duration of competitions

- Ensure that the duration of the competitions of the Olympic Games does not exceed 16 days (this rule does not apply to football). In exceptional circumstances, some preliminaries may be organised prior to the Opening Ceremony, upon approval of the respective IF and the IOC. In any case, no medals may be awarded and no athletes eliminated from the Olympic Games prior to the Opening Ceremony.

SPT 03 - Organisation of Paralympic sports

- Deliver sports organisation for the Paralympic Games as per the technical requirements established by the IPC and the IFs in required areas including the following:
 - define the locations, designs and operational plans for each competition, training and classification venue;
 - establish the detailed competition, training and classification schedules;
 - procure the necessary types and quantities of equipment for competition, training and classification purposes;
 - host between two and five visits of the appointed technical personnel for each sport in order to contribute to the planning, monitoring, preparations and issue-resolution leading up to the Paralympic Games. The exact number of visits is contextual and depends on the sport, the venue and the synergies with visits for the Olympic sport, if relevant;
 - provide required technical installations and systems for Paralympic results and information dissemination; and
 - coordinate the creative concepts and logistical arrangements for the sport presentation elements.

Requirements related to competition and training venues

SPT 04 - IF venue standards

- Follow the most current IF technical requirements as they relate to competition venues for each sport (e.g. standard field of play (FOP) dimensions, standard warm-up space needed, standard back-of-house requirements for athletes' preparation and IF spaces, including working areas), as defined in relevant sport-specific and venue-specific documentation provided by each IF.



SPT 05 - Competition venues

- Ensure that the prior approval of the IOC and of the respective IF is obtained before any modification of the location and key venue requirements, as proposed by the Host City and the Host NOC in their candidature documents, is implemented. Any change of competition venue must enhance the Candidate City proposals, and the legacy aspect of the Games concept.

SPT 06 - Paralympic competition venues

- Provide a high standard of equipped competition venues meeting the IF requirements for all sports/ disciplines on the Paralympic sport programme. As a rule, all the competition venues used for the Paralympic Games shall be those used for the Olympic Games; any exception to this should be due to important reasons and is subject to IPC approval.

SPT 07 - Look of the Games

- Consult IFs on all Look of the Games elements in and around the FOP at their respective competition venues. This is especially important for sports which have specific issues with background colours affecting sighting on the FOP.
- Supply each training venue with a package of wayfinding signage, flags and banners that are in line with the Look of the Games.

SPT 08 - Olympic flag and IF recognition

- Ensure that the Olympic flag flies over each competition and training venue throughout the Olympic Games, with the IF flag positioned between the Olympic flag and the OCOG flag.
- Ensure that additional IF recognition is placed next to the FOP at all competition venues. The size and shape shall be decided by the IOC and implemented by the OCOG.

SPT 09 - Pre-Games access to venues

- Ensure a minimum level of pre-Games venue access to NOCs, based on the rules and regulations of the sports concerned.

SPT 10 - Games-time training

- Agree with each relevant IF on all technical requirements relating to the training venues identified for use before and during the Olympic Games and make these training venues available for all athletes from the opening of the Olympic Village until the end of competition for all sports (including for sports held in co-host cities). The level of services delivered to athletes during official training shall be equal to the services delivered during competition.
- Ensure that such venues meet the IF technical requirements. Any exception to this requirement shall be submitted to the IOC and to the respective IF for approval.

SPT 11 - Paralympic training schedule projects

- Develop the Paralympic training schedule, the training booking procedures, the training office within the sports information centre (SIC) and the transport plan in parallel with the corresponding Olympic project.



Requirements related to IF services

SPT 12 - Attendance at IF events

- Facilitate the attendance of OCOG Sports Managers at relevant IF meetings and/ or congresses, to report on progress regarding Games preparations for their sport, and at IF events, to gain further understanding and operational experience regarding their sport.

SPT 13 - Appointment of IF representatives

- As soon as possible after the OCOG is created, contact each IF whose sport is on the Olympic programme and agree on the appointment of a main IF representative who has the authority to review and approve or seek approval on all issues related to their sport.

SPT 14 - Sport delivery plan

- Ensure that the terms and level of engagement with each IF, as well as all service levels applicable to the delivery of the Games, are documented in a binding agreement to be entered into by the OCOG and each IF. Such agreement shall also stipulate any financial consideration associated with the services to be provided by the IFs for the delivery of the Games.

SPT 15 - Paralympic sport Memoranda of Understanding

- Enter into cooperative agreements (Memoranda of Understanding) with the IPC and the IFs, which clearly set out the relationship, responsibilities, scope, levels of service and delivery timelines expected by both parties in the planning and execution of the respective sports competitions at the Paralympic Games.

SPT 16 - Pre-Games IF visits to the host city

- Cover the expense of round-trip air tickets, board and lodging of each IF delegate for the pre-Games visits needed and agreed on a sport by sport basis between the OCOG and the IF.

SPT 17 - Games-time expenses for IF delegates

- Pay for the reasonable expenses of the IF delegates from at least five days prior to the start of the first event in their sport and until the Olympic Games are over. Such expenses shall include air fares, board and lodging.
- In the event that the presence of IF delegates is required earlier than specified above, owing to Games-time preparations, and is agreed between the OCOG and the IF concerned, these additional expenses shall be covered by the OCOG.

SPT 18 - Technical officials' transport

- Submit an international technical officials (ITOs) travel policy to the IOC for approval.
- Pay for the travel expenses of the ITOs for the Olympic Games. The total number of ITOs shall be confirmed by the IOC following a proposal from the relevant IF. Travel expenses shall be calculated to the host city from the ITOs' place of residence and back.
- Pay the travel expenses of the national technical officials (NTOs) within the host country.



SPT 19 - Technical officials' accommodation

- Provide facilities separate from the Olympic Village for the accommodation of all ITOs and NTOs appointed by the IFs, taking into account that technical officials shall be present at the site at least three days (i.e. including at least three nights' accommodation) prior to the first event in their sport and at least one day (i.e. including at least one night accommodation) after the last event. In the event that the presence of ITOs is required earlier than specified above owing to Games-time preparations, and is agreed between the OCOG and the IF concerned, these additional expenses shall be covered by the OCOG. Technical officials and members of the juries may not be accommodated in the Olympic Village.
- Provide accommodation (including breakfast) for the ITOs and NTOs, according to the HCC Operational Requirements -Accommodation.

SPT 20 - Technical officials' per diem

- Provide all technical officials with a per diem (daily out-of-pocket expenses) to cover meals (except for breakfast) and incidentals for the approved length of stay in the host city for each sport.
- The per diem amount may not be less than USD 100 for ITOs. Any changes to this amount proposed by the OCOG shall be approved by the IOC.
- The per diem amount for NTOs shall be set by the OCOG.

SPT 21 - Technical officials' uniforms

- Provide a FOP uniform for all technical officials (both national and international) as agreed with each IF and approved by the IOC.

SPT 22 - Tickets for IFs

- In line with the official duration of their role, provide ceremony tickets to all technical officials who are in the host city during the Opening and/ or Closing Ceremony.

SPT 23 - Services for IF Games officials and IPC Games officials for the Paralympic Games

- The requirements and services for the IF Games officials (ITOs and classifiers) and IPC Games officials are identical to those applying at the Olympic Games for the ITOs, scaled to the needs of the Paralympic Games.
- Cover the travel expense for the IF Games officials and IPC Games officials from their place of residence to the host city of the Paralympic Games.
- Provide accommodation to IF Games officials, at the same level of service as for the ITOs of the Olympic Games and in principle, in stakeholder group hotels. However, for the Paralympic Games only, the OCOG may decide to accommodate IF Games officials in a separate and distinct zone of the Paralympic Village, subject to IPC approval.
- Provide a per diem to IF Games officials and IPC Games officials no less than USD 100 for their projected stay at the Paralympic Games for business reasons, including all travel days from/ to their place of residence. Any changes to this amount shall be approved by the IPC.



SPT 24 - IF Games officials, NTOs and IPC Games officials uniforms for the Paralympic Games

- Provide a FOP uniform and related accessories for the IF Games officials, NTOs and IPC Games officials during the Paralympic Games on a similar scale as for the Olympic Games.

Requirements related to sport competition

SPT 25 - Appointment and approval of Sport Managers

- Ensure that a Sport Manager is appointed for each sport on the Olympic programme. The Sport Manager shall be responsible for the planning and implementation of the sporting competitions and training in accordance with the requirements of IFs, the Olympic Charter and the HCC Principles.
- Ensure that all proposed Sport Managers are approved by the relevant IFs. An experienced manager should also be recruited for each individual discipline of the relevant sports.

SPT 26 - Recruitment and training strategy

- Develop, through OCOG Sport Managers and in consultation with the IF for each sport, a recruitment and training strategy for the different categories of Sport workforce, NTOs and sport volunteers.

SPT 27 - Sport volunteer training for the Paralympic Games

- Ensure that sport volunteers recruited for the Paralympic Games receive general training on the Paralympic Movement, the Paralympic Games, the sports and general disability awareness.

SPT 28 - Competition schedule

- Consult the IOC, OBS and IFs at all stages about the development of the competition schedule, which includes the following six steps:
 - daily schedule;
 - session schedule;
 - event schedule;
 - detailed event schedule;
 - detailed competition activity schedule; and
 - detailed sports activity schedule.
- Ensure that the session-by-session competition schedule for a sport at the Olympic Games is approved by IFs and OBS before being submitted to the IOC for approval, no later than two years before the Games

SPT 29 - Paralympic competition schedule

- Follow the same competition scheduling process and management principles for the Paralympic Games as for the Olympic Games. The final proposal of the competition schedule shall be approved by the IPC and the IFs.



SPT 30 - Weather data

- For outdoor sports, provide venue-specific weather stations that collect the weather data during the competition season (winter or summer). These weather stations shall be installed as soon as possible following the election of the host city and no later than four years prior to the Games. The weather stations shall collect data which meets each IF's weather reporting requirements. The weather service provider shall also provide overall weather data and metrics within the host city for use by INFO+ and other data systems.

SPT 31 - Sport presentation

- Develop the overall sport presentation concept and submit it to the IOC for approval.
- Develop sport-specific sport presentation plans, in cooperation with each IF and OBS, which build on the overall concept but are specifically tailored to the requirements of each sport.
- With regard to sports presentation, develop a music library within the framework of both the "Olympic theme" and the sport-specific requirements (IFs' and athletes' possible contributions). Songs and sounds should be varied to cover the style spectrum and ensure that appropriate music is available.

SPT 32 - Paralympic Sport presentation content

- Develop a separate "Paralympic theme" in order to distinguish the Paralympic Games from the Olympic Games. Sport-specific plans also need to be modified or produced tailored to the specific needs of the Paralympic sports, with a focus on educating the spectators about the classifications and rules of each sport.
- Submit the following primary elements of sport presentation to the IPC for approval:
 - announcements and commentary;
 - music;
 - video board content; and
 - scoreboard animation.

SPT 33 - Broadcast camera and microphone positions on the FOP

- Obtain OBS's and the IOC's prior approval for all FOP broadcast camera and microphone positions. The relevant IF shall be consulted and shall be entitled to raise objections to any proposed camera and microphone positions likely to have an adverse effect on the safety of athletes or the conduct of competitions. In the event of disagreement, the final decision shall be taken by the IOC.

SPT 34 - Enforcement of Rule 50 of the Olympic Charter

- Assist the IFs and the IOC in the enforcement of the requirements set forth under Rule 50 of the Olympic Charter (including related guidelines) at Games-time.



Requirements related to sports equipment

SPT 35 - Sports equipment lists

- Ensure that the final sports equipment list to be procured for each sport/ discipline is validated and signed off by each IF.

SPT 36 - World Federation of the Sporting Goods Industry

- Cooperate with the World Federation of the Sporting Goods Industry (WFSGI), which requires assistance in coordinating its Games-time technical services to athletes, and assist the WFSGI in accordance with the requirements communicated by the IOC following the previous edition of the Games.

SPT 37 - Generic sports supplier agreements

- Draft a sports equipment supplier agreement template in close cooperation with the relevant OCOG areas, which is in line with the overall OCOG marketing plan and which covers the different models of sports equipment suppliers' deals (e.g. suppliers being granted marketing/ sponsorship rights, sole suppliership agreements), and submit the draft template to the IOC for approval.

SPT 38 - Provision of equipment for FOP preparation

- Provide all equipment needed for the preparation of the FOP (e.g. inflatable power boats, tractors) for the Test Events and the Games.

SPT 39 - Delivery of sports equipment

- Develop and implement an operational plan for the delivery of sports equipment (Ski Racing Suppliers Association (SRS), WFSGI) from the airport to competition and training venues in a timely manner that meets the needs of SRS and WFSGI, and submit the plan to the IOC for approval.

SPT 40 - Ski Racing Suppliers Association

- Cooperate with the SRS, which requires assistance in coordinating its Games-time technical services to athletes, and develop a Memorandum of Understanding that outlines the respective roles and responsibilities. Submit this Memorandum of Understanding to the IOC for approval.

SPT 41 - Wax cabins

- At the Olympic Winter Games, according to the requirements determined by the IOC, provide wax cabins to:
 - NOCs and teams; and
 - SRS, subject to a financial contribution to be agreed between the OCOG and SRS.



Requirements related to sport entries

SPT 42 - Sport entries

- Define and implement the official registration process for athletes qualified and selected to participate in the Games, in accordance with the qualification systems defined by the IFs and approved by the IOC.
- Submit to the IOC and IFs, for approval, all entry forms (whether in paper or electronic format), including event-specific data fields. Once approved, provide such entry forms to all NOCs.

SPT 43 - Integration of sport entries and Paralympic classification operational plans

- Apply the same process for the Paralympic Entries and Qualification System (PEQ) as implemented for the Olympic Games, with the additional factor of sport classification, an integral part of the Paralympic sport entries process.

Requirements related to sport publications

SPT 44 - Required Olympic sport publications

- Produce the following sport-specific publications:
 - sport explanatory books;
 - sport-specific publications;
 - team leaders' guides;
 - sport entry forms or online database;
 - sports entries and qualification system manuals;
 - pre-Games training guide;
 - technical officials' guide;
 - test event publications; and
 - IF progress reports.
- While the IOC fully supports the use of digital publishing formats, the OCOG shall confirm, prior to publishing, the proposed format of publication (hard copy or digital), distribution and publication dates.

SPT 45 - Games officials' guide for the Paralympic Games

- Submit a sport-specific Games officials' guide for referees, judges and officials attending and working at the Paralympic Games to the IPC for approval. The guide should include information such as accommodation, accreditation, uniform, arrivals and departures.

SPT 46 - Paralympic pre-Games training guide

- Produce a specific Paralympic pre-Games training guide integrating all necessary information to assist the needs of the NPCs and making clear reference as regards to which Paralympic sports may be accommodated within each facility, based on accessibility considerations and each sport's technical requirements.



Other Requirements specifically related to the Paralympic Games

SPT 47 - Classification programme

- Deliver the operational aspects of the classification programme at the Paralympic Games, in full compliance with the IF classification rules and regulations, the IPC Classification Code and relevant international standards. In order to achieve this, the OCOG should:
 - Provide the necessary facilities and specialised equipment, as specified by the relevant IF and approved by the IPC, at the competition or training venues of each Paralympic sport and in the Paralympic Village, so that classification evaluation can be conducted in the most efficient way.
 - Provide the best possible working environment to ensure expedient and accurate classification of athletes for the Paralympic Games. Ensure that classification services are of the highest quality and are sport- and athlete-focused. This also concerns the services provided to the IF classifiers that needs to be in line with the services provided to the international technical officials (ITOs) and need to be in place prior to competition so that they specifically fit the requirements of classification.
 - Support the IPC, the IFs and the NPCs to reduce the number of athletes required to undergo classification evaluation upon arrival in the host city via efficient communications on pre-Games IF classification opportunities.

SPT 48 - Classification Coordination Centre for the Paralympic Games

- Operate a Classification Coordination Centre, using dedicated desks in the SIC, which is responsible for monitoring, coordinating and maintaining data and information concerning sport classification evaluations during the Paralympic Games and for liaising with NPC representatives on classification protests, scheduling and issue resolution.
- Provide sport-specific classification locations at designated competition or training venues as approved by the respective IF and the IPC, plus an additional classification assessment area for athletes with a visual impairment in the Paralympic Village.

SPT 49 - Orthotic, prosthetic and wheelchair repair services

- Provide a range of orthotic, prosthetic and wheelchair repair facilities and services for all accredited athletes, NPC team officials, IF Games officials and other Paralympic stakeholders.
- Select an orthotic, prosthetic and wheelchair repair supplier and seek written IPC approval of the final agreement between the OCOG and the supplier.
- Ensure that the facility and basic furniture, fixtures and equipment for the repair services in the Paralympic Village Plaza and at the different venues meets the relevant technical specifications.
- Ensure pre- and post-Paralympic Games storage of shipped equipment in a secured venue for the timeframes set in the supplier agreement. Facilitate the customs clearance process for the temporary import of technology and spare items, and the venue load-in and load-out of the equipment in a timely manner.



- Provide the supplier's staff with a suitable OCOG accreditation category and access rights to ensure appropriate multi-venue and zone access, plus a small number of upgrade cards to ensure flexibility to cover all operations. In addition:
 - allow access to a suitable transport system that guarantees quick and flexible provision of services over multiple venues; and
 - provide additional support staff or volunteers to the technicians, subject to agreement with the supplier.
- Provide the supplier with access to the rate card programme, thus allowing them to acquire additional equipment, supplies and services available for purchase or lease at a reasonable price upon arrival at the Games.



1.2. Ceremonies

Introduction - Olympic Ceremonies

Ceremonies are a unique opportunity to highlight the Olympic values and the local culture of the host city and country through the prism of Olympism. Although exhaustive in detail, these Ceremonies Requirements are meant to promote and protect both the Olympic Games and host city/ country brands during one of the memorable moments of the Games. It is a mutually beneficial exercise and will have lasting benefits for the host city/ country for years to come. The creative development also offers a chance to reflect and establish the vision of the Games, their brand integration and messaging. It is recommended that the creative team of the Opening and Closing Ceremonies, Victory Ceremonies, and Team Welcome Ceremonies schedule joint meetings at the early stage of the creative development process to identify how the vision of the Games can be reflected consistently by using common elements (e.g. tone of music).

In accordance with the HCC Principles, the term “Ceremonies” shall include all Olympic-related ceremonies, including, the Opening Ceremony of the IOC Session (see Operational Requirements on Olympic Family Services and Protocol), the NOCs’ Team Welcome Ceremonies at the Olympic Village(s), the Opening and Closing Ceremonies of the Olympic Games and the Victory Ceremonies.

Opening Ceremony

The Opening Ceremony is the single event that introduces the Games, the host country, the iconic messages, and the people that define this special time in history. A successful Opening Ceremony generates a positive media response in the critical early days of the Games. Often, a well-regarded Opening Ceremony sets the tone for the whole Games and helps positively define the host city and host country’s image through the broadcast to the world.

Closing Ceremony

Similarly, the Closing Ceremony is the event that wraps up the Olympic events. Decidedly festive, the Closing Ceremony is often the last image of an Olympic Games. It is the chance for the local people, volunteers, OCOG staff and all involved to revel in the success of the Olympic Games.

Victory Ceremonies

Victory Ceremonies are the culmination of a lifetime of training and preparation for Olympians. Winning an Olympic medal is an extraordinary example of personal achievement and an opportunity for intense national pride.

Medals Plaza

Required only for the Olympic Winter Games, the Medals Plaza is a unique venue where the majority of medals are awarded. While the competitions are spread across mountains and valleys, all participants and visitors can get together every night at the Medals Plaza to celebrate.

Team Welcome Ceremonies

Each NOC is welcomed to the Olympic Village by the Village Mayor with a flag-raising ceremony and a short artistic programme, which reflects the music, culture and traditions of the host city and host country. The Team Welcome Ceremonies should be short and simple to produce.



Introduction – Paralympic Ceremonies

For the Paralympic Games, the Opening and Closing Ceremonies reflect the core values of the IPC and the Paralympic Movement and help spread them throughout the world. The required elements, protocol and rituals of the Opening and Closing Ceremonies collectively promote these values.

A successful Opening Ceremony often sets the tone of the Paralympic Games and shows the world the face of a country, its people and its culture, setting the stage for the drama, inspiration and celebration of humanity that make the Paralympic Games. To many Paralympians, entering the stadium at an Opening Ceremony is the highlight of their athletic career. Knowing this, considerable attention must be dedicated to optimising the athletes' experience.

Traditionally less formal than the Opening Ceremony, the Closing Ceremony is a celebration for the participants in the Paralympic Games, a chance to reflect on the inspiration generated by the Games and the successes of the athletes.

Winning a Paralympic medal is the highest achievement in Paralympic sports and the experience of the athlete is paramount when planning for Victory Ceremonies. Careful consideration must be given to making the experience smooth, meaningful and memorable for the athletes.

This Ceremonies section is completed by the following Annexes:

- CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games.
- CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts.
- CER Annex 3 - Specifications on protocol elements for ceremonies

The Ceremonies area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Ceremonies and the IOC Protocol Guide.

Operational Requirements

In order to deliver the Ceremonies requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to all Olympic Ceremonies

CER 01 - Organisation and scope of ceremonies

- Organise the Ceremonies, taking into account the following parameters:
 - The Opening Ceremony shall officially begin the Olympic Games and it shall take place on the first day of the Games in a location within the host city.
 - The Closing Ceremony shall officially end the Olympic Games and it shall take place on the last day of the Games in a location within the host city.
 - The Victory Ceremonies, to present medals to the athletes, shall follow the conclusion of each sports event at the competition venue and, where applicable for the Olympic Winter Games, at the Medals Plaza.



- Team Welcome Ceremonies shall take place in the Olympic Village for all NOCs before the Opening Ceremony of the Olympic Games.

CER 02 - Creative approach and vision of the ceremonies

- Provide the initial presentation on the general creative approach and vision of the ceremonies for IOC approval.

CER 03 - Concepts and detailed production master plans for ceremonies

- Submit concepts and detailed production master plans for all ceremonies for IOC approval. Thereafter, any substantive or thematic changes shall be resubmitted for IOC approval.

CER 04 - Protocol elements for ceremonies

- Ensure that protocol elements comply with the order and the description included in CER Annex 3 - Specifications on protocol elements for ceremonies (being understood that artistic segments may be interspersed between the protocol elements).

CER 05 - Music for Ceremonies

- With respect to clearances and respect of third parties' rights, ensure that the use of any music or other creative element in the context of the ceremonies, or otherwise by the OCOG for the purpose of the Games, does not infringe the rights of any third parties. All requirements set forth in the CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games shall be fully respected and, in particular, all necessary clearances and authorisations shall be obtained.
- With respect to use of creative elements including music in the Ceremonies:
 - Produce music and, as much as possible, memorable tracks defining the Olympic Games, for use in the ceremonies as well as in other activities of the Olympic Games including sports presentations, etc.
 - Ensure that such music, and more generally all works commissioned in relation to third parties for their use in the context of the ceremonies and other activities of the Olympic Games, are created as a "work for hire" on behalf of the OCOG, so that all intellectual property rights and other proprietary rights are owned by the OCOG and further assigned to the IOC in accordance with the HCC Principles.
 - Report all musical content to be used in advance to the IOC in accordance with the "IOC Music Reporting Instructions" contained in the CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games.

CER 06 - Preview of ceremonies

- Provide access to all representatives, designated by the IOC, to preview such ceremonies in their substantive entirety during rehearsal process, including backstage access, in order that such representatives can ensure that these ceremonies shall be held in conformity with the terms and conditions of this HCC and the written plans for such ceremonies approved by the IOC.



CER 07 - Coordination with OBS

- Consult and collaborate with OBS regarding the progress and development of the ceremonies; being understood that the OCOG will be responsible for the production of the ceremonies in accordance with the OCOG's requirements contained herein and that OBS will have final authority and control with respect to the broadcast coverage of the ceremonies.

Requirements related to Opening and Closing Ceremonies

CER 08 - Approvals of Opening and Closing Ceremony-related elements

- Submit the following elements related to the Opening and Closing Ceremonies to the IOC for approval:
 - the initial presentation on the Opening and Closing Ceremonies concept including integration of Olympic protocol elements;
 - the detailed creative concepts and Olympic protocol elements associated with the Opening and Closing Ceremonies, along with a master plan including a production budget, high-level production schedules and staff/ production plans;
 - a detailed operational plan for the athletes;
 - the marching order, based on host country language (if different from French or English); and
 - the final, detailed and complete script; all subsequent editions shall be submitted with changes clearly highlighted.

CER 09 - Templates of contractual agreements for artists and music

- Submit all templates of contractual/ legal documentation regarding the artists and the use of music in relation to the Opening and Closing Ceremonies to the IOC for approval before hiring the artists, in accordance with the CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games

CER 10 - Olympic cauldron

- Given the engineering complexities of the Olympic cauldron, present the final design to the IOC for approval.
- If a co-host city plans to have a cauldron, ensure that the following rules are respected:
 - The design of the cauldron shall depict either the design of the torch or the torch relay community celebration cauldron.
 - The cauldron shall be limited in size (average of six meters high).
 - The OCOG shall submit a proposal with a visual of the design to the IOC for approval.
 - The co-host city cauldron shall not be lit before the Olympic cauldron in the host city is lit during the Opening Ceremony and shall be extinguished without public attendance after the last competition day hosted in the co-host city.

CER 11 - Moment of Remembrance

- Ensure that a symbolic and emotional moment to remember those lost takes place during the Closing Ceremony, at any time after the entry of the athletes but before the official speeches.
- Ensure that this segment is dignified and appropriate for any member of the audience, whether in the stadium or through broadcast.



CER 12 - Olympic Laurel Award

- Ensure that the scenario of the Opening Ceremony includes an appropriate segment for the award of the Olympic laurel award (or other designations decided by the IOC in relation to this award) to a personality having made outstanding contributions to Olympism.

CER 13 - Next host city artistic segment

- During the Closing Ceremony of the Games, a creative segment produced by the next OCOG shall take place. This OCOG should ensure that:
 - All creative concepts comply with IOC requirements and are submitted to the IOC for approval.
 - This segment is subject to the same rights acquisition, assignment, clearance and other requirements as outlined above for other ceremonies and further described in the CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games. These tasks shall be managed entirely by the Organising Committee for the next Olympic Games.
 - Submit all document templates related to hiring creative crews, artists or talents to the IOC for approval.

Requirements related to Victory Ceremonies

CER 14 - Approval of Victory Ceremony related elements

- Submit the following elements related to the Victory Ceremonies to the IOC for approval:
 - the initial presentation on the Victory Ceremony concept including integration of Olympic protocol elements;
 - the detailed creative concepts and Olympic protocol elements associated with the Victory Ceremonies, along with a master plan including a production budget, high-level production schedules and staff/ production plans;
 - the final script of the Victory Ceremonies, including in the host nation's language if different from French or English (being understood that the IOC will provide in advance the script containing the exact wording for the Victory Ceremonies in French and English, see CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts);
 - the initial design of the podiums;
 - the final podium design, including any backdrop(s) when necessary due to the given layout of specific venue(s);
 - the final staging plan of the Victory Ceremonies, including the athletes' and medal presenters' entrance and exit, green room (waiting area) location, flag poles/ flag trapeze as well as still photographers' positions; and
 - the list of all music to be played during the Victory Ceremonies.

CER 15 - Medal and flower presenters at Victory Ceremonies

- Liaise with the IFs to identify presenters of the flower bouquets (it being understood that the IFs shall advise the OCOG of the presenters).
- Announce specifically as indicated, without any addition or alteration, the two lists of IOC members who will present the Olympic medals, provided by the IOC to the OCOG, including the full text of titles that shall be announced. The lists are referred to as:
 - The Short List – for use on the LED screens.
 - The Long List – for use by the announcers.



- Create a document integrating the IOC medal presenters and the IF flower presenters with the precise schedule for the Victory Ceremonies. This document shall be updated as required and provided to all appropriate venue teams, sport presentation, OBS and media operations.

CER 16 - Victory Ceremony scripts

- Follow the detailed specifications of Victory Ceremony scripts included in the CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts.

CER 17 - Medals Plaza (required only for the Olympic Winter Games)

- Present the proposed location of the Medals Plaza for IOC approval, required only for the Olympic Winter Games.
- Ensure that all existing rights of Olympic Marketing Partners and RHBs are respected within the Medals Plaza. If an OCOG is interested in offering special marketing opportunities to TOP and/ or OCOG Partners (i.e. making this a “signature property”), the OCOG shall present such plan to the IOC for approval, well in advance of any implementation.
- Ensure that all requirements set out in the CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games are fully respected in the context of Medals Plaza and in particular, that all clearances and licenses described in the CER Annex 1 are obtained in relation to all music, all artistic performances and other creative elements used at the Medals Plaza.
- Deliver the following elements for the Medals Plaza and its Victory Ceremonies:
 - Submit the initial presentation of creative concept to the IOC for approval.
 - Submit the creative concept (including scenarios, programme, use of Olympic symbol, site and stage designs, backdrop to the podium and production process) to the IOC for approval.
 - Submit the final scripts of Medals Plaza Victory Ceremonies (including musical segments and staging) to the IOC for approval.
 - All headline talent and other performance-related signed contracts.
 - Draft music cue sheets for each night of Medals Plaza programming provided to the IOC and OBS. Final music cue sheets, including any update, shall be provided to the IOC and OBS on a daily basis.
- Ensure that, at the Medals Plaza, before the commencement of the Victory Ceremonies segment, the Olympic flag is raised and accompanied by the Olympic anthem (the score will be provided by the IOC).
- For crowd control and to ensure smooth operations, ensure that access to the venue is granted with a ticket or accreditation (based on categories approved by the IOC). Unless otherwise agreed by the IOC, the OCOG shall make all tickets to the Medals Plaza complimentary. Details of the ticketing plan related to the Medals Plaza shall be presented to the IOC for approval.



Requirement related to Team Welcome Ceremony

CER 18 - Team Welcome Ceremony plan, concept and script

- Submit the following elements to the IOC for approval:
 - Concepts and a detailed description of the Team Welcome Ceremony programme. The detailed creative concept for the Team Welcome Ceremonies, along with a high-level production schedule and a staff/ production plan.
 - The final and complete script in full detail, as well as all subsequent editions with changes clearly highlighted.

Requirement related to Paralympic Ceremonies

CER 19 - Concepts and plans for Paralympic Ceremonies

- Submit concepts and detailed production plans to the IPC for approval for the Opening and Closing Ceremonies, the Victory Ceremonies, Team Welcome Ceremonies and the Paralympic wall ceremony at the Paralympic Village and any thematic or material change.

CER 20 - Paralympic Opening and Closing Ceremonies

- Organise the official Opening and Closing Ceremonies for the Paralympic Games, which shall take place on the first and last day of the Games respectively, in a location within the host city and in accordance with IPC protocol. The Opening and Closing Ceremonies respectively shall officially begin and close the celebration of the Paralympic Games.
- Establish, in coordination with IPC Legal, all necessary contractual documentation with the composers/ performers to ensure that all intellectual property and music rights are cleared according to IPC requirements, particularly those for broadcasting and digital media.
- Submit preliminary ceremonies programmes/ concepts including the artistic segments of the Games, the final Opening Ceremony programme and the Closing Ceremony programme to the IPC for approval.

CER 21 - Language requirements during the Opening and Closing Ceremonies

- Ensure all ceremonies are conducted in the official languages of the Paralympic Games (English and language of the host country).
- Translate official speeches taking place during the ceremonies into the official languages of the Paralympic Games and display this translation on the video boards in the venue.

CER 22 - Protocol requirements during the Opening and Closing Ceremonies

- The Opening Ceremony of the Paralympic Games shall take place in the Olympic Stadium. In the event of an Opening Ceremony for the Paralympic Winter Games being authorised by the IPC to be held at an alternative venue, the rules of protocol described above shall still apply.
- Ensure that IPC Protocol has priority in matters regarding the ceremony organisation and protocol events.
- Ensure, as traditionally done, that the Paralympic Games are declared open by the Head of State of the host country.



CER 23 - Paralympic Victory Ceremonies

- Organise and deliver Victory Ceremonies that value the achievements and dignity of the athletes. The IPC shall approve the following primary elements of the Paralympic Victory Ceremonies:
 - theme music and script;
 - the artistic approach and the protocol elements; and
 - the podium design (both from a Look and accessibility view point).

CER 24 - Protocol and order of the Paralympic Victory Ceremonies

- Ensure that at the Paralympic Winter Games, the majority of the Victory Ceremonies take place in a Paralympic Medals Plaza, in which case a flower ceremony is held at the competition venue with the same protocol as for a Victory Ceremony. Ensure that the following protocol, which applies to all Victory Ceremonies, is followed:
 - entrance of the presenters and Paralympic medallists;
 - introduction of presenters (name and title);
 - introduction of the Paralympic medallists (name and country);
 - medal and flower presentations; and
 - raising of the national flags and playing of the gold medallist's national anthem.

CER 25 - Paralympic Victory Ceremony presenters

- Recognise that all medal and flower presenters are selected according to the policy set out by the IPC Executive Office which is responsible for the allocation of medal and flower presenters for all sports.
- For each Victory Ceremony for individual events held during the Paralympic Summer Games and Paralympic Winter Games, one medal presenter and one flower presenter shall be identified. For team sports and team events, three medal and three flower presenters shall be selected.
- At the Paralympic Games, the same medal/ flower presenter can be scheduled for several Victory Ceremonies, however, the same presenter cannot be assigned to more than three consecutive ceremonies.

CER 26 - Paralympic Victory Ceremony set-up and protocol

- Ensure that the Victory Ceremonies' "field of play" and access pathways are fully accessible to all athletes and medal/ flower presenters. All Victory Ceremony podiums shall have a common design and Look and be accessible for athletes using wheelchairs, allowing them to independently access and position themselves on the podium.



CER 27 - Paralympic Team Welcome Ceremonies

- Produce Team Welcome Ceremonies at the Paralympic Village. These ceremonies shall be conducted for every participating NPC delegation and shall contain the following protocol segments:
 - welcome by the Village Mayor;
 - country's flag-raising whilst the national anthem of the NPC's country is played (abbreviated, no more than 90 seconds);
 - short artistic programme (maximum 10-15 minutes);
 - small symbolic gift presentation to the team; and
 - prior to the first Team Welcome Ceremony of the day, the Paralympic flag should also be raised while the Paralympic anthem is played.



1.3. City Activities and Live Sites

Introduction

One of the most effective and affordable ways to extend the Olympic experience throughout the city and host country is through the strategic placement of City Activities and Live Sites. This public engagement throughout the host city and host country, and enthusiastic support for the competition events are important factors to the overall success of the Games. Developing a City Activities and Live Sites programme is not in itself an obligation of the OCOG under the HCC, but it is highly recommended as a key way to deliver engagement and to support OCOGs in inspiring the public. When executed correctly, these programmes extend the “Olympic experience” to a much broader array of city residents and visitors, and can leave additional Olympic legacy sites if planned for. If a Live Sites programme is implemented, the Operational Requirements in this section below would apply. In addition, the IOC reserves the right to organise its own programme of Live Sites, or similar activities worldwide and including in the host country and to grant any related rights to IOC Marketing Partners, RHBs, or other entities of the Olympic Movement.

The Live Sites audience primarily consists of the Games and sports supporters gathering in central public spaces, such as parks and city centres, to enjoy free live viewing of the Games competitions on big screens, as well as other Olympic-themed activities that can be any or a combination of staged cultural activities, medal presentations, Olympic Marketing Partners showcasing, athlete appearances, and many more.

Recent OCOGs have used Live Sites as a way of engaging with communities beyond the host city and other co-host cities. This has the benefit of providing an additional opportunity for non-ticket-holders to enjoy the Games, enhancing the live Games experience, increasing audience support for the Games and creating impact and benefit for both the host city and the Olympic Movement across the host nation and other nations.

Live Sites also provide valuable incremental exposure for Olympic Marketing Partners and other OCOG initiatives such as the Cultural Olympiad programme and the Olympic Torch Relay (OTR).

The OCOG may cooperate with the Host City and other Olympic Marketing Partners in delivering its Live Sites programme, provided that the OCOG guarantees proper oversight.

For the Paralympic Games, the role of Live Sites is key in order to maintain the momentum created from the Olympic Games, in terms of engaging communities and promoting awareness.

The City Activities and Live Sites area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on City Activities and Live Sites.

Operational Requirements

In order to deliver the City Activities and Live Sites requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:



LIV 01 - Plan for City Activities for the Olympic Games

- Submit the programme of all activities such as celebrations, entertainment and Live Sites organised or authorised by the OCOG, the Host City or the Host NOC and which will take place in the host city or the host country upon the occasion of the Games to the IOC for prior approval. This programme shall include the relevant arrangement for location(s) in the host city or the host country, where such activities shall take place.
- Consult the IOC to determine any opportunity for the OCOG to benefit from existing programmes or activities (such as exhibitions), or materials made available by the IOC and/ or IOC Controlled Entities (e.g. Olympic Foundation for Culture and Heritage).

LIV 02 - Plan for City Activities for the Paralympic Games

- Submit a plan for City Activities, which covers the transition period to the Paralympic Games and the Paralympic Games itself, to the IPC for approval.

LIV 03 - Live Site programme strategic and operational plans

- If the OCOG wishes to develop and implement a Live Site programme, submit strategic and operational plans to the IOC for approval, including a programme of activities, together with a detailed commercial plan, which includes marketing, merchandising, supply of products or services by Olympic Marketing Partners, financial, rights protection and hospitality aspects.
- Consult the IOC to determine any opportunity for the OCOG to benefit from existing programmes or activities (such as exhibitions), or materials made available by the IOC and/ or IOC Controlled Entities (e.g. Olympic Foundation for Culture and Heritage).

LIV 04 - IOC Programmes of Live Sites and other activities

- Provide assistance to the IOC in relation to any Live Sites programmes or similar activities organised by the IOC (in cooperation with IOC Marketing Partners, RHBs and other entities of the Olympic Movement, as the case may be).
- Provide similar assistance to the IPC, if similar programmes are organised by the IPC during the period of Paralympic Games

LIV 05 - Delivery partner agreements for Live Sites

- Ensure that agreements guaranteeing the OCOG's overall control of the Live Sites are entered with the Host City, Host Country Authorities or other contractors (whether commercial or non-commercial) if the OCOG proposes to engage such delivery partners to help organise or manage any Live Site. All such agreements shall respect the IOC's requirements on commercialisation, rights protection (e.g. clean venue principles) and supply of products and services (e.g. respect and implementation of Olympic Marketing Partners' supply rights) and shall be provided to the IOC for approval prior to their signature.

LIV 06 - Rights for Olympic Marketing Partners and/ or RHBs

- Ensure that sponsorship, promotional, advertising and broadcasting rights relating to the City Activities (including Live Sites) are granted only to Olympic Marketing Partners, and/ or RHBs.



LIV 07 - IOC Marketing Partner supply rights

- Ensure that IOC Marketing Partners' supply rights, as detailed in the MPA, are respected in the planning and procurement relating to the Live Sites. The OCOG's Live Sites team, Procurement team and Marketing Partner Services team shall work together to implement the supply rights of Olympic Marketing Partners, as appropriate.
- Ensure that the Host City, Host Country Authorities or other contractors (whether commercial or non-commercial) are fully aware of and comply with the supply rights provisions set out in the MPA.

LIV 08 - Obtaining a clean broadcast feed

- Follow the IOC guidance to obtain and use a clean broadcast feed of Games competition, which shall be sourced either from the RHB in the host country or from OBS.



1.4. Cultural Olympiad

Introduction

A celebration of culture and the arts has been a consistent and important pillar of the Olympic Games since they were first celebrated by the ancient Greeks. Their importance was reinforced by Baron Pierre de Coubertin in his vision for the modern Olympic Games.

In contemporary times, the cultural programme of an Olympic Games, generally known as the Cultural Olympiad, also plays a vital role in engaging the widest cross section of the host country's population in the spirit of the Olympic Movement – particularly young people and those with less direct interest in sport. The format of an extended Cultural Olympiad of up to four years culminating in a dedicated Cultural Festival during the period of the Games, enables the development of long term cultural projects (with significant legacy potential) and the active engagement of large numbers of artists, performers and spectators across the whole of the host nation. The festival finale helps to create a unique celebration for the period of the Games and to project the host nation's cultural values to the wider world.

The OCOG must be the key driving and controlling force for the Cultural Olympiad, but much of the content and resources to deliver the programme is likely to be derived from a series of partnerships with a variety of stakeholders including governmental and private partners, artists and large number of cultural institutions, as well as IOC controlled entities. The OCOG's Culture team will need to integrate effectively with many other OCOG teams whilst also demonstrating commitment to external partnerships.

As with Olympic sport, an Olympic Cultural Olympiad celebrates excellence and uses the inspiration that flows from it to promote wider participation. It is underpinned by the same Olympic values and the unique character of a successful Cultural Olympiad is further outlined in the Olympic Games Guide on the Cultural Olympiad.

The Cultural Olympiad area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

Operational Requirements

In order to deliver the Cultural Olympiad requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

CUL 01 - Cultural Olympiad Programme

- Organise and present a programme of various cultural projects and events which shall celebrate local, national and international culture whilst also drawing on the Olympic values to engage the widest possible population in the host country and its visitors during the four-year Olympiad
- Submit to the IOC for its prior approval the plan for an extended cultural programme, that shall cover a period of up to the four-year Olympiad and culminate with a cultural festival which shall operate for at least the entire period during which the Olympic Village(s) is/ are open.



- Coordinate with the IOC to determine any possible use of IOC patrimonial elements in relation with the Cultural Olympiad.
- At the request of the IOC, ensure that the Cultural Olympiad includes the IOC's own programme of exhibitions (costs of which are to be borne by the IOC).

CUL 02 - Seating at the events of the Cultural Olympiad

- Reserve sufficient and adequate seating at the events of the Cultural Olympiad taking place in the host city and the rest of the host country at Games time, and ensure that a limited number of tickets (costs of which to are borne by the IOC) are available for the IOC stakeholder group.

CUL 03 - Official Film of the Games

- Cooperate with the IOC in the development, promotion and distribution of an official motion pictures of the Games (Official Film), in particular by:
 - Submitting to the IOC proposals for a producer/director possessing the required qualifications and experience to produce an Official Film, in accordance with general specifications communicated by the IOC.
 - Submitting to and agreeing with the IOC an editorial project and a business plan for the production and exploitation of the Official Film.
 - Entering into an agreement with the IOC and the Producer/Director related to the production of the Official Film determining the OCOG's operational support to the production, promotion and distribution of the Official Film in accordance with general specifications communicated by the IOC.

CUL 04 - Official Poster

- Develop and submit to the IOC for approval projects for an official poster of the Games.

CUL 05 - Paralympic cultural programme

- Organise and stage a cultural programme related to the Paralympic Games which, whilst being integrated and seeking efficiencies with the Cultural Olympiad, shall have distinctive elements and follow the general principles as outlined below:
 - Cover the period of transition and the Paralympic Games i.e. at least a duration of three weeks, which period shall be marked either clearly as "Paralympic" and "Paralympic Cultural Festival" or, in the event of complete integration with the Olympic Festival, it shall be referred to in a general way such as "Games Cultural Festival" or "Olympic Games and Paralympic Games Cultural Festival".
 - Produce a programme guide, either as one dual branded guide containing one Olympic and a separate Paralympic chapter (covering the Paralympic period) or as a separate Paralympic Cultural Festival guide.
 - Involve, but not exclusively, artists with impairment.
 - Cater for certain audiences (e.g. with visual or hearing impairments), so that they can also enjoy the programme and clearly mark such relevant performances in the programme brochure and other info materials.



1.5. Education programme

Introduction

Alongside sport and culture, a commitment to education is one of the three pillars of the Olympic Movement.

In addition to the IOC's own Olympic Values Education Programme, OCOGs have found the creation of an Education Programme for schools and colleges to be profoundly important in developing understanding and enthusiasm for sport, the Olympic Games and the Olympic values.

Widespread participation in an Education Programme throughout the host country has also offered a highly successful contribution to public engagement. Children and young people who encounter the Games and Olympic values in school sport and many other parts of their curriculum share their enthusiasm with family and friends. They can also participate in and celebrate the many landmarks during planning and preparation for the Games.

The OCOG must be the key driving and controlling force for the Education Programme, but much of the content and resources to deliver the programme are likely to be derived from a series of partnerships with a variety of stakeholders including governmental and private partners, teachers, colleges, schools and educational institutions, as well as IOC controlled entities. The OCOG's Education team will need to integrate effectively with many other OCOG areas whilst also demonstrating commitment to external partnerships.

To integrate effectively into educational timetables, such programmes require advance planning and roll-out over a period of years. Many candidate cities have trialed such programmes during the candidature process, developed them directly after the election of the host city and launched the main programme to run for the four years of the Olympiad.

For the Paralympic Games, a distinct programme that seeks to educate children and their families about the event, the Paralympic values and ideals and Paralympic sports should be developed. This programme should ultimately encourage the attendance of young people as spectators at the Paralympic Games enabling a significant legacy opportunity for the host country.

Both the IOC and IPC are open to discussions about the extent to which the education programmes for the Olympic Games and Paralympic Games can be integrated.

Education Programme activities are closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

Operational Requirements

In order to deliver the Education Programme requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:



EDU 01 - Education programme

- Organise and distribute a Programme of Education about sport, the Olympic Games and the Olympic values on offer to schools and colleges through the host country during the Olympiad.
- Submit to the IOC for its prior approval the plan for such an Education Programme
- Ensure appropriate collaboration with the IOC's own global education programmes (such as OVEP – Olympic Values Education Programme).

EDU 02 - Paralympic Education programme

- Provide, in collaboration with the relevant authorities, a Paralympic Games education programme. This programme shall involve schools, clubs or similar local organisations with education and learning activities already set up in the pre-Games phase. Education activities around the time of the Paralympic Games shall be organised to establish a direct link with the event.
- Present the Paralympic education concept and the Paralympic education materials and methods to the IPC for review.

EDU 03 - Accessibility awareness and enhancement programme

- Co-operate with the host city to provide an accessibility awareness programme and accessibility enhancements for specific cultural and entertainment attractions, as well as to visitor/ tourist services for spectators, the media and the wider Paralympic Family.
- Collaborate with the Host City to produce an accessibility guide for the host city, promoting the role of the Paralympic Games and the host city itself as an access friendly destination.



1.6. Olympic Torch Relay

Introduction

The Olympic Torch Relay (OTR) is a unique part of the Olympic Games and plays a key role in expressing the Olympic ideals of peace, unity and friendship through the symbol of the Olympic flame. Over many previous Games, it has proven to be an extraordinary opportunity to share the spirit of the Olympic Games throughout the host country, engaging the communities as it travels throughout the country, and creating a sense of excitement and anticipation for the forthcoming Games. The OTR remains one of the most valuable and impactful promotional tools of the Games for the OCOG outside the Games period.

The OTR is complex and depends on collaborative relationships with numerous external parties including relationships with the Host NOC; Host Country Authorities; police; emergency services; roads and traffic authorities; venue owners and operators; national and local media; community leaders; Olympic Marketing Partners; and various other project partners.

Coordination with the communities along the OTR route on planning the local celebrations is therefore important, and it is essential that a community agreement is implemented to detail the OCOG's interests as well as to deliver the rights and benefits granted to the OTR partners and to ensure that the communities clearly understand their role and responsibilities. The community celebrations that accompany the journey of the OTR around the host country should be 'free of charge' events - no entry fee for spectators has been permitted in keeping with an overall policy of ensuring the Olympic flame is accessible to everyone.

It is important to note that there shall only be one OTR programme relating to the Olympic Games and that the OTR route will be limited to the national territory of the host country, with the exception of the relay leg that takes place in Greece following the lighting ceremony in ancient Olympia to the handover ceremony in the Panathenaic Stadium in Athens.

The Paralympic Torch Relay (PTR) plays a critical role in promoting the Paralympic Games in the immediate lead-up to the event, and helps to maintain the momentum and excitement about the Games during the transition phase. The PTR should be leveraged to generate media and public attention. The PTR has its own distinct characteristics and represents an opportunity for the OCOG to introduce creative and innovative elements.

It should also be highlighted that the PTR is distinctly separate from the OTR as the two torch relays have no marketing or commercial relationship; they should be viewed as unique individual events for recognition value and identity positioning respectively for the Olympic Games and the Paralympic Games.

Because of the historical and cultural significance of the OTR, specific elements – such as Torches – must be transferred to the IOC as part of their Transfer of Knowledge programme (TOK). The OCOG needs to liaise with the IOC to transfer specific OTR elements prior to the start of the OTR.

The OTR area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on the Olympic Torch Relay.



Operational Requirements

In order to deliver the OTR requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

Requirements related to the planning and approval of the torch relay

OTR 01 - Approval of OTR vision, scope and plans

- Submit the following items to the IOC for approval:
 - the vision and overall scope of the OTR;
 - the OTR operations plan;
 - the OTR sponsorship plan, which respects the rights of IOC Marketing Partners;
 - the OTR communication plan;
 - the overall torchbearer slot allocation plan prior to allocating any torchbearer slots;
 - the OTR route scope, including duration, number of torchbearers, cities to be visited, means of transport, and special visits;
 - any plans to use the flame as part of its wider OTR communications, public relations or commercial activities;
 - any animation or other programme created by the OCOG in relation to the OTR;
 - the community agreement template;
 - the OTR broadcast plan for RHBs and non-RHBs;
 - the OTR media operations plan;
 - the disposal plan of remaining torches; and
 - the list of all devices that will carry the Olympic flame.

OTR 02 - Approvals on OTR design and Look elements

- Submit the following design and Look elements of the OTR to the IOC for approval:
 - OTR emblem and Look and respective usage guidelines;
 - Olympic torch design;
 - OTR uniform designs;
 - community celebration cauldron design;
 - celebration sites' backdrops and other elements; and
 - broadcasting/ digital graphics (if applicable).

Requirements related to the commercial aspects of the torch relay

OTR 03 - OTR presenting partners

- Ensure that only TOP Partners or OCOG Marketing Partners (top tier partners only) have the opportunity to become OTR presenting partner(s).

OTR 04 - OTR sponsorship agreements

- Provide the final draft of all agreements negotiated between the OCOG and OTR presenting partner(s), supporting partners and technical partners, to the IOC for approval prior to signature.



OTR 05 - Sale of torches

- If the OCOG intends to sell torches in any form, submit a torch sales process to the IOC for approval. Additional full-size torches outside of the amount required for OTR operations shall not be manufactured with the intent to generate revenue.
- Submit the price of the torch to be paid by torchbearers who wish to keep a torch as a souvenir to the IOC for approval.

Requirements related to torch relay operations

OTR 06 - Olympic flame lighting ceremony Memorandum of Understanding

- Enter into a Memorandum of Understanding (MoU) with the Hellenic Olympic Committee that determines the specific operational details relating to the lighting of the Olympic flame, the Greek leg and the ceremony where the Olympic flame is handed over to the OCOG. The MoU shall be subject to IOC approval.

OTR 07 - Torchbearers' uniforms

- Provide all OTR torchbearers (at no cost to them) with a uniform which shall be worn during their run.

OTR 08 - Post-Games use of Olympic torch and cauldron

- Ensure that, in cooperation with the Host NOC and the Host City, following the conclusion of the Games, any Olympic torch, cauldron or other device intended for any form of combustion of the Olympic flame can only be used with prior IOC approval.

OTR 09 - OTR consumer website

- Develop and maintain a dedicated OTR Consumer website that will deliver OTR information to the general public with restricted access provided to torchbearers.
- Ensure that the following elements are included:
 - additional functionality for the news media in order to provide both pre-OTR advice and post-event summary and highlights;
 - links to on-line retailing of OTR merchandise.

OTR 10 - Provision of OTR related items to the IOC

- Provide to the IOC the following items:
 - 40 torches prior to the start of the Games;
 - a number of complete torchbearers' uniform ensembles; and
 - a number of Olympic torch safety lanterns.
- Provide all OTR original videos, imagery, and other related material (e.g. daily run sheets, log sheets, etc.) to the IOC and any entity designated in advance by the IOC.



Requirements related to the Paralympic Torch Relay

OTR 11 - PTR organisation

- Organise a PTR, which must last a minimum of seven (7) days, i.e. it must commence at least six (6) days prior to the date of the Paralympic Games Opening Ceremony. The PTR shall not begin before the closing of the Olympic Village.

OTR 12 - Approval of PTR proposals

- Ensure that the messaging, vision and values of the PTR are consistent with those of the Paralympic Games.
- Submit the following items to the IPC for approval:
 - Vision and overall scope of the PTR;
 - the PTR operational plan;
 - the PTR sponsorship plan;
 - the PTR communications plan, which incorporates the destination of Stoke Mandeville (UK) into its overall PTR communications. This shall include press releases, other announcements, notes to the editor, inclusion on torch maps and the torch arrival/ cauldron lighting segment at the Paralympic Games Opening Ceremony;
 - the number of torchbearers and the torchbearer allocation plan, prior to granting any organisations any torchbearer slots. A minimum of 50 torchbearer slots within the host city shall be provided to the IPC during the last three days of the PTR; and
 - the disposal plan of the remaining torches.

OTR 13 - Approvals on PTR design and Look elements

- Submit the following designs and Look elements of the PTR to the IPC for approval:
 - Paralympic torch design;
 - Paralympic torch emblem;
 - PTR emblem (if applicable);
 - Paralympic cauldron design (for lighting);
 - torchbearer uniform designs;
 - celebration sites' backdrops and other Look elements; and
 - broadcasting graphics (if applicable).

OTR 14 - PTR flame lighting ceremony

- Submit the following to the IPC for approval:
 - The concept for the creation/ lighting of the city flames from the 'sparks' at all national city flame lightings.
 - The concept and show elements of the Paralympic flame lighting ceremony.

OTR 15 - PTR launch event

- Organise an official launch event for the PTR and leverage it as a major communication opportunity to raise awareness about the Paralympic Games.



OTR 16 - PTR fixed flame festival city

- Respect the Paralympic tradition which specifies that Stoke Mandeville (UK), given the historic significance as the birthplace of the Paralympic Movement, is a permanent PTR flame festival city, and the place from which one flame referred to as the "heritage flame" is lit.

OTR 17 - PTR torchbearers' uniforms

- Provide all torchbearers and guide runners (at no cost to them) with PTR uniforms which shall be worn during their run.

OTR 18 - Provision of PTR related items to the IPC

- Provide 25 Paralympic torches and three torchbearers' uniforms to the IPC for archives and other purposes.
- Provide 15 torches and uniform sets to each city hosting a flame festival for its flame visits and running segments.

OTR 19 - PTR promotion

- Ensure that any promotion of the Paralympic torch or the PTR within the host country, which as an exception takes place prior to the Olympic Games Closing Ceremony, does not distract from or cause conflict with the messaging, positioning and operations of the OTR.

OTR 20 - PTR television communications

- Produce daily video images of the PTR, including the lighting ceremony at each flame festival city, to be distributed at the International Broadcast Centre (IBC) to all RHBs and to the IPC for use on the IPC's webcast channel ParalympicSport.TV.



2. Stakeholder Services





2.1. Marketing Partner Services

Introduction

Olympic Marketing Partners are essential contributors to the Olympic Games and many have a long-term commitment to support the Games and to promote the Olympic Movement. Not only do the Olympic Marketing Partners provide financial support, but they also deliver invaluable operational support and, through marketing and communications, promotion of the Olympic brand and the host city. Understanding each partner's objectives for supporting the Games is critical to ensuring that robust and reliable partnerships and relationships are established between the OCOG and the Olympic marketing community.

The Olympic Partner (TOP) programme is the worldwide sponsorship programme managed by the IOC to establish long-term partnerships with some of the world's leading companies. TOP Partners play a vital role in supporting the staging of the Games: they provide financial support, technical services and products, as well as their marketing campaigns which serve to promote the Games and the host city. TOP Partners also support the efforts of over 200 NOCs worldwide, without which there would be no Olympic Games. Outside the product and services categories where the IOC has granted exclusive rights to a company as part of the TOP Programme, or the worldwide licensing programme, there is the opportunity to sign up domestic sponsors/ partners as part of the Games marketing partner programme, whose marketing and promotional rights are limited within the host country.

The Marketing Plan Agreement (MPA) is an important contract entered into by the IOC and the OCOG to clearly establish the marketing structure and objectives for the Games and to elaborate the framework for developing and implementing the OCOG's Marketing Plan. The MPA contains a number of other important elements, including provisions on the protection of the rights of marketing partners, parameters for the sale and implementation of OCOG's domestic sponsorship and licensing programme, measures for effective ambush protection, clean venue and intellectual property (IP) protection, as well as general guidance on broadcast rights. It is essential that the Marketing Partner Services team becomes well versed in all aspects of the MPA.

A Paralympic Marketing Plan agreement is an important contract entered into by the IPC and the OCOG to clearly establish the marketing structure and objectives for the Paralympic Games. This will include a description of rights that are related to some of the TOP Partners and domestic partners, but also to new partners for the Paralympic Games. The OCOG shall also use its best efforts to prevent ambush marketing activities, and organise initiatives that will provide added value to Paralympic partners and sponsors.

The Marketing Partner Services area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Marketing Partner Services.



Operational Requirements

In order to deliver the Marketing Partner Services requirements in line with the introduction above and in accordance with the HCC Principles and the MPA, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

MPS 01 - Procurement of goods and services by the OCOG

- Procure from the relevant Olympic Marketing Partner, on an exclusive basis and in accordance with the conditions set out in the MPA, all the goods or services that are within the product categories of the Olympic Marketing Partners that the OCOG needs for the purposes of hosting of the Games and any other official events or activities organised by the OCOG (e.g. Live Sites, Spectaculars).

MPS 02 - Marketing partner recognition

- Develop an official partner recognition programme to serve as a means of publicly communicating the contributions made by Olympic Marketing Partners towards the staging of the Olympic Games, in the form of advertising, public relations activities, signage, and internal and external communications.

MPS 03 - Outdoor advertising in the host city

- Undertake an extensive review of the existing out-of-home advertising inventory and enter into agreements with relevant media owners to secure the control of this inventory, at least for a period starting two weeks prior to the beginning of the Games and covering the entire duration of the Games. The OCOG shall then sell this inventory to Olympic Marketing Partners at the standard market price for the duration of the defined Games period.

MPS 04 - Marketing partner access to Games assets

- Ensure that accommodation, ticketing, transportation and accreditation services are made available to Olympic Marketing Partners, as per the details specified in the MPA.

MPS 05 - Olympic Hospitality Centre (OHC)

- The OHC provides a venue on site for those Olympic Marketing Partners who may elect to fit out a suite at their own cost in order to conduct their business development and hospitality activities during Games-time. If the OCOG chooses to create an OHC, then it shall:
 - deliver the OHC structure according to the specifications agreed with the IOC;
 - collaborate with the IOC regarding the location of the OHC and the proposed floor plan and other technical specifications before communicating with Olympic Marketing Partners;
 - grant Olympic Marketing Partners with appropriate rights at the OHC, including the opportunity to select their preferred suite locations inside the venue; and
 - submit the OHC operating plan, including costs and menu pricing, to the IOC for approval.



MPS 06 - Showcasing strategy and plans

- Submit a strategy and plan for showcasing facilities to the IOC for approval.
- Ensure that, if the OCOG chooses to make land available on-site for the purposes of Olympic Marketing Partner showcasing, such land is made available to the relevant Olympic Marketing Partners, on the understanding that they are responsible for all costs associated with building and fitting out their structure, and that essential operational costs, such as connection to utilities, can be charged to Olympic Marketing Partners on a cost-recovery basis after being itemised and reviewed by the IOC.

MPS 07 - Concessions, retail operations and licensees

- Deliver the branding entitlements granted to Olympic Marketing Partners, in accordance with the MPA.
- Respect the clean venue requirements and the permitted standards of branding at OCOG concessions, merchandise stores, retail kiosks and on e-commerce sites, as communicated by the IOC.

MPS 08 - Games-time filming

- Collaborate with the IOC to develop an on-site filming programme, at no cost to the OCOG, for the Olympic Marketing Partners who wish to document their respective marketing efforts.



2.2. Media

Introduction

The media's role is to report on the Olympic Games - through the media, billions of people around the world view the Olympic Games and the host city. There are a number of media facilities and services that need to be provided by the OCOG for the two categories of accredited media:

- the accredited written and photographic press (press); and
- broadcasters who have concluded agreements with the IOC that grant them rights to broadcast the Olympic Games (RHBs, as well as OBS, the host broadcaster for the Games).

By delivering high-quality facilities and services to the media, including RHBs, through OBS, and the press, the OCOG enables the best possible media coverage and reach of the Olympic Games and the host city via various outlets including newspapers, internet sites, television, radio and new media platforms.

As a general principle and in order to enable the media to carry out their professional duties, it is important that they are issued with the required permits, multi-entry visas, or extensions to the validity of the Olympic Identification and Accreditation Card (OIAC).

The requirements regarding the delivery of the facilities and services for broadcast are to be supplied to OBS and, where applicable, to the RHBs. In regard to facilities required for broadcasting, the infrastructure provided should be of quality and quantities that are accepted as standard in Olympic broadcasting practice.

The OCOG shall plan and deliver all facilities and services for RHBs in accordance with the relevant specifications and detailed requirements to be provided by OBS. Additionally, all facilities and services provided shall be submitted to OBS for approval.

It should also be noted that OBS is the primary coordinator of all RHBs' requirements, policies and procedures applicable to RHBs and oversees the allocation of their facilities and services. While OBS shall be responsible for coordinating, allocating and managing the RHBs' requirements, there are certain services and facilities that the OCOG provides directly to RHBs. For these services, OBS shall also act as the coordinator.

For the Paralympic Games, similar facilities and services should be provided but scaled to the needs of the Paralympic Games.

This Media section is completed by the following Annexes:

- BRS Annex 1 - Operational specifications for Broadcasting Services and Facilities
- BRS Annex 2 - Broadcast Master Plan – Timelines
- BRS Annex 3 - Specifications on lighting
- BRS Annex 4 - Transportation Media Table

The Media area (press and broadcast) is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Media.



Operational Requirements

In order to deliver facilities and services to the media in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan.

A more detailed description of the broadcast requirements is available in BRS Annex 1 - Operational specifications for Broadcasting Services and Facilities. Additional milestones for the delivery of facilities and services to OBS and the RHBS are set out in the Broadcast Master Plan – Timelines (BRS Annex 2).

Requirements related to the press

PRS 01 - General facilities and services provided for the press

- Provide general facilities and services for the press including accommodation, transport, rate card, telecommunications and technology at internationally accepted industry standards, accreditation, access controls, food and beverage services, language services and the support services required for the press to carry out their professional duties of reporting on the Olympic Games.

PRS 02 - Main Press Centre (MPC)

- Provide a MPC, which is the central workplace of the accredited written and photographic press at the Olympic Games, which offers 24/ 7 support and facilities, and in addition, for the Olympic Winter Games, a Mountain Media Centre (MMC). The MPC and MMC shall be an existing exhibition centre-type facility, new construction or large building shell (e.g. warehouse) that is easily retrofitted, or a temporary facility that is fit for purpose. They shall be conveniently located for the competition venues, with access to public services, such as transport, accommodation, restaurants.
- For the MPC, ensure that:
 - The MPC at the Games of the Olympiad provides 30,000m² of usable space, with a further 1,000m² in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area.
 - The MPC at the Olympic Winter Games provides 20,000m² of usable space, with a further 1,000m² in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area.
 - A combined International Broadcast Centre (IBC)/ MPC media transport mall, fit for purpose, is provided. If the IBC and MPC are adjoining facilities, there should be one shared transport mall, but if separate, both the IBC and MPC will need their own transport malls.
- For the MMC (Olympic Winter Games only), ensure that:
 - The MMC provides no less than 3,000m², with an adjacent transport hub and a logistics compound in the mountain zone.
- Ensure that the OCOG takes full possession of the facility in a timeframe that allows sufficient time for fit-out and overlay. Timing will change depending on the type of facility, but should be at least six months before for the Games of the Olympiad and at least three months before for the Olympic Winter Games depending on the type of facilities provided – for example, an existing exhibition type facility may require less time for fit-out and overlay compared to a newly constructed building. Any timeframe later than that specified above shall be approved by the IOC.



PRS 03 - Written and photographic press provision at the competition venues

- Provide the media facilities, services and technology requirements for the written and photographic press in all competition venues. This shall include:
 - Venue Media Centres (VMCs) with fully equipped media workrooms, mixed zones, press conference rooms, media lounges and press tribunes with cabled and wireless broadband internet access, power and cable television (CATV) monitors for every tribune seat.
 - Clearly identified photo positions, each with an unobstructed and direct view of the sports/athletes on the field of play (FOP), power and cabled internet broadband connections to meet the needs of the international sports and news photographers.

PRS 04 - Internet connectivity for the press

- Provide internet connectivity for the written and photographic press which includes fibre optic cabling in all press tribunes, the MPC and VMC workrooms and photo positions in all venues. All media areas shall have Wi-Fi.
- Provide a dedicated agency private network (VLAN) to the largest news organisations in order to enable them to transmit data from Olympic venues to their respective private offices within the MPC and allow for the collection of photographers' images, reporters' stories and other data. The VLAN fibre optic network shall be fully redundant and its resilient network architecture shall implement different paths at each competition and non-competition venue.

PRS 05 - Olympic Information Service (OIS) / Paralympic Information Service (PIS)

- Support the IOC in the provision of the OIS and the Paralympic Information Service (PIS), which is a professional sports reporting and information service designed to keep the accredited media informed and to help them achieve the best possible coverage of the Olympic Games and Paralympic Games. OIS and PIS content is published on the Games INFO+ system and distributed via the Olympic Data Feed (ODF). OIS and PIS content is written in English.

Requirements related to press at the Paralympic Games

PRS 06 - General media facilities and services for the Paralympic Games

- Provide key facilities for the press during the Paralympic Games, such as the MPC venue media centres, press conference rooms and media lounges, press tribunes, mixed zones and photo positions, similar to those provided to the media during the Olympic Games, but scaled to the needs of the Paralympic Games.
- Provide key services to the press during the Paralympic Games, such as accreditation, accommodation, media guides, Paralympic news service, rate card/ DOS, technology, transport, arrivals and departures, ticketing, language services and other support services similar to those provided to the press during the Olympic Games, but scaled to the needs of the Paralympic Games.

PRS 07 - Paralympic MPC

- Provide a MPC for the Paralympic Games that is fit for purpose and that offers the same level of services as for the Olympic Games. The MPC for the Paralympic Games may or may not be that of the Olympic MPC. The venue should accommodate the relevant services, according to the number of expected accredited press.



PRS 08 - Media services at Paralympic venues

- Accommodate the needs of the media at the venues, including those with an impairment, as follows:
 - integrate accessible press seats in press tribunes;
 - provide accessible mixed zones in all competition venues;
 - install CATV monitors with feed from the respective venues in the mixed zones where there is no direct view of the FOP;
 - equip press conference rooms with accessible podiums; and
 - ensure at least one photo position per venue is accessible for photographers in a wheelchair.
- Provide a dedicated media centre at the Paralympic Village, adjacent to the Paralympic Village Plaza and with a dedicated media entrance. Organise, in cooperation with the IPC, guided tours for media in the residential zone of the Paralympic Village.

Requirements related to broadcast services

BRS 01 - Planning phase – facilities and services

- Manage the venue planning process, including the facilitation of meetings and surveys, provide original Computer Aid Design (CAD) drawings and cooperate fully with OBS on the design of all broadcast related facilities and venue overlays.
- Establish a standard procedure for OBS and RHBs to access the venues during the planning phase and provide relevant information as required by OBS in briefings/meetings with RHBs.
- Implement a consistent approach to planning the operation of venues, in full consultation with OBS.
- Develop the competition schedule in conjunction with OBS.
- Develop the DOS (or Rate Card) to comprise two parts:
 - OBS supplied services (Part A); and
 - OCOG provided services (Part B) (e.g. specific rates for internet; info systems; telephony; virtual local area networks (VLANs); computers; printers; vehicles; furniture, fixtures and equipment (FF&E).
- Ensure that all the services for which the OCOG may be entitled to charge a fee to the RHBs are defined in the DOS (Part B) or rate card, together with specific rates for these OCOG-provided services so that they can be incorporated into the complete DOS (including Part A and Part B) distributed by OBS to the RHBs.
- Ensure that all contracts between the OCOG and telecommunication company(ies) or any broadcasting organisation concerning any services or facilities which involve costs to be paid by RHBs, which are not fully addressed by the DOS, are submitted to the IOC for its prior written approval.
- Determine a plan for the delivery of results, data and timing, Commentary Information System (CIS), remote CIS, Real Time Data System (RTDS), ODF, graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS.



- Provide the required general telecommunications services for OBS facilities and offices (such as fixed telephone sets and lines; mobile phones; secure high-speed broadband and internet; radios; infrastructure and equipment to an agreed level of service and usage) in accordance with OBS's telecommunications specifications and detailed requirements arranged directly with the telecommunications provider and/or OCOG.
- Procure and maintain the relevant insurance policies as defined in FIN Annex 1 – Specifications on OCOG Insurance.

**BRS 02 - Operations phase facilities and services - International Broadcast Centre (IBC)/
Mountain Broadcast Centre (MBC)**

- Provide an existing facility, new construction or large building shell that can be easily retrofitted, which is conveniently located in proximity to the competition venues, to serve as the IBC, the base of operations for all broadcast-related activities. Furthermore, for Olympic Winter Games, a similar facility on a smaller scale may be required in the form of a MBC.
- Ensure that the IBC/MBC facilities meet the appropriate height and space requirements and that these facilities are properly equipped in accordance with BRS Annex 1 – Operational specifications for Broadcasting services and facilities.
- Provide all architectural and installation drawings of the building to OBS, which shall have final approval of the building space planning.
- Conduct the handover of the facility to OBS on the agreed date, allowing sufficient time for fit-out and overlay and ensure that possession is maintained until the removal of equipment and retrofit of the building is complete, following the Paralympic Games period.
- Allocate space within and surrounding the facility for the guest pass office, daily briefing room, compound/ satellite farm, loading dock, logistics operations, motorpool, parking facilities and drop off areas, OCOG-provided services.
- Provide fixtures and infrastructure for technology (computers, printers, copiers), general telecommunications (fixed phone lines, mobile coverage, high speed internet), closed-circuit television (CATV) systems and furniture, fittings and equipment (FF&E).
- Provide all the optical fibre strands required by OBS for the establishment of the broadcast telecommunications network between the different competition and non-competition venues. For further detail, please refer to the BRS Annex 1 – Operational specifications for Broadcasting services and facilities.
- Ensure appropriate security and perimeter control are in place, including supplying access control personnel, beginning from the day of the IBC/ MBC handover until the completion of the dismantling.
- Provide external and internal Look of the Games elements (e.g. maps, signage, room designations);
- Ensure that painting of OBS/RHB space be included as necessary, at IOC/OBS costs. Specific OBS Look elements should be incorporated, as detailed by OBS, at IOC/OBS costs.
- Provide all maintenance and facility management of the building and its services.



BRS 03 - Operations phase – facilities and services - Venues

- Ensure proper support and assistance to allow OBS to produce the ITVR signals.
- Ensure that each venue contains the space, infrastructure, cabling requirements, lighting, HVAC, FF&E and technical/domestic power required for broadcasting operational areas, in accordance with BRS Annex 1 – Operational specifications for Broadcasting services and facilities.
- Provide facilities to be used as offices, technical space, catering and storage (i.e. containers, cabins, trailers, tents, etc.), FF&E for each of these facilities, drinkable water and drainage (if required) and daily cleaning services for all OBS and RHB areas.
- Ensure appropriate security and perimeter controls are in place including access control for personnel, from the time of venue occupancy until equipment load-out is complete.
- Ensure all OCOG-provided services and facilities are installed and cabled correctly in accordance with BRS Annex 1 – Operational specifications for Broadcasting services and facilities.
- Provide dedicated service vehicles for equipment load-in/out, installations, cabling and personnel movement, including material handling equipment and other relevant logistical support for refuelling purposes.
- Establish and implement a lighting plan in accordance with the OBS lighting requirements. For more detail, please refer to BRS Annex 4 - Specifications on lighting.
- Supply and install Look of the Games, with broadcast considerations taken into account, as well as Wayfinding, identification and transportation signage in all broadcast areas.

BRS 04 - Operations phase – other facilities and services

- Supply all pre-Games, Games-time and post-Games accreditation, supplementary devices and any other passes required for personnel and vehicles to access controlled areas.
- Facilitate the process of obtaining operational permits and licences for OBS and RHB personnel before, during and after the Games.
- Provide warehouse and field shop facilities required for OBS to store, assemble, test and stage equipment, as well as ship and receive goods that must be properly equipped in accordance with BRS Annex 1 – Operational specifications for Broadcasting services and facilities.
- Provide all required media transport services according to BRS Annex 4 - Transport Media Table.
- Ensure the availability of accommodation of an acceptable level for all RHB and OBS personnel in accordance with the Host City Contract Operational Requirements - Accommodation.
- Provide a fully constructed and operational facility to house a number of RHB mid-sized studios and stand-up positions equipped with power, HVAC, security, compound, etc., with an unobstructed view of an Olympic area or host city interest point.
- Organise and coordinate with relevant authorities, a sufficient number of Games-time frequency allocations for cameras, microphones, air-to-ground communications, microwaves, satellites and general 2-way communications, in order to satisfy all OBS and RHB needs.
- Submit generic filming policies for OBS and RHB filming in host and co-host cities to OBS for approval, including the required permits and/or licences.



Requirements related to Paralympic broadcast services

BRS 05 - Paralympic broadcast requirements

- In line with the HCC Principles and the agreement entered into between IOC and IPC, ensure the following:
 - OBS, which is the host broadcaster for the Olympic Games, shall also be the host broadcaster for the Paralympic Games.
 - The level of production for the international television signals for the Paralympic Games shall be determined by the host broadcaster, in consultation with the IPC, taking into consideration the requests of RHBs and the level of production and scope of services carried out for previous Paralympic Games, which defines the baseline level of production and scope of services. The IPC shall approve the host broadcast agreement between the host broadcaster and the OCOG in which the level of production and scope of services are defined.
 - Close cooperation with the IPC in the sales of the broadcast rights. The details of the broadcast sales strategy will be outlined in the PMPA.

BRS 06 - General media facilities and services for the Paralympic Games

- Provide key facilities for the broadcasters during the Paralympic Games, such as the IBC, venue media centres, press conference rooms and media lounges, commentary positions, and mixed zones, similar to those provided to the broadcasters during the Olympic Games, but scaled to the needs of the Paralympic Games.
- Provide key services to the broadcasters during the Paralympic Games, such as accreditation, accommodation, media guides, Paralympic news service, rate card/ DOS, technology, transport, arrivals and departures, ticketing, language services and other support services similar to those provided to the broadcasters during the Olympic Games, but scaled to the needs of the Paralympic Games.



2.3. NOC Services

Introduction

NOC delegations attending the Olympic Games include the athletes, alongside their coaches, medical staff and administrators. Each NOC will appoint a Chef de Mission to head their delegation. The NOCs' staff helps to optimise the conditions for their athletes competing in the Games – they are accommodated alongside their athletes in the Olympic Village. For the additional team officials, accommodation should be provided at a reasonable cost to the NOCs as close as possible to the Olympic Village and venues.

The NOC Services team is responsible for planning and managing relations and services with the NOCs and serve as the primary liaison and only point of contact between the OCOG and the NOCs during the period leading up to and during the Games. It provides the NOCs with a centralised location for information and services on all aspects of the organisational process. The NOC Services team is typically responsible and advocates for the NOC stakeholder group within the OCOG.

To work effectively with NOCs, the OCOG should accommodate official visits by NOCs that need to visit the host city and Olympic venues, and meet the OCOG Functional Areas (FAs). The OCOG should also accommodate visits by the NOCs that wish to hold their extended team leaders' meetings in the host city and adjust the visit programme accordingly. The NOC Services team will develop close collaboration with all FAs that are planning services and operations impacting NOCs. The NOC Services team will gather valuable information from all NOCs and pass details on to the OCOG FAs in order to define service requirements and service level agreements. It is therefore essential that the NOC Services team are involved in and contribute to these service level discussions across the OCOG and also have the most up-to-date and accurate information from the FAs to provide to the NOC delegations.

The key responsibilities are the management of relations and communications with the NOCs, and planning and operations of the NOC Services centre within the Olympic Village.

The NOC Services centre offers a one-stop centralised service to the NOCs. General services include mail pick-up, complimentary sports ticket distribution, meeting room scheduling, scheduling of food and beverages services and translation services, and distribution of various communications and materials from the OCOG.

NPCs should be provided with a level of service equivalent to NOCs, but scaled to the needs of the Paralympic Games. In order to achieve this, NPC Services may be integrated with NOC Services to serve both NOCs and NPCs.

The NOC Services area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on NOC Services.



Operational Requirements

In order to deliver the NOC services requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

Requirements related to the management of NOC Services

NCS 01 - Agreements with entities in the country of an NOC

- Ensure that no agreements are made between the OCOG and any entity (e.g. National Sport Federations, diplomatic corps, etc.) in the country of an NOC without the prior approval from the relevant NOC.

NCS 02 - Restriction on athletes and other accredited NOC participants acting in a media capacity

- Ensure that only those persons accredited as media may act as journalists, reporters or in any other media capacity. Under no circumstances may any athlete, coach, official, press attaché or any other accredited participant act as a journalist, reporters or in any other media capacity for the duration of the Olympic Games. This is to ensure a fair and partial depiction of the Games, the host city and the OCOG's activities.

NCS 03 - Movement of NOC goods

- Manage the movement of goods within the Olympic venues (at no costs to NOCs), on the understanding that:
 - NOCs shall be allowed to bring in their own freight forwarder (including people and material handling) within the Olympic Village.
 - The responsibility and costs for the transport of NOCs' goods for use at the Olympic Games from the port of entry to the respective venue (Olympic Village, competition venues) shall be borne by the NOCs, except for any items covered in the freight grant as defined in the Host City's candidature documents.

NCS 04 - Damage and loss of items

- Ensure that all damage registered through the inventory and inspection process or loss of the items (regardless of whether they were provided by the OCOG free of charge or obtained via the rate card), shall be the liability of the relevant NOCs. In the event of a disagreement between the OCOG and the relevant NOCs, the IOC NOC Relations Department shall act as a mediator and, if an agreement cannot be reached after a reasonable period, shall make the final decision. No restitution exceeding the damage agreed by the joint inspection on departure shall be made to a NOC after the Olympic Games.

NCS 05 - Gift bags

- If the OCOG decides to provide gift bags, the content of such gift bags shall be submitted to the IOC for approval.



Requirements related to official NOC/NPC visits and travel

NCS 06 - Official NOC/ NPC visits to the host city

- Prior to G-47, no official NOC/ NPC visits should be hosted. However, the NOC Services team should provide relevant information such as Games plans (Venue maps), airport access, transport information as well as regional tourist information to NOCs/ NPCs visiting the host city to facilitate smooth travel and a convenient stay.
- Starting from G-47 and ending no later than G-3 months, the NOC Services team should be ready to accommodate official NOC/ NPC visits.
- Present the NOC visit policies and procedures to the IOC for approval. Similarly, present the NPC visit policies and procedures to the IPC for approval.

NCS 07 - Support travel grants

- Provide support travel grants to each NOC with participating athletes in the Olympic Games, and to each NPC with participating athletes in the Paralympic Games.
- The support travel grant amount for each NOC and NPC shall be calculated and communicated in US Dollars and based on the following:
 - lowest published economy class round-trip fare, which can be rebooked for a fee, from an NOC's/ NPC's capital city (or other city if agreed with NOCs/ NPCs i.e. Sydney for Australia) to the official port of entry for the Olympic Games or Paralympic Games;
 - airfares, whenever possible, which arrive at/ depart from the port of entry on opening and closing dates for the Olympic Village, respectively for the Olympic or Paralympic Games. If travel to and from port of entry on these dates is not possible from the NOC's/ NPC's capital city, adjacent dates which provide the lowest economy fare will be used;
 - most direct route;
 - airport fees and taxes included;
 - transit expenses not included; and
 - promotional airfares and low-cost carriers excluded.

NCS 08 - NPC Services

- Provide services to the NPCs that are similar or equal to the services provided to NOCs for the Olympic Games while taking into consideration the specific requirements and needs of the NPCs and scaled to the needs of the Paralympic Games.

Requirements related to meetings, seminars and manuals

NCS 09 - Creation of an Athletes' Commission

- Create an Athletes' Commission whose mission will be to assist in the validation of service levels for athletes, and to monitor and to advise the OCOG on their implementation.

NCS 10 - Use of official languages in publications and meetings

- Provide all NOC and NPC publications in French, English and Spanish
- Provide simultaneous translation services at the Chef de Mission seminar and Chef de Mission meetings in French, English, Spanish, Russian and Arabic.



NCS 11 - Chefs de Mission dossier and manual

- Submit the Chefs de Mission dossier and Chefs de Mission manual to the IOC for approval.

NCS 12 - Chefs de Mission seminar

- Organise a Chefs de Mission seminar in the host city.

NCS 13 - NPC Chefs de Mission seminar

- Organise an NPC Chefs de Mission seminar in the host city.

NCS 14 - Delegation Registration Meetings

- Ensure that Delegation Registration Meetings start once the sports entries deadline has expired but at the latest on the date of the Olympic Village pre-opening, and continue up to the day before the Opening Ceremony.



2.4. Olympic Family and Dignitary Services

Introduction

The Olympic Family includes a diverse group of people from the Olympic Movement including the IOC President and IOC members, IF Presidents and Secretaries General, NOC Presidents and Secretaries General, Chairpersons and CEOs of the TOP Partners, future OCOG Senior Executives, RHBs' Senior Executives and others who attend the Games to carry out the duties related to their respective function.

Dignitaries include international figures (Heads of State/ Heads of Government/ Sports Ministers/ Heads of Diplomatic Missions) as well as domestic dignitaries (national and local authorities).

Given the gathering of the large part of the sporting community in the host city at Games-time, there are a number of high-level meetings and associated events that take place immediately before and during the Games –the logistics for these events are coordinated by the Olympic Family Services team.

Similarly, the Olympic Family Services team is responsible for coordinating the logistics for other IOC events in the host city in the years preceding the Games.

At Games-time, the Olympic Family services, venue protocol and dignitary services teams work closely with other OCOG teams, stakeholders and delivery partners to deliver services to the Olympic Family and dignitaries at all competition and non-competition venues - including the Olympic Family hotel, meet and greet services at the airport, ceremonies operations, and the Olympic Family Assistants programme.

Services provided to international and domestic dignitaries are typically delivered in close collaboration with the host government and other delivery partners, and the efficient coordination of services at Games-time is achieved through the set-up and operation of a Protocol Coordination Centre.

The same levels of service should be provided to the Paralympic Family and dignitaries attending the Paralympic Games but scaled to the needs of the Paralympic Games.

The Olympic Family and Dignitary Services area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and they are strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Olympic Family and Dignitary Services.

Operational Requirements

In order to deliver the Olympic Family and Dignitary Services requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:



Requirements related to Olympic Family Services

OFS 01 - IOC meetings and events

- Organise, at the IOC's expense, the following pre-Games meetings/ events:
 - Coordination Commission meetings; and
 - Project Reviews.
- Organise, at the IOC's expense, the following Games-time meetings/ events:
 - IOC Executive Board meeting;
 - IOC Session; and
 - other Games-time meetings and events.
- Organise, in coordination with the IOC, the Opening Ceremony of the IOC Session.

OFS 02 - IOC Session insignia

- Produce a Session insignia for each participant, according to IOC specifications and following approval of the design and numbers by the IOC. All costs related to the production of the Session insignia will be borne by the IOC.

OFS 03 - IOC Session Look

- Ensure that the IOC Session Look appears on the printed materials, decoration and insignia related to the Session only. The production will be at the IOC's cost.
- All official materials shall be written in French and English, and submitted to the IOC for approval.

OFS 04 - Olympic Family Assistant programme

- Provide an Olympic Family Assistant to those Olympic Family stakeholders listed below, to assist them in fulfilling their official duties:
 - IOC President, IOC Honorary President;
 - IOC Vice-Presidents;
 - IOC Members;
 - IOC Honorary Members and IOC Honour Member;
 - IOC Directors;
 - Presidents and Secretaries General of IFs on the Games programme; and
 - NOC Presidents and Secretaries General.
- Ensure the Olympic Family Assistant is available from the arrival of the Olympic Family member in the host city until his/ her departure.
- Ensure a minimum of 10 hours of service a day, with the hours of operation extended in case of specific operational needs (confirmed jointly by the IOC and the OCOG). If this requirement cannot be met with one Olympic Family Assistant, then additional Olympic Family Assistants should be allocated for planning purposes.
- Ensure that these requirements are implemented in accordance with the applicable laws of the Host Country.



- Since the Olympic Family stakeholders that are provided with an Olympic Family Assistant are also assigned a "T1" or "T2" driver to assist them in fulfilling their official duties, if appropriate, the OCOG may wish to consider combining the role of the Olympic Family Assistant and driver.

OFS 05 - Seating plan at the Opening and Closing Ceremonies venue

- Before finalising the seating allocation and printing tickets, submit the proposed seating plan of the Olympic Family and Dignitaries to the IOC for approval.

OFS 06 - Participation medals and certificates

- If the OCOG chooses to produce participation medals and certificates to recognise the contribution of stakeholders at the Games, ensure the design of the medals, medal presentation boxes and certificates follow IOC specifications and submit the designs to the IOC for approval.
- Produce the items, and distribute them to the following categories of accredited people:
 - IOC (all categories except guest categories);
 - IF;
 - NOC (all categories);
 - TOP (Chairman, CEO, Senior Executives);
 - Olympic Broadcast Service (OBS) and all members of the media;
 - OCOG; and
 - OC.
- Participation medals and certificates shall not be given to any member of a delegation who has withdrawn from the Olympic Games, nor to accompanying guests.

OFS 07 - Commemorative certificates

- If the OCOG chooses to produce commemorative certificates, ensure the design follows IOC specifications and submit the design to the IOC for approval.
- Produce the items, and distribute the certificates to all accredited persons who do not receive the participation certificates and medals.

OFS 08 - IOC accompanying guest programme

- Organise, at the IOC's expense, a cultural/ visit programme for the Executive Board (EB) Members' accompanying guests during the EB meeting days and organise a similar programme for IOC Members' accompanying guests during the IOC session. Submit the content of these programmes to the IOC for approval.

Requirements related to the Olympic Family accommodation and facilities

OFS 09 - IOC, World Anti-Doping Agency (WADA) and the Court of Arbitration for Sport (CAS) offices and facilities

- During the Olympic Games, provide the IOC (at their own cost) with fully equipped and operational office space in the Olympic Family hotels, Main Press Centre (MPC) and Olympic Village.
- In addition, provide WADA (at their own cost), and CAS (at the OCOG's cost) with fully equipped and operational office space in one of the Olympic Family hotels.



- The exact number of offices and type of equipment (furniture, fixtures and equipment (FF&E)) shall be agreed between the IOC, WADA, CAS and the OCOG.

OFS 10 - Look of the Games at the Olympic Family hotel and other IOC spaces

- Ensure that the Look of the Games elements (including banners, backdrops, partitions, Wayfinding signage, decals and special applications) is applied in all locations where the IOC is present, including all IOC offices and areas within the Olympic Family hotels, the IOC spaces at the MPC and the Olympic Village(s), the EB and Session room and the venue for the Opening Ceremony of the IOC Session
- Should the IOC choose to develop an IOC specific Look of the Games, this will be at the IOC's expense. The OCOG will be responsible for producing and applying it.

OFS 11 - The IOC Olympic Club (OLC)

- Should the OLC be part of the Olympic Hospitality Centre, provide the IOC with the space (either a temporary or permanent construction or an existing venue) and a number of auxiliary services to operate the OLC in a location proposed by the OCOG and approved by the IOC. The IOC will pay a rental fee for the period starting on the "handover" date until the end of operations of the OLC.
- Provide at the OLC all amenities delivered at any other non-competition venues, the space and structure, as well as the auxiliary services listed below:
 - catering kitchen (with all the necessary infrastructure and facilities);
 - cleaning and waste;
 - fire safety;
 - general utilities (electricity, water, sewage, gas);
 - permits (health, safety and operating permits);
 - security, wayfinding signage, technology (telecommunications, internet, TV including OBS feed);
 - toilets; and
 - transport and parking.
- Ensure that the major areas in the OLC have the following estimated surfaces:

Standard Area Dimensions	Games of the Olympiad	Olympic Winter Games
Front of House (50% restaurant and catering, 20% event space, 15% private offices, 15% common area)	2,000m ²	1,500m ²
Back of House (if one-level building)	700m ²	500m ²
Back of House (if two-level building)	850m ²	650m ²
Back of House (if three-level building)	1,000m ²	750m ²
Outdoor areas (terraces) may be provided depending on local climatic conditions.		



Requirements related to Dignitary Services

OFS 12 - Provision of Dignitary Services

- Submit a Dignitary Services plan to the IOC for approval, including the following elements:
 - the quota of domestic dignitaries to be included in the dignitary programme; and
 - the respective roles and responsibilities of the OCOG and any delivery partners in providing services to dignitaries.

Requirements related to Paralympic Family services

OFS 13 - Hosting the IPC Governing Board meeting

- Host the IPC Governing Board meeting which takes place two days prior to the Opening Ceremony of the Paralympic Games and provide the IPC with the specified facilities and equipment to stage the meeting.

OFS 14 - IPC guest programme

- Host an official guest programme during the IPC Governing Board meeting (typically two days) for accompanying guests of IPC Governing Board members and other accredited guests (approximately 25 persons), to be coordinated closely with the IPC.

OFS 15 - Paralympic family members' Games-time expenses

- Cover the Paralympic Games-time expenses (flights, meals, accommodation) for a number of Paralympic Family members such as IPC Governing Board members and IPC Management team members, as designated by the IPC, in order to allow the IPC to provide efficient and adequate managerial Games-time support to the OCOG. The details about the scope of this provision are included in the IOC-IPC Agreement.

OFS 16 - Paralympic Hospitality Centre

- Assist the IPC in finding the appropriate space and the service providers required for a Paralympic Hospitality Centre.
- Provide the venue and overlay. The operating costs of the centre shall be covered by the IPC, which owns its marketing rights.
- Recognise the Paralympic Hospitality Centre as a non-competition venue, and should the Paralympic Hospitality Centre be located in an accredited area or require ticketed access, provide event services, security, and cleaning and waste services as necessary in the surrounding area.

OFS 17 - Paralympic participation medals and certificates

- Produce and present the participation certificates and medals on behalf of the IPC.

OFS 18 - Paralympic commemorative certificates

- Produce and present the commemorative certificates on behalf of the IPC.



OFS 19 - Seating tribunes at Paralympic Ceremonies

- Secure, apart from the official stand reserved for the Paralympic Family members seated in the Presidential Box, a specific number of seats, including accessible seats, in the Ceremonies Stadium for IFs, NPCs, dignitaries, the OCOG, IPC staff, IPC partners, Candidate Cities and the media. Submit the proposed seating plan for the Paralympic Family to the IPC for approval before finalising the allocation and printing the tickets.

OFS 20 - Paralympic Family seats

- Provide seats, including accessible seats, at a dedicated area in all competition venues for the Paralympic Family as per the respective seating requirements set by the IPC.

OFS 21 - IPC offices and equipment

- Provide general office space, private offices, meeting rooms and reception desks at the Paralympic Family hotel and other locations which together will form the IPC Secretariat, along with the required fixtures, fittings and equipment (FF&E), technology and workforce support in accordance with IPC guidelines.
- Provide an IPC office in each satellite venue or accommodation, located in cities other than the host city.
- Provide a courier service between all IPC office locations including the Paralympic Family hotel, Paralympic Villages, Main Press Centre (MPC) etc. on a daily basis.

OFS 22 - Paralympic family assistants

- Provide a Paralympic Family Assistant for the Paralympic Family stakeholders listed below, to be available from the arrival of the Paralympic Family member until his/ her departure, to allow him/ her to fulfil his/ her official duties:
 - IPC President and Governing Board Members;
 - IPC Honorary Board Member, IPC Lifetime Member and IPC Honoured Guest;
 - IPC Directors;
 - President and Secretaries General of IFs on the Paralympic Games programme; and
 - NPC Presidents and Secretaries General.
- A minimum of 10 hours of service a day shall be ensured. Hours of operation shall be extended in case of specific operational needs which shall be confirmed by the IPC and the OCOG. If this requirement cannot be met with one driver, then two drivers shall be allocated for planning purposes.
- Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the Host Country.



2.5. People Management

Introduction

People management is the umbrella term that incorporates every activity stream related to the strategy, planning and mobilisation of the OCOG staff and Games workforce involved in staging the Games. The use of the term “people management” provides an ideal opportunity from the outset for the OCOG to actively appreciate that people are one of the most important assets and points of leverage that an OCOG has at its disposal. It is important to note that approximately 17 to 20 per cent of an OCOG’s budget has historically been spent on its people.

The people involved in staging the Games typically includes staff employed by the OCOG, volunteers, staff contracted by partners and suppliers to deliver specific services (for example, in areas such as food and beverage, cleaning and waste, security or transport) as well as staff seconded from government, city or other public authorities.

People management includes all the traditional elements of human resources management as well as the more event-focused areas required for on-boarding the mass workforce at Games-time, including the following key areas:

- strategy and planning;
- organisation growth;
- organisation transition;
- Games-time workforce planning and delivery; and
- organisation legacy and dissolution, and transfer of knowledge.

The People Management area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on People Management.

Operational Requirements

In order to deliver all the people involved in staging the Games in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

PEM 01 - People management strategies

- Provide to the IOC the following:
 - the people management long-term strategy outlined in the IOC people management long-term strategy toolkit;
 - the engagement and recruitment strategy for the short-term mass hiring of the workforce for Games-time, including temporary staff, volunteers and contractors; and
 - provide a diversity and inclusion strategy applicable for OCOG staff, volunteers and contractors.



PEM 02 - Labour market analysis

- To ensure the efficient and mobilisation of the required resources, conduct a labour market analysis of the estimated demand levels and skills required for the Games compared to the corresponding estimated supply within the market for paid staff, volunteer and contractor positions.

PEM 03 - OCOG organisation evolution

- Make available updated organisation charts by Functional Area (FA) to the IOC periodically and upon request.
- Provide a people resource planning report with each annual budget, to the IOC and IPC, as well as an update upon request by the IOC or IPC.

PEM 04 - People management technology systems

- Provide a people management technology system framework and interface diagrams to the IOC, outlining all intended system implementations with updates, on an annual basis.

PEM 05 - Job descriptions

- Develop job descriptions for each pre-Games (planning) job title for the purpose of validating the job level, compensation and recruitment. For Games-time, each volunteer job title and temporary staff job titles shall have a job description developed as a minimum.

PEM 06 - Entry arrangements for certain personnel

- Submit the entry arrangements made with the appropriate Host Country Authorities for certain (accredited or non-accredited) personnel having to carry out Olympic functions to the IOC for its prior approval, in accordance with HCC Principles.

PEM 07 - Workforce uniforms programme

- Ensure that a workforce uniforms programme is developed and that Rule 50 of the Olympic Charter and all the related guidelines are enforced, particularly regarding uniforms provided by Olympic Marketing Partners and contractors to their own workforce.



3. Venues and Infrastructure





3.1. Energy

Introduction

Secure, reliable and resilient energy supply is a critical service underpinning all aspects of Games delivery and operations.

Major disturbances in power supply can negatively impact on the competition and/ or the operations of major stakeholders (broadcast, press, technology), and in turn, impact on the spectators, the national/ international viewing audience and the global image of the host city.

It is therefore essential that the following key principles are understood by the OCOG as well as the Host Country Authorities responsible for generation, transmission and distribution of power:

- Power supply is a key requirement for all aspects of Games delivery and operations.
- Due to the complexity of the project and the necessary involvement of the relevant Host Country Authorities, it is necessary to establish a “Games Energy Council” bringing together all responsible agencies and stakeholders from the outset of the Olympic project in the host city.
- The OCOG will establish an Energy team to manage Games energy technical and operational planning, in full cooperation with Host Country Authorities and agencies responsible for the host city power supply, acting as the key interface with the IOC, OBS and OCOG FAs and stakeholders.
- Capability to deliver should be the primary consideration when agreeing on the funding and/ or delivery responsibility of energy projects, rather than temporary versus permanent.
- Legacy and sustainability considerations should be incorporated into plans for new and upgraded energy infrastructure projects from the outset. Considering the supply of power to venue clusters and stand-alone venues, full supply and physical redundancy (N-1 level of resilience where no single power failure event can cause a loss of power) is required along the entire supply path; incorporating physical diversity of supply paths is a key aspect of risk mitigation. For specific stakeholders (broadcast, technology, ceremonies, press etc.), N-1 or greater requirements for resilience of supply are required at the local distribution level, incorporating temporary back-up by generator and uninterrupted power supply (UPS).

Supply of energy for Olympic Games and Paralympic Games is not business as usual, and there are key dependencies: OCOG Energy, while primarily an infrastructure and service provider, relies on cooperation in the delivery of information and services with other areas, such as Venues and Infrastructure, Broadcast and Media, Transport, Technology, Accreditation and Venue Management, to ensure successful delivery of energy services and operations.

The Energy area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.



Operational Requirements

In order to deliver the Energy requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

NRG 01 - Games energy planning

- Provide, during the foundation phase, a follow-up to the initial energy survey carried out during the candidature phase (including electrical power and gas). This follow-up survey shall reflect the evolution and refinement of the venue master plan, further definition of the infrastructure projects identified for the Games, plans for cluster and venue supply, load estimations and energy infrastructure availabilities/ capacities. The IOC shall deliver to the OCOG a pro-forma document to assist with the completion of this report.

NRG 02 - Games Energy Council

- Ensure that the host city sets up a governing body (Games Energy Council) that brings together the OCOG, Host Country Authorities, the utilities and the agency(ies) responsible for the construction of new Olympic venues. This Games Energy Council shall function as a specific council with the appropriate level of authority to define Games-related energy infrastructure projects and manage the timelines for delivery. Likewise, it shall facilitate the decision-making and cooperation necessary to deliver power infrastructure and services to the required levels. Legacy opportunities shall also be considered by the Games Energy Council at all times.

NRG 03 - Host city and energy agencies

- Ensure that the Host Country Authorities and agencies responsible for the host city power supply are also responsible for the funding and timely delivery of all energy infrastructure projects defined as critical to support Games operations. This responsibility shall include temporary supply infrastructure, temporary supplies to a cluster of venues, or stand-alone venues, as an alternative source of supply from the utility grid. In addition, the Host Country Authorities and agencies are also responsible for the temporary medium-voltage distribution infrastructure required to support Games operations, with those being primarily established as compounds inside the cluster/ venue perimeter.

NRG 04 - Supply capacity

- In coordination with the Host City and relevant Host Country Authorities, ensure that there is a suitable installed capacity reserve to meet the expected demand requirements for Games-time and that there is an operating reserve to meet the specific short-term additional load requirements, taking into consideration the energy mix, energy constrained plant, plant Loss of Load Probability (LOLP) and other factors that specifically impact the host city power system.



NRG 05 - Reliability criteria

- In coordination with the Host City and relevant Host Country Authorities, ensure that:
 - The transmission and distribution system capacity guarantees normal operation under N-1 conditions.
 - The system meets the Games' specific needs and in particular meets supply reliability indexes (SAIFI, SAIDI, CAIDI) in the highest range of power supply companies. If the indexes are not within the acceptable range, considering the specific needs of the Games, the IOC will work with the Host City on the measures to be implemented so as to increase the reliability of the power delivery for the Games.

NRG 06 - Venue supply

- In coordination with the Host City and relevant Host Country Authorities, ensure that venue power is supplied from the grid with full redundancy; main and synchronised back-up power shall come from geographically independent substations with diverse cabling and automatic sub-second transfer switching.

NRG 07 - Supply resilience and reliability at Olympic sites

- In coordination with the Host City and relevant Host Country Authorities, design and deliver the power infrastructure and services to Olympic sites, as required to ensure that every element of power supply (meaning external supply and venue internal power supply) does not exceed 80 per cent of its nominal capacity.

NRG 08 - Event continuation

- Ensure that Games core services such as Broadcast, Media, Technology, Sport and Security are supplied with full N-1 level of event continuation power; with a back-up of 100 per cent of load via temporary generation and/ or UPS systems, including heating, ventilation and air conditioning (HVAC) systems for technical rooms/ operational areas.
- Ensure that field of play (FOP) lighting is powered from two independent sources each supplying 50 per cent of the lighting in a configuration that will allow for continuation of the event in any circumstances. The need for additional temporary generation back-up for FOP lighting shall be assessed by the OCOG, OBS and the IOC during venue planning.



3.2. Venues

Introduction

Venues are critical to the success of an Olympic Games in financial, operational, sustainability and legacy terms. The Host City and the OCOG should provide a large number of competition venues, other venues and infrastructure for the preparation and staging of the Games.

The Host City's and the OCOG's roles are to plan, design, build and/ or renovate, fit out and then operate the venues (permanent and/ or demountable venue infrastructure and overlay) and infrastructure which are:

- needed to host the Games;
- to appropriate technical and sustainable standards;
- accessible, so that people with mobility, vision, hearing or intellectual impairments can participate in the Olympic Games and Paralympic Games independently, equitably and with dignity;
- in compliance with international health, safety and environmental best practices;
- in compliance with the candidature commitments, HCC, and the Olympic Charter;
- considering the Games event operational needs; and
- while leaving a planned and sustainable legacy to the Host City.

The OCOG and the Host City have four main areas of responsibility to ensure they meet the operational needs of the Games:

- venue planning and design;
- venue construction (permanent and/ or demountable infrastructure);
- venue overlay (the temporary infrastructure, installations, fitting-out and equipment that need to be added to an existing or new venue or implemented at a fully temporary venue to make the venue Games-ready); and
- venue operations.

When creating the venue master plan, significant consideration should be placed on maximising the use of existing facilities, temporary and demountable venues where no long-term venue legacy is needed, as highlighted in Olympic Agenda 2020. Newly built venues should be neither over-specified nor over-large for legacy needs. There should be recognition that venue event operational needs should drive Games-time venue design, while sustainability and legacy objectives remain the overarching objectives. The motto: "Build for legacy, adapt for Games-time (with temporary solutions)" should be adopted throughout all venue decision-making processes.

During the venue planning, design and construction phases, the OCOG will have a number of interactions with external delivery partners, both public and private bodies, which may have primary or supplementary responsibilities for the funding and/ or delivery of either all or a portion of the construction projects. The delivery partners and the OCOG have the joint responsibility of designing, implementing and managing the end-to-end strategy for venues, from Games initial concept to legacy management. Aligning objectives between the OCOG and its delivery partners and clearly dividing roles and responsibilities are critical to the success of planning and delivering venues, particularly in relation to budget, funding, scope and design, construction, and pre-Games and Games-time operation of venues.



Within the OCOG, there are two key teams responsible for the delivery and management of the venues:

- Venue Development (VED, also referred to as Venues & Infrastructure): accountable for venue planning, design, procurement, construction, installation and delivery of permanent and demountable infrastructure and venue overlay, irrespective of whether these tasks are undertaken by the OCOG or its delivery partner.
- Venue Management (VEM): accountable for planning and implementing the integrated operation of all Olympic Games and Paralympic Games venues, meeting the needs of all stakeholders and all OCOG FAs and external entities.

Also, the organisation of the Paralympic Games presents unique requirements because of the number of stakeholders with impairment who participate, especially in regard to athletes and Paralympic family members. The OCOG should ensure that besides accessible features, proper management practices are in place so that a continuous accessible path of travel is maintained.

Venue Development and Venue Management teams will have a number of interactions with internal and external stakeholders from venue owners, developers, other OCOG FAs, IFs and Olympic Broadcast Services (OBS) throughout the lifecycle of the project. This includes all FAs that have a presence at the venues during Games time, as well as the FAs that provide support services to the venues.

Early engagement between the Venue Development team, the Venue Management team and all the internal and external stakeholders is vital.

The three main workflows are:

- the Delivery Partners;
- OCOG Venue Development; and
- OCOG Venue Operations.

These workflows should be planned and delivered in a parallel and integrated process.

A number of the following Operational Requirements for venues apply specifically to “Key Olympic Venues” that require specific attention and the implementation of particular deliverables and planning and project management methodologies and tools. The following venues are referred to as “Key Olympic Venues”:

- all competition venues;
- Olympic Village(s);
- International Broadcast Centre (IBC), (Main Press Centre (MPC) and other zone Media Centres (i.e. Mountain Media Centre, when relevant);
- ceremony stadium(s) and Medal Plaza(s) (when relevant);
- Olympic Family hotel(s), at least the main one(s);
- Accommodation Villages (when relevant);
- Olympic Park(s) and major common domain(s) (when relevant); and
- airport(s) and other major points of arrivals and departures (if any relevant).

Venues is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Venues and Infrastructure.



Operational Requirements

In order to deliver Venue requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

VEN 01 - Venue Master Plan

- Ensure that any change in the capacity, contents, location, structure (permanent/temporary) and construction schedule of Key Olympic Venues as included in the Host City's Candidature File are submitted to the IOC for prior approval.

VEN 02 - Sites and Master List of Sites

- In accordance with the HCC Principles provide all of the sites (competition, training and non-competition venues as well as other facilities) required to stage the Games.
- Produce, within one month of the OCOG's formation, a Master List of Sites (based on the template provided by the IOC) that provides key information on all sites used for the Olympic Games and/ or Paralympic Games (i.e. including but not limited to Key Olympic Venues) and update this master list throughout the OCOG's entire lifecycle.
- Ensure that, in its initial version, the Master List of Sites at least includes all Key Olympic Venues. This document shall serve as a reference document and key planning document and shall be shared with the IOC on a regular basis.
- Ensure that the Master List of Sites includes a suitable location for the 'Wall of Champions'.

VEN 03 - Venues and infrastructure Games legacy plan

- To help ensure a lasting and tangible Olympic legacy for the Host City, confirm, maintain and update the legacy plan (described in general terms as part of the Games concept in the candidature process) for all the venues and infrastructure built for the Games. The legacy plan shall include a business plan incorporating a description of:
 - the expected benefits at Games-time;
 - the post-Games use of key Olympic venues and infrastructure;
 - how the Olympic Games fit into the city/region's long-term planning strategy;
 - financial planning; and
 - pre-Games and post-Games ownership and responsibility for operations of the venues and infrastructure built for the Games (as determined by the OCOG in collaboration with the delivery partners).

VEN 04 - Planning for the Paralympic Games

- Maximise the use of Olympic sites as Paralympic sites, in order to minimise costs and logistical complexity. Any exception to this principle should be justified and is subject to the IPC's approval.
- Ensure that the planning for Paralympic venues follows a "60-day event" approach, addressing the needs of both Olympic Games and Paralympic Games in parallel. This planning shall provide for adequate accessibility levels to cover Paralympic needs and aim for minimum possible change during the transition period.



- Ensure that wheelchair-accessible exits and emergency safety plans that consider the needs of individuals with different forms of impairment are available in all venues/ facilities and accommodation. Given the scope of individuals with an impairment expected to participate in the Paralympic Games, these plans may need to exceed existing provisions or standard regulations.

VEN 05 - Division of responsibilities for Venue Development

- Develop, within one month of the OCOG's formation, and afterwards, maintain a matrix detailing the respective responsibilities of the OCOG and of the various delivery partners (government agencies and/ or private entities), based on the Venue Development responsibility matrix provided during the candidature phase. In its initial version, the matrix shall include all Key Olympic Venues, and further versions shall be extended to include all sites on the Master List of Sites. This matrix shall serve as a reference document and key planning document to be shared with the IOC on a regular basis.
- Ensure that this venue development responsibility matrix indicates which organisations are responsible for each phase of the venue development process, including but not limited to:
 - land acquisition;
 - feasibility studies;
 - environmental approvals and licences;
 - tenders;
 - contract awards;
 - design approvals;
 - funding;
 - construction and commissioning of permanent works;
 - installation, maintenance and dismantling, of temporary infrastructure and overlay; and
 - venue de-commissioning and site reinstatement.

VEN 06 - Venue Sustainability scope and responsibility

- Ensure that all the requirements set out in the HCC in relation to sustainability (which encompass environmental, social and economic aspects) are respected and that necessary measures to that effect are taken by the OCOG, delivery partners, contractors and every individual with management responsibility for permanent, demountable and temporary constructions and overlay installations alike.

VEN 07 - Protected natural areas and Heritage features

- If the candidate city/ Host City/ OCOG proposes to locate a venue, a facility and/ or infrastructure in or in close proximity to a protected natural and/ or heritage area, a detailed assessment of environmental (flora, fauna, soil and water) and/ or cultural heritage (landscape, amenity, built heritage, archaeology) constraints, potential impacts, risks and mitigation requirements shall be undertaken.
- As a principle, protected natural and/ or heritage areas must not be impacted by the construction of Games venues or other Games-related activities.



VEN 08 - Contaminated land

- Ensure that, if any post-industrial "brown field" sites are intended for Games use, thorough investigation by a recognised third party is carried out to determine the presence of contaminated land and watercourses. Effective remediation works shall be undertaken wherever contamination is found, prior to the start of any Games-related works and activities, as required to ensure the health and safety of workers during construction, and of all other Games' stakeholders.

VEN 09 - Venue Sustainability Management Plan (Venue SMP)

- Ensure that sustainability is an integral part of the project execution plan of each Key Olympic Venue (including temporary venues) and that such plans include environmental and social requirements, risk analysis and resource requirements.
- All Key Olympic Venues shall have a Venue Sustainability Management Plan (SMP) to include:
 - a life-cycle assessment which demonstrates that the project is funded and secured by the legacy owners and is financially sustainable;
 - sustainable design and construction practices with clear and achievable objectives for site selection and land acquisition, waste management, use of resources, re-use of materials, recycling and disposal, as well as energy and water consumption.
- Ensure that all venue designs (for permanent, semi-permanent/demountable and temporary structures) are based on what is needed for the Games and post-Games legacy use, and are not unnecessarily oversized or over-specified.

VEN 10 - Construction typology (permanent vs temporary)

- Ensure that all permanent upgrades and/ or reconfiguration of existing venues for Games use are supported by a legacy justification. Otherwise, temporary/demountable solutions shall be found.
- In line with sustainability requirements, ensure that all temporary/demountable/semi-permanent structures are designed for disassembly so that component parts can be reconfigured and/ or relocated for other purposes, reused or recycled in accordance with pre-defined targets.

VEN 11 - Games Venue Briefs

- Upon the OCOG's formation, start to develop, for the OCOG's own project planning and management purposes, a Venue Brief for each Key Olympic Venue, based on the IOC template. These venue briefs shall, in particular, reflect the OCOG's requirement to provide venues of an appropriate standard (either permanent or temporary) that meet the functional and technical needs, as well as the event requirements of the various Olympic and Paralympic stakeholders and FAs (including all the required spaces) and their respective concepts of venue operations.

VEN 12 - Venue Use Agreements

- Ensure that appropriate Venue Use Agreements are concluded in relation to all venues used by the OCOG for the purposes of staging the Games (whether owned by public authorities or by private entities). Such Venue Use Agreements shall clearly identify all costs and responsibilities, in relation to the use and operation of the venue in the period leading up to the Games (including test events) and at Games time, and ensure that such costs and responsibilities are agreed between the OCOG and the venue owners.



- Produce and submit a standard form Venue Use Agreement to the IOC for approval, to be used by the OCOG for agreements concluded with third parties for the use of the venues for the Games, as well as for Test Events and pre-Games operations and activities.
- Submit the final draft of all Venue Use Agreements to the IOC for approval and highlight any change to the approved template Venue Use Agreement requested by third parties, before signature.

VEN 13 - Permanent works budgets for Venues and Infrastructure

- Ensure that the permanent works budgets for Venues and Infrastructure projects as provided during the candidature process are maintained accurately at all times. Updates of such permanent works budgets shall be submitted to the IOC on a regular basis and upon the IOC's request.
- Maintain and provide the IOC with the following breakdown:
 - Venue & infrastructure budgets and costs to fulfil Games needs and requirements.
 - Venue & infrastructure budgets and costs related to the Host City legacy and development plans.

VEN 14 - Games-time venue design process

- Implement a Games-time venue design development process and system allowing the production and publication of venue design drawings (CAD Drawings) on a regular basis and in a scheduled manner for use by other OCOG teams and external stakeholders/ delivery partners (such as IFs, OBS, Olympic marketing partners, contractors, local regulatory & licensing authorities, etc.). This process and system shall cover at least all key Olympic and Paralympic venues, in order to support the OCOG's and external stakeholders' Games planning.
- Ensure that the Games-time venue design development timelines and milestones are aligned with and support the venue operational planning timelines and milestones.
- Ensure that the timelines, milestones, contents, specifications and frequency of the Games-time venue design publications are discussed and reviewed with the IOC and the IPC.

VEN 15 - Accessibility for all stakeholders with impairment

- Ensure that, in cooperation with the OCOG's delivery partners, adequate provisions are made for all stakeholders with an impairment, for both the Olympic Games and Paralympic Games. These provisions shall respect and promote the principles of equality, dignity and functionality, and shall meet both existing domestic regulations and recognised international accessibility standards.
- For the Paralympic venues, some additional adjustments to the Olympic venues may be required owing to the enhanced number of people with an impairment within the various stakeholder groups.
- Ensure that the accessibility strategy and targeted standards are discussed in advance and agreed with both the IOC and the IPC, and are reflected in the OCOG's own accessibility guide.
- Ensure that the OCOG and delivery partners include provisions for accessibility in their tenders for venue design and construction or renovation (permanent and temporary venues), as well as for service and equipment providers.



- Closely monitor venue construction and venue operational planning at all stages, with regard to the implementation of the approved designs in terms of accessibility.
- Ensure that a mobility services are planned and organised at venues; this service shall be designed to provide assistance with the individual movement of stakeholders challenged by limited mobility. The service should be available from transport load zones, through all areas for which individuals have a right to access within and around the Olympic and Paralympic venues.

VEN 16 - Venue seating bowl

- Submit the venue seating bowl parameters (such as capacity, design and locations, including projected space requirements and allocations for all stakeholder groups within the seating bowl) to the IOC for approval, for all events at all competition venues and ceremony venues.
- The venue seating bowls for venues used for the Paralympic Games shall meet their specific needs and be submitted to the IPC for formal approval.

VEN 17 - Lighting (field of play (FOP) and broadcast)

- Ensure that up-to-date lighting technology is applied to all critical areas and in particular:
 - FOP areas;
 - mixed zones and press conference rooms;
 - Victory Ceremony areas;
 - sport presentation areas, and
 - in all Key Olympic Venues (where required) to meet specific sport- and broadcast-related requirements and to ensure the highest quality for television and photographic coverage.
- Submit proposed lighting solutions for each venue to the IOC and OBS for approval and ensure that the technical standards are agreed with the IOC and OBS. Refer to BRS Annex 3 - Specifications on lighting for complete details on broadcast lighting specifications.

VEN 18 - Venue integrated timelines/schedules

- Ensure that venue integrated timelines/schedules are developed and implemented for all Key Olympic Venues and Paralympic venues. These shall include:
 - design, licensing and construction for permanent works;
 - utilities;
 - commissioning of permanent constructions;
 - test events (overlay installation and test event milestone);
 - overlay installation for Games-time;
 - temporary power installation for Games-time;
 - technology infrastructure implementation and testing;
 - furniture, fixtures and equipment (FF&E);
 - Look of the Games;
 - commissioning of overlay;
 - licensing of venues for occupancy; and
 - dismantling of temporary infrastructure, venue de-commissioning and site reinstatement.



VEN 19 - Venues & Infrastructure progress reporting

- Starting from the OCOG formation and as early as possible, regularly report to the IOC on the progress of permanent construction works (venues, facilities and infrastructure projects i.e. utilities and civil works) as well as temporary/overlay installations, by project, and occasion at the official review meetings with the IOC.

VEN 20 - Commissioning process for new permanent infrastructure

- Ensure a formal and recorded process is implemented by delivery partners to confirm that all newly built permanent infrastructure intended for Games use are designed, installed and commissioned in accordance with applicable laws, regulations and professional standards, and are safe to use and can be occupied by any stakeholder before and during Games-time.

VEN 21 - Design compliance and engineering check, commissioning and monitoring process for temporary infrastructure (overlay)

- Implement formal, systematic and recorded verification, acceptance and commissioning processes and procedures to ensure that all temporary infrastructure, fit-out works and equipment (overlay) intended for Games use and delivered by the OCOG's (and/ or the delivery partners') overlay contractors and suppliers, are designed, installed and commissioned in accordance with applicable laws, regulations and professional standards. They shall also offer the necessary structural integrity and be safe to use and be available for use by any stakeholder before and during Games-time.
- Verify and present the sign-off procedures for both internal approvals and those of the necessary local/ regional/ national regulatory and licensing authorities.
- Ensure that temporary infrastructure is checked by appropriately qualified and experienced personnel that are independent of the original designers and the appointed installers ("third-party check" acting on behalf of the OCOG).
- Inform the IOC about this process and allow the IOC to make all appropriate verifications

VEN 22 - OCOG responsibility for Games-time operations

- Ensure, with ultimate responsibility for, the safe and efficient operation of all Games-related activities occurring at each Olympic and Paralympic site included in the Master List of Sites (regardless of whether such site is government or privately owned).



VEN 23 - Venue project language

- Ensure that all key venue-related documents produced by the OCOG and/ or delivery partners that are to be submitted to the IOC, IFs, OBS and other external stakeholders for review and approval, are in English. These documents will include, but are not limited to, the following:
 - Venue Master Plan
 - Master List of Sites;
 - Games Venue Briefs;
 - Games Delivery Plan;
 - project fact sheets;
 - project schedules (level 2 and above);
 - project budgets;
 - design documents; and
 - Venue Use Agreements.



3.3. Villages Management

Introduction

The Olympic Village is a core component of the Olympic Games and serves as the “heart and soul” of any Olympic Games because it is the “home” of the Games’ most important stakeholders: the athletes. The Olympic Village, including room and board should be provided to house all eligible athletes and officials for the duration of the Games. It should be secure from the general public and media and provide the required services for all athletes and team officials. It also needs to have suitable working conditions for the NOCs to provide support services to the athletes. The Villages Management team is responsible for the planning of the Olympic Village as well as the management and operations of the Olympic Village.

For the Olympic Winter Games, there is often more than one Olympic Village, depending on the location and distance of the mountain competition venues from the host city. The distance from specific competition venues should also be taken into consideration for the Olympic Games, with separate accommodation often required for sailing, football and rowing and canoeing events, where the venues are often at a significant distance from the host city.

There are three main physical areas in an Olympic Village – the Residential Zone (RZ), the Olympic Village Plaza (OVP) and the Operational Zone (OZ).

The OVP is at the heart of the Olympic Village and is the place where athletes, team officials, guests and the media can interact. The OVP is a frequently visited and highly used area by all residents, media, VIPs and Olympic Village guests. The principal activities in the OVP are:

- A meeting place for residents and their NOC guests.
- A suitable commercial arcade for residents and guests to purchase essential items and souvenirs in a secure environment.
- NOC Team Welcome Ceremonies.
- A suitable media interview area.
- Where possible, Olympic Marketing Partners and vendors should be contracted to provide the necessary OVP services. Exceptions or alternatives should be coordinated and approved through OCOG management, the IOC and others.

The success of the Olympic Village requires collaboration among a large number of FAs within the OCOG. Olympic Village Management is ultimately responsible for the services these FAs within the Olympic Village which include Accreditation, Ceremonies, Food Services, Workforce, Logistics, Finance, Media, marketing, Medical Services, NOC Services, Protocol, Security, Sport, Technology, Transport and Cleaning and Waste.

An important activity that takes place in the Olympic Village during each edition of the Olympic Games is the election by competing athletes of their representatives on the IOC Athletes’ Commission.

The Paralympic Village accommodates athletes and NPC team officials for the Paralympic Games, at the same site as the Olympic Village. The Paralympic Village showcases a truly inclusive society, where persons with impairment are seamlessly integrated, and operates under the same basic principles as the Olympic Village, but with services and an environment scaled to respect athletes’ needs. A separate Games Officials Accommodation Zone may be added to the Paralympic Village to accommodate IF Games Officials, with access to similar, but separate, services as for athletes and NPC team officials.



For further information on the construction of the Olympic Village, refer to the Olympic Games Guide on Venues.

This Villages Management section is completed by the following Annex:

- VIL Annex 1 - Specifications on NOC office space

The Villages Management area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on the Olympic Village.

Operational Requirements

In order to deliver the Villages Management requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

VIL 01 - Number of Olympic Villages

- Provide, whenever possible, a single Olympic Village for all athletes and team officials in close proximity to the competition venues and the Olympic Stadium. Where Olympic venues are more than 50 km or 60 minutes' drive (under normal road and traffic conditions) from the Olympic Village, additional Olympic Village(s) shall be provided. In addition, for the Olympic Winter Games, a second Olympic Village may have to be provided if there is a difference of more than a 200 m elevation between the Olympic Village and the venue for endurance sports. All Olympic Villages shall provide similar type and quality of services to the residents.

VIL 02 - Olympic Village accommodation and capacity requirements

- Provide accommodation for all participating athletes and eligible team officials within the Olympic Village with a maximum of two persons being accommodated in one bedroom.
- Ensure that the Olympic Village's capacity for residents is as follows:
 - The Olympic Village shall accommodate up to 16,000 people at the Games of the Olympiad.
 - The Olympic Village shall accommodate up to 4,900 people at the Olympic Winter Games.
 - The final Olympic Village accommodation capacity shall be provided three years prior to both the Games of the Olympiad and the Olympic Winter Games.

VIL 03 - Services to residents within the Olympic Village

- Provide for each NOC:
 - a single bedroom for the Chef de Mission room;
 - bedrooms and bathrooms for athletes and team officials;
 - NOC team offices;
 - NOC meeting rooms;
 - NOC medical rooms; and
 - NOC workspace/ storage space.



- Ensure that the following major operational areas are part of the Olympic Village and available for residents:
 - transport mall;
 - dining halls;
 - Polyclinic;
 - welcome centre;
 - NOC Services centre;
 - resident centres;
 - sport information centre (SIC);
 - social and entertainment areas; and
 - security perimeter (particularly the RZ).

VIL 04 - Olympic Village period of operations

- Comply with the following period of operations:
 - The pre-opening period starts at least four days prior to the official opening of the Olympic Village.
 - The Olympic Village officially opens 12 days before the Opening Ceremony for the Games of the Olympiad.
 - The Olympic Village officially opens eight days before the Opening Ceremony for the Olympic Winter Games.
 - The Olympic Village closes three days after the Closing Ceremony.

VIL 05 - Olympic Village measurements

- Ensure that all the minimum standard size requirements for the Games of the Olympiad and Olympic Winter Games are respected, for the major functions in the Olympic Village listed in the table below,:

Standard space requirements	Games of the Olympiad (m ²)	Olympic Winter Games (m ²)
Housing		
Single bedroom	9 m ²	9 m ²
Double (2-person) bedroom	12 m ²	12 m ²
NOC Office/ medical/ workshop/ storage Space	Refer to VIL Annex 1 - Specifications on NOC office space	
Dining Halls		
Main Dining Hall – seating/ serving	6,000 m ²	3,000 m ²
Main Dining Hall – operational/ service (back of house)	4,000 m ²	2,000 m ²
Main Dining Hall - McDonald's	As per contract requirements	As per contract requirements
Main Dining Hall - baggage check area	400 m ²	150 m ²
Main Dining Hall – IOC spaces (excluding storage/offices)	300m ²	150m ²
Main Dining Hall – WADA	50m ²	40m ²
Main Dining Hall – total (excluding McDonald's)	10,750m²	5,340m²
Casual Dining Hall	3,000m ²	Not applicable
Café	See OVP section below	See OVP section below
Staff Dining	850m²	600m²



Standard space requirements	Games of the Olympiad (m ²)	Olympic Winter Games (m ²)
Other areas in RZ		
Polyclinic	3,500m ²	1,500m ²
NOC Services Centre	1,000m ²	400m ²
Sports Information Centre	500m ²	A desk in NOC Services centre that combines information for all sports)
Chefs de Mission Hall	400m ²	200m ²
Resident Centres including laundry facilities (in total)	5,000m ²	1,500m ²
Security Command Centre	500m ²	250m ²
Multi-Faith Centre	1,000m ²	300m ²
Recreational activities	6,000m ²	1,500m ²
Recreational Sports Complex	20,000m ²	5,000m ²
Village Communications Centre	50m ²	40m ²
Facility Services Centre	10,000m ²	3,000m ²
OVP		
Team Welcome Ceremonies (including a stage and flag poles)	500m ²	250m ²
General store	200m ²	150m ²
Olympic merchandise store	1000m ²	500m ²
Bank	250m ²	100m ²
Photo store	100m ²	50m ²
Village call centre	100m ²	50m ²
Internet centre	430m ²	200m ²
Hair salon	200m ²	100m ²
Florist	50m ²	50m ²
Dry cleaning	50m ²	25m ²
Café	500m ²	100m ²
Travel agent	50m ²	50m ²
Post office	180m ²	75m ²
Village Media Centre	200m ²	80m ²
OZ		
Guest Pass Centre	600m ²	300m ²
Welcome Centre	10,000m ²	4,000m ²
Transport Mall	20,000m ²	10,000m ²
NOC Parking*	1,000 car parking spaces	600 car parking spaces

* In case of multiple villages, a careful study is necessary to secure the right size of parking spaces in each village as all NOC dedicated cars have the right to park in either village at any time.

VIL 06 - General layout

- Present the general layout of the Olympic Village to the IOC for approval.

VIL 07 - Grooms accommodation

- Provide accommodation for grooms that are conveniently located in or in close proximity to the equestrian venue and stables, for the same duration that the horses need to be in the host country. The accommodation for grooms can be double occupancy bedrooms and should provide adequate bathroom facilities at a ratio of no more than four persons to one bathroom. Grooms' accommodation and food and beverages are provided at the NOC's expense.



Requirements related to the RZ

VIL 08 - Residents' housing technical requirements

- Comply with the following technical requirements:
 - each apartment shall:
 - be lockable (apartments or residential units and bedrooms);
 - have adequate lighting in all rooms; and
 - include tables and chairs within the apartment for athletes and team officials.
 - the following items shall be provided in the bedrooms:

Bedrooms	Comments
Bedside lamps	
Clothes hangers	
Mirrors	
Wastebaskets	
60cm of hanging space for clothes	
Two lockable drawers for each resident	Additional storage space is recommended for athletes' bags and equipment
Beds (shall be at least 2.00 m in length)	Beds of 2.20 m in length shall be made available for up to 30% of the total number of athletes for the Games of the Olympiad and for up to 10% of the total number of athletes for the Olympic Winter Games)
No more than two beds per bedroom to guarantee undisturbed conditions	
Curtains/blinds (to keep the bedrooms as dark as possible for athletes who wish to rest during the day)	

- the following items shall also be provided in the bedrooms for Chefs de Mission:

Chefs de Mission's Bedroom	Comments
Desk and chair	
Refrigerator	
Telephone	Olympic network telephone
International line with internet capabilities shall be available (usage will be at cost to NOC)	
Television with Olympic feed	
Wastebasket	

- For the bathrooms, the ratio of no more than four athletes or team officials per one bathroom (4:1) shall be respected.
- Each bathroom shall include a minimum of:
 - one wash basin;
 - one lavatory; and
 - one shower.



VIL 09 - Housekeeping services

- Ensure that the following services be made available in housing:
 - linen change;
 - bins emptied;
 - cleaning of rooms;
 - towel exchange service at resident centres;
 - towel change;
 - cleaning of bathrooms; and
 - cleaning of public areas.
- The minimum services shall be provided as follows:

Frequency	Services
Daily basis	Bins emptied Beds made Toilet cleaned Toilet paper restocked
Every two days	Towels replaced
Every four days	Linen changed Dusted/ vacuumed (if required)

- Ensure that the following services be made available for public areas and functions for residents:
 - regular cleaning;
 - standard housekeeping;
 - dusting; and
 - emptying bins.

VIL 10 - NOC office space, meeting rooms, doctor's room and other spaces

- Provide the following number of rooms depending on the size of the team, as outlined below:

Delegation Size	Chef de Mission Office	NOC Office	Meeting Room	Doctor's Room	Massage Room	Workshop/ Storage Space
1-24	1 (12m ² - combined with Chef's bedroom)	1 (12m ²)	Bookable	1 (10m ²)	n/a	15m ²
25-50	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	1 (8m ²)	30m ²
51-100	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (12m ²)	2 (12m ²)	50m ²
101-200	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (12m ²)	3 (12m ²)	60m ²
201-300	1 (8m ²)	1 (12m ²)	2 (15m ²)	3 (12m ²)	3 (12m ²)	80m ²
301-450	1 (8m ²)	2 (12m ²)	2 (15m ²)	3 (12m ²)	4 (12m ²)	100m ²
451-600	1 (8m ²)	2 (12m ²)	3 (15m ²)	4 (12m ²)	4 (12m ²)	125m ²
601+	1 (8m ²)	3 (12m ²)	3 (15m ²)	4 (12m ²)	5 (12m ²)	150m ²

- For Olympic Winter Games, provide the following number of rooms depending on the size of the team for Olympic Winter Games:



Delegation Size	Chef de Mission Office	NOC Office	Meeting Room	Doctor's Room	Massage Room	Storage Space
1-6	1 (12m ² - Combined with Chef de Mission bedroom)	Dedicated workstation	Bookable	Bookable		10m ²
7-12	1 (12m ² - Combined with Chef de Mission bedroom)	1 (12m ²)	Bookable	Bookable		20m ²
13-25	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	n/a	25m ²
26-50	1 (8m ²)	1 (12m ²)	Bookable	1 (10m ²)	1 (8m ²)	40m ²
51-75	1 (8m ²)	1 (12m ²)	1 (15m ²)	1 (10m ²)	1 (8m ²)	50m ²
76-100	1 (8m ²)	1 (12m ²)	1 (15m ²)	2 (10m ²)	2 (8m ²)	60m ²
101-150	1 (8m ²)	2 (12m ²)	1 (15m ²)	2 (10m ²)	2 (8m ²)	70m ²
151-200	1 (8m ²)	2 (12m ²)	1 (15m ²)	2 (10m ²)	3 (8m ²)	80m ²
201+	1 (8m ²)	2 (12m ²)	2 (15m ²)	3 (10m ²)	4 (8m ²)	100m ²

- Provide NOCs with the minimum requirements of furniture, fixtures and equipment (FF&E) in team offices, meeting rooms, medical space (doctor's rooms and massage rooms) as specified in the VIL Annex 1 - Specifications on NOC office space.
- Provide to NOCs secure storage space that is:
 - close to respective NOC housing and offices;
 - lockable; and
 - provided with lighting.
- Give consideration to spaces that can double up as a workshop particularly for cycling, luge, etc. (in that case, electrical outlets and climate control will be provided).
- Provide workshop space, intended for the minor maintenance of equipment, that is:
 - close to respective NOC housing and offices;
 - lockable (if dedicated to a single NOC);
 - provided with lighting;
 - provided with electrical power outlets;
 - ventilated;
 - provided with climate control; and
 - compliant with local health and safety regulations.

VIL 11 - Dining hall(s) services and menus

- Provide food services 24 hours a day (including hot meals) at the main dining hall.
- Present food service menus to the IOC for approval.



VIL 12 - Election to the IOC Athletes' Commission at the IOC space

- Provide support to the IOC on all logistical matters, including the organisation of the election to the IOC Athletes' Commission.

VIL 13 - Media access in the RZ

- Prohibit media from filming in the RZ of the Olympic Village. NOCs can request from the IOC the right to install static media facilities within the delegation's private buildings.

VIL 14 - Publications and communications channels

- Ensure that IOC information is delivered to NOCs' delegations through the OCOG's publications and communication channels pre-Games and at Games-time, in line with the communications plan that shall be discussed and agreed between the IOC and the OCOG.

VIL 15 - Film crew and media restrictions in the RZ

- Prohibit any film crew or media from being allowed to take cameras into the RZ except for scheduled IOC-approved media tours and IOC/ OBS camera crews.

VIL 16 - Guest access in the RZ

- Ensure that a guest is accompanied at all times in the RZ by a resident who takes the conduct of the guest while in the Olympic Village under his/ her sole responsibility.

Requirements related to the OVP

VIL 17 - Commercial services in the OVP

- Provide or ensure that the following services be available/ delivered in the OVP:
 - Village general store;
 - bank;
 - photo store;
 - Village call centre;
 - internet centres;
 - hair salon;
 - florist;
 - dry cleaning;
 - café;
 - travel agent;
 - mail services;
 - ticket office;
 - information office; and
 - first aid station.

VIL 18 - Commercial facilities in the OVP

- Ensure that the design and fit-out of the commercial facilities in the OVP are in line with the Olympic Village overlay guidelines developed by the OCOG and the venue branding policy. All commercial facilities branding and identification shall be submitted for approval and delivered in line with the OCOG and the IOC principles. All facilities shall conform to applicable laws and regulations (e.g. health and safety).

VIL 19 - Additional services in the OVP

- Submit any additional services contemplated by the OCOG that will benefit the residents to the IOC for approval.



VIL 20 - NOC guest passes policy for Team Welcome Ceremonies

- Provide the additional number of guest passes for Team Welcome Ceremonies, as determined by the IOC.

Requirements related to the OZ

VIL 21 - Guest pass policy

- Submit the guest pass policy to the IOC for approval. To ensure smooth operations and respect of the rules, the IOC may have to modify the NOC quotas before and during the Olympic Games.

VIL 22 - Athlete and team official accreditation

- Ensure that athletes and team officials are only accredited for the Olympic Games and to the Olympic Village after the Delegation Registration Meeting (DRM) has been completed by the NOC Chef de Mission.

VIL 23 - Firearms and ammunition in the Olympic Village

- Prohibit any sport firearms and ammunition from being allowed in the Olympic Village and ensure that these items are stored in the rifle storage centre or at the competition venue.

VIL 24 - Village Media Centre

- Provide a Village Media Centre to allow the media a working area at the Olympic Village.

VIL 25 - Media guest pass quota

- Respect the following media guest pass quotas:
 - Games of the Olympiad: 400 rotational passes daily for Press and RHBs.
 - Olympic Winter Games: 200 rotational passes daily for Press and RHBs
- Submit any proposed changes to the media guest pass policy to the IOC for approval.

Requirements related to Olympic Village policies and procedures

VIL 26 - NOC guarantee deposits

- NOCs shall not be required to pay any guarantee deposit with respect to their stay in the Olympic Village(s) or in any other appropriate accommodations.

VIL 27 - Marketing partner branding in the Olympic Village

- Submit marketing partners branding designs for the Olympic Village to the IOC for approval.

VIL 28 - Olympic Village Wayfinding signage

- Ensure that Olympic Village Wayfinding signage is in place before pre-opening of the Olympic Village.



VIL 29 - Venue branding policy within the Olympic Village

- Ensure that all proposed items, designs, space layouts, methods of installation and services provided by Olympic Marketing Partners, suppliers, contractors and non-commercial institutions related to the use of their spaces and operations comply with Rule 50 of the Olympic Charter and the venue branding policy.

VIL 30 - Policy on promotional flyers

- Ensure that no promotional flyers be distributed by Olympic Marketing Partners, licensees, contractors, suppliers or non-commercial institutions within the Olympic Village.

VIL 31 - Food and beverage in the Olympic Village policy

- Ensure that NOCs are allowed to bring food and drinks into the Olympic Village in accordance with all applicable laws.
- Ensure that no alcohol is sold or distributed in any fashion by the OCOG to athletes or team officials in the Olympic Village except through the Village food and beverage services programme for exceptional occasions (ceremonies, private parties), which shall adhere to all applicable laws.

VIL 32 - No-smoking policy within the Olympic Village

- Ensure that the Olympic Village is officially a non-smoking environment for the comfort and health of all residents.

VIL 33 - Proselytising in the Olympic Village

- Prohibit proselytising by any religious group in any form in the Olympic Village. Information materials, pre-approved by the IOC, may be provided through the multi-faith centre.

VIL 34 - Place of mourning in the Olympic Village

- Establish a place of mourning in the Olympic Village, preferably in an outdoor area, in accordance with IOC requirements. The space should allow for the hosting of a more structured event with a larger audience if needed.

Requirements related to the Paralympic Village

VIL 35 - Paralympic Village

- Provide a single Paralympic Village for all athletes and NPC team officials. In accordance with the IOC-IPC Agreement, the OCOG shall use the Olympic Village for the Paralympic Village.



VIL 36 - Paralympic Village transition

- Comply with the following period of operations:
 - For the Paralympic Games, a period of 7-10 days shall be allocated after the closing of the Olympic Village for transition to the Paralympic Village, which shall contain a 72-hour pre-opening period.
 - For the Paralympic Winter Games, a period of three to four days shall be allocated after the closing of the Olympic Village for transition to the Paralympic Village, which shall contain a 48-hour pre-opening period.
 - The Paralympic Village opens seven days before the Opening Ceremony.
 - The Paralympic Village closes three days after the Closing Ceremony.

VIL 37 - IF Games officials

- If, for practical and economic reasons, IF Games officials for the Paralympic Games are accommodated within a dedicated accommodation zone of the Paralympic Village, they shall receive the same service levels as athletes and NPC team officials, also taking into account that they may have specific accommodation needs. The IF Games officials shall not have access to the RZ of the Paralympic Village, but only to their own zone and the Paralympic Village Plaza. Similarly, athletes and NPC officials shall not have access to the IF Games officials' accommodation zone of the Paralympic Village.
- If IF Games officials are accommodated within a specific Accommodation Zone of the Paralympic Village, this zone needs to provide a minimum of 1,000 beds (including 40 for wheelchair users) for the Paralympic Summer Games and a minimum of 100 beds (including 10 for wheelchair users) for the Paralympic Winter Games.

VIL 38 - Paralympic Village resident quota

- Ensure that, for the Paralympic Summer Games, the Paralympic Village accommodates a minimum of 8,000 residents including contingency beds. Approximately 4,200 athletes and 2,400 NPC team officials shall be accommodated, of which there will be approximately 1,900 wheelchair users.
- Ensure that, for the Paralympic Winter Games, the Paralympic Village accommodates a minimum of 2,200 residents including contingency beds. The residents include approximately 700 athletes and 1,000 NPC team officials, of which there shall be approximately 450 wheelchair users.

VIL 39 - Paralympic Village layout

- Ensure that, in addition to the facilities available during the Olympic Games, the Paralympic Village also contains the IPC information area and the orthotic, prosthetic and wheelchair repair centre. The RZ of the Paralympic Village shall also contain classification facilities and wheelchair storage facilities.



VIL 40 - IPC Athletes' Council elections

- Provide the space and adequate equipment for the Athletes' Council election voting centre, which should be approximately 50m². This can be the same voting centre used for the IOC Athletes' Commission elections.

VIL 41 - Paralympic Wall

- Build in the Paralympic Village a commemorative wall as a symbol of inclusion, freedom, friendship and peace and invite all the participants of the Paralympic Games to sign the wall. The IPC shall work together with the OCOG to develop a detailed concept and theme for the wall.
- While the general design of the Paralympic wall can be similar to that of the Olympic truce wall, it shall be located in an area that is fully accessible and be subject to the IPC's approval.
- A ceremony to unveil the Paralympic wall shall take place at least one day prior to the start of the Opening Ceremony where delegates from the IPC and other invited guests shall be present. The IPC shall work together with the OCOG to stage this event.

VIL 42 - Equitable service levels in the Paralympic Village

- Provide and guarantee an equitable level of service to all Paralympic Village residents regardless of type and level of impairment.



3.4. Wayfinding Signage

Introduction

Wayfinding signage enables all those working at and attending the Games to move to and from their destinations in a smooth and seamless fashion with signs being both consistent with the Games identity and an integrated element of the Look of the Games. Sign characteristics, such as simplified messages, international symbols, contrast and composition, should be used and adequately thought out to adapt readability whether viewers are walking or moving in a car.

Considering the short lifespan of the Olympic Games and Paralympic Games, wayfinding signage should work smoothly as soon as the relevant stakeholders arrive in the host city. Flexibility is one of the key success factors of the overall wayfinding signage process; potential adaptation of the signs during or after its installation should be planned, as well as adequate contingency; last-minute production capability should be assessed to answer any specific needs.

As wayfinding signage is spread out in the entire host city and sometimes beyond, it is key to define the respective responsibility of the OCOG and relevant Host Country Authorities in financing and delivering the Games Wayfinding Signage programme (in terms of branding development, scoping, production and installation). Furthermore, the overarching responsibility for the coordination of this programme is key to ensure consistency in the messaging, avoid gaps and ultimately allow a successful end-to-end journey for each Games stakeholder.

The Wayfinding Signage area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Wayfinding Signage.

Operational Requirements

In order to deliver the Wayfinding Signage requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

SIG 01 - Look of the Games consistency

- Design and install, in cooperation with the relevant Host City and Host Country Authorities, Games-related wayfinding signage within venues and in public and urban areas.
- Ensure that all wayfinding signage is consistent with the Games identity and is an integrated element of the Look of the Games.

SIG 02 - IOC clean venue policy

- Ensure that all wayfinding signage for the Games put in place by the OCOG, Host City and/ or Host Country Authorities complies with the IOC clean venue policy.



SIG 03 - Paralympic wayfinding signage

- Submit the Paralympic-specific wayfinding signage system to the IPC for approval.

SIG 04 - Wayfinding signage language proposal

- Submit (on behalf of, and in agreement with, the relevant Host City and Host Country Authorities) its language usage strategy for the entire Olympic Games wayfinding signage system (within venues and in the public and urban domain) to the IOC for approval.



4. Games Services





4.1. Accommodation

Introduction

Accommodation has a significant positive economic impact on the host city's hotel industry. It is responsible for securing a sufficient number of rooms to accommodate each Games stakeholder's needs, for the duration of the Olympic Games and Paralympic Games operations. Obtaining early support and a commitment from hoteliers and accommodation providers for guaranteed price hotel rooms, starting from the candidature phase, is therefore a critical milestone for the Accommodation programme.

Once the OCOG has secured the accommodation inventory, it will then implement the requirements of the various stakeholder groups attending the Games and contract each accommodation site accordingly. The Accommodation team is also responsible for completing the stakeholder group accommodation allocation process. All the accommodation requirements are designed to ensure each stakeholder group can efficiently maximise its contribution to the running of the Games. For example, the OCOG shall provide sufficient and accessible accommodation as required for media, sponsors and other stakeholder groups, at their expense. For the workforce, the OCOG shall ensure that sufficient accommodation is available for workforce/ volunteers as required.

For the press, the timetable for the allocation of accommodation is linked to the accreditation procedure via the NOCs. This link causes the timetable for press accommodation allocations and payments to be later than for other stakeholder groups. It is important for the OCOG to recognise this timetable and to ensure that it retains sufficient and adequate accommodation to meet its requirements to this stakeholder group.

For media accommodation, there is a clear preference for media hotel accommodation rather than Media Village(s), where such hotel infrastructure exists. This is primarily due to the great expense to the Host City for the construction and related overlay for Media Village(s).

For Olympic Family accommodation, it is important that sufficient and adequate hotel accommodation is provided in a location suitable to enable them to fulfil their duties. The Olympic Family hotel traditionally serves as the IOC headquarters at the Games (accommodation, offices and function space requirements including OCOG needs).

The OCOG shall organise sufficient and adequate hotel accommodation and facilities for all accredited members of the Paralympic Family (PF), including the provision of (an) official PF hotel(s) for accommodating designated members of the PF.

The Accommodation area has a number of critical interdependencies with other OCOG areas in order to ensure the overall success of each Games stakeholder's experience, namely; Arrivals and Departures, Finance and Transport. For example, the strategic clustering of accommodation sites can have a significant impact on the transport network requirements which have financial implications on the OCOG. In addition to the stakeholder group accommodation strategy, the Accommodation team is responsible for the pre-Games accommodation demand, and financial business processes.

The financial responsibility for each room reserved by the respective stakeholder organisations through the OCOG is reflected in the tables included in the requirements below.

Room rates should be clearly stated and finalised for all types of rooms, before any contract is signed or any payment is required from the stakeholders.



The Accommodation area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Accommodation.

Operational Requirements

In order to deliver the Accommodation requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to accommodation guarantees and contracts

ACM 01 - Mandatory guarantee period for accommodation

- Ensure that the requirements listed in the table below are respected. This table identifies the obligatory 17-night Olympic period that shall be guaranteed by each accommodation facility and contains the number of nights during both the pre-Olympic and post-Olympic periods which are needed in order to accommodate stakeholder group requirements.

	Period	Nights	Description	Room block control
Reserved Period	Pre-Olympic	14	14 nights prior to the Opening Ceremony	Partial control required
	Olympic	17	Night of the Opening Ceremony through to night of the Closing Ceremony	Total control required
	Post-Olympic	2	2 nights following the Closing Ceremony	Partial control required

ACM 02 - Accommodation guarantees

- Ensure that where there are no specific prices established in the candidature file of the Host City, or by any other arrangement approved by the IOC (such as for newly planned and built hotels) the effective prices charged for hotel rooms, conference rooms, media village(s) rooms and related services for accredited persons attending the Games, does not exceed the rates of hotels and rooms contained in the candidature file for comparable quality and location of services.
- Ensure that all guarantees and commitments contained in the candidature file of the Host City regarding prices for hotel rooms, conference rooms, media village(s) rooms and related services specific rates are respected by the concerned operators so that the effective price charged to the concerned accredited persons does not exceed such guaranteed prices.
- Working with the Host City and Host NOC, ensure that reasonable prices are charged to non-accredited persons attending the Games for hotel rooms in and around the host city, and in and around other host cities that are hosting events of the Games, upon the occasion of the Games.



ACM 03 - Standard accommodation facility contract

- Create a detailed standard accommodation facility contract to be signed by all the accommodation facilities which entered into a preliminary accommodation facility guarantee during the candidature process.

ACM 04 - Accommodation contracts

- Submit the templates of all accommodation contracts to the IOC for approval.

Requirements related to stakeholder accommodation

ACM 05 - Stakeholder group accommodation requirements table

- Implement and respect the requirements included in the stakeholder group accommodation requirements table provided by the IOC, reflected below:



Client Group Accommodation Requirements Table

The table below outlines the main categories of participants falling under the IOC group, staying at the Olympic Family Hotels.

All OFH rooms are initially pre-booked through the IOC. Once the AAA is signed and the accommodation allocation process is put in place, such rooms become either managed, paid for or re-invoiced to the different client groups (among others, CAS and WADA)

The OCOG will be taking care of managing the entire room block for NOC Presidents and Secretary Generals as well for the Continental Associations.

Client Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
IOC	IOC Members	Members	1,100	1,600	Single, Double, Twins and some Suites	4 to 5	IOC Hotel(s)	OHR	IOC	IOC
		Honorary and Honour Members								
	IOC Management	President								
		Honorary President								
		Directors								
	Other IOC	IOC Administration							IOC	OCOg
		IOC Interpreters for IOC meetings								
		IOC Interpreters for Games time								
		IOC Commissions (Medical, Ethics, Athletes)								
		IOC Advisors, Consultants, Agents								
		IOC Partners* and Suppliers								
		IOC Guests, including IOC Members' guests								
		ANOC, ASOIF, AIOWF, SportAccord								
Previous OCOGs (President, Dir, Genl.)*										
Candidate Cities of future Olympic Games and Youth Olympic Games (Executives)*										



Client Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
		Future Session Organisers*								
		Offices (Guest rooms turned into offices)							IOC	IOC
		Security (for IPPs required by OCOG)							IOC	OCOG
	Summer IFs*	Presidents/Secretaries General								
	Winter IFs*	Presidents/Secretaries General							IOC	IOC
	Future OCOGs	President, Dir, Genl., Mayor, Executives* of Olympic Games and Youth Olympic Games								
	Recognised organisations	CAS*							IOC	IOC
		WADA*								
	NOC	Presidents/Secretaries General							OCOG	Own
		Continental Associations								

* According to the Accreditation at the Olympic Games - Detailed Specifications *Continued on next page*



Client Group Accommodation Requirements Table

Client Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
IF	Technical Officials	International Technical Officials	350	1,753	Single	2 to 4	CG Hotel	CHR	Own	OCOG
		National Technical Officials	120**	800**	Twin					
	Other IF	Technical Delegates	295	1,527	Double	3 to 5	CG Hotel	CHR	Own	Own
		EB Members								
		Staff								
		Guests								
IF + OCOG		Equipment Technicians	330	97	Twin	3				
See IOC for:	Summer IFs*	Presidents/Secretaries General	n/a							
	Winter IFs*	Presidents/Secretaries General								
NOC		Additional Officials Ao	600	800	Group	2 to 3	CG Hotel	CHR	Own	Own
		NOC Guests and Sponsors	1,100	2,500	Double	3 to 5				
		Host Country NOC	120	120		4				

* According to the Accreditation at the Olympic Games - Detailed Specifications

** This number should be further defined by the OCOG according to the specificity of this population who is managed by the OCOG itself

Continued on next page



Client Group Accommodation Requirements Table

Client Group	Subgroup	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
See IOC for:	NOC	President Secretaries General								
Host OCOG**		President/CEO	5	5		4 to 5	CG Hotel	CHR	OCOG	OCOG
		Ceremony Stars	50	100		4 to 5				
		Ceremony Production	400	400	Group	2 to 3				
		Cultural Olympiad	100	60		4 to 5				
		National Ticket Agents /Hospitality Suppliers	650	1,300						
	Dignitaries	International Dignitaries	215	240	Double	4 to 5			Own	Own
Domestic Dignitaries	300	3 to 5		Varies		Varies				
Future OCOG and Bid Cities	Observers	Staff	200	400		3 to 4	CG Hotel	CHR	Own	Own
See IOC for:	Future OCOGs	President, Dir, Genl., Mayor, Executives*								
Marketing Partners	Top Partners	Hospitality	1,500	2,400	Double	5	CG Hotel	CHR	Own	Own
		Workforce	1,500	2,200	Single & Double	3				
	OCOG Partners	Hospitality	1,500	3,075	Double	4 to 5				
		Workforce	500	1,500	Double	3				

* According to the Accreditation at the Olympic Games - Detailed Specifications

** The number of rooms and beds for workforce should be defined further by the OCOG according to the specificity of these populations who are managed by the OCOG itself, according to the needs of the OCOG and the origin of the workforce needed to deliver the Olympic Games and to the hospitality agreement, if any, signed by the OCOG

Continued on next page



Client Group Accommodation Requirements Table

Media	Rights Holders Hospitality	Rights Holders Hospitality	750	1,500	Double	4 and 5 (min 5 = 500 for Winter and 750 for Summer)	CG Hotel	CHR	Own	Own
	Broadcasters Production	OBS Production	12,500	18,500	Single	Mainly 3 and 4 with a minimum of: 2= 500 5= 500				
		Rights Holders Production – NBC Rights Holders Production – Others			90% Sgl. 10% Dbl. (twin)					
	Written and Photo. Press	World News Agencies			90% Sgl. 10% Dbl. (twin)	3 to 4 some 2,5				
Individual written and photographic press										
Totals			23,885	41,177						



ACM 06 - Paralympic accommodation requirements table

- Implement and respect the requirements included in the stakeholder group accommodation requirements table provided by the IPC and reflected below:

Stakeholders Group	Sub-group	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
IPC	IPC	IPC Governing Board Members/ Accompanying Guests IPC Honorary Board Members/ Guests	350	450	Single & Double	4 to 5	PF Hotel	OCOG/ IPC
		IPC Directors/ Accompanying Guests						
		IPC Standing Committee/ Council Chairpersons and Members						
		IPC Honoured Guests, Distinguished Guests, Guests						
		IOC Members/ Directors						
		Other Accredited Persons determined by IPC Presidents & Secretaries General/ Accompanying Guests						
International Paralympic Sport Federation (IPSF)/ International Organisations of Sport for the Disabled (IOSD)/ Regional Org.	IOSD	EB Members	20	100	Single & Double	4 to 5	PF Hotel	Own
		Staff and Guests						
		Presidents & Secretaries General/ Guests						
NPC	NPC	Heads of State/ Government, Sovereign, Other Prominent Government Officials & Entourage, NPC Guests	200	400	Single & Double	4 to 5	PF Hotel	Own
	NPC	Applicant City Executives						
	O	Executives of Organising Committees of Future Games						



Stakeholders Group	Sub-group	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
Future OCOGs	OC	Executives of Organising Committees of Future IPC World Championships	20	25	Single & Double	4 to 5	PF Hotel	Own
	NPC	Executives of Applicant/ Candidate Cities for Future Games	10	10				
Paralympic Partners	PS	Chairman/ CEO and Senior Executives	10	10	Single & Double	4 to 5	PF Hotel	Own
			620	1,005				
Stakeholders Group	Sub-group	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
IPC		IPC Staff, Advisors & Consultants	80	150	Single & Double	3 to 4	CG Hotel	IPC
		IPC Games Officials	20	20	Single	3 to 4	CG Hotel	OCOg
	WADA	Outreach and Observers Participants	20	20	Single	3 to 4	CG Hotel	Own
IF	IF	IF Delegates and Assistants	120	900	Single	3 to 4	CG Hotel or	OCOg
		Technical Officials					Paralympic	
		Chief Classifier and Classifiers					Village	
NPC	As	Additional Team Officials	150	450	Double	1 to 2	Para. Village or CG Hotel	Own
	NPC	NPC Guests	300	450	Single & Double	3 to 5	CG Hotel	Own
Host OCOg	Workforce	Staff, Volunteers, Contractors, Suppliers, etc.	to be defined	to be defined	Single & Double	1 to 3	CG Hotel	OCOg
	Honoured Guests	Heads of State/ Government, Ministers, Dignitaries	100	150	Single & Double	4 to 5	CG Hotel	Varies
OC/ NPC	O	Organising Committees of Future Games	130	200	Single & Double	3 to 4	CG Hotel	Own
		Organising Committees of Future IPC World Champ.						
		Applicant/ Candidate Cities for Future Games						



Host City Contract Operational Requirements
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Stakeholders Group	Sub-group	Population	Winter Rooms	Summer Rooms	Occ.	Quality (stars)	Accm. Facility	Paid By
OCOG / Paralympic Partners	OCOG/PS	Partner, Sponsor, Licensee Hospitality	150	700	Single & Double	3 to 5	CG Hotel	Own
		Support and Technical Staff						
Media	E RT	Written and Photographic Press	400	800	Single & Double	2 to 3 Some 4	CG Hotel	Own
		Broadcast Production Staff (Rights-Holding Broadcasters(RHB) and Olympic Broadcast Organisation (OBO))	1500	3500				
Total CG Hotels/ Paralympic Village			2,970	7,340				



ACM 07 - IOC accommodation

- Reconfirm the proposed list of hotels included in the candidature documents submitted to the IOC. The IOC will choose, after an inspection visit, one or several hotels to become the Olympic Family hotel(s), thus covering its accommodation requirements. The Olympic Family hotel(s) rate (three to five star) shall apply to the hotels chosen by the IOC. The detailed room allocation within these hotels is at the sole discretion of the IOC.
- Submit all IOC/ OCOG service levels and operations provided at the Olympic Family hotel(s) to the IOC for approval.

ACM 08 - PF hotel(s)

- Ensure that the selection of the official PF hotel(s) is approved by the IPC before entering into an agreement with the hotel operator. Also, the IPC shall review and approve the contracts for any other new or existing PF hotel(s), which need to cover all IPC requirements. In particular, the contract shall reserve the rights to all function room spaces for the IPC and clearly state that the use of any function room spaces by other designated groups at the PF hotel(s) shall be approved by the IPC. The contract shall also ensure that IPC room requests have priority.
- Ensure that for Paralympic Summer Games, the official PF hotel has a minimum of 40-50 wheelchair-accessible and wheelchair-friendly rooms. In certain cases, this requirement can be split between one or two PF hotels.
- Ensure that for Paralympic Winter Games, the official PF hotel has a minimum of 25–30 wheelchair-accessible rooms. Of these accessible rooms, at least half should be fully accessible with roll-in showers. The remaining accessible rooms may be wheelchair-friendly rooms.

ACM 09 - IF technical officials and delegates' accommodation

- Provide facilities separate from the Olympic Village for the accommodation of all technical officials appointed by the IFs. Technical officials cannot be accommodated in the Olympic Village.
- Provide accommodation at a reasonable price for technical officials, as well as for delegates from each IF (the number may vary depending on the agreement with the IOC) who shall be present at the competition site at least five days prior to the start of the first event in their sport.
- Submit the plan for accommodation for their technical officials to the IFs for approval.

ACM 10 - IF headquarters hotel

- Ensure the availability of an IF headquarters hotel for the members of the EB, IF delegates, staff and guests of each IF (the sport of which is on the programme of the Games), which is reasonably close to the competition sites of its sport. The category of hotel shall be chosen by the IF concerned. This hotel could be the same as the hotel for technical officials.



ACM 11 - Additional officials' accommodation

- Ensure the availability of additional accommodation for NOCs which decide to house (at their expense) additional officials outside the Olympic Village. This accommodation shall be comparable to and in the immediate vicinity of the Olympic Village (or competition venue for the Olympic Winter Games) in less expensive hotels or campus-style accommodation. Such accommodation shall be available at least 14 days before the Games until three days after the Games.
- For the Paralympic Games, ensure the availability of accommodation for NPC additional officials inside the Paralympic Village, subject to space availability (at their NPC's expense) within the allocation of their NPC delegation and for a duration matching the opening days of the Paralympic Village.

ACM 12 - Marketing partner accommodation

- Secure the availability of all the function room spaces in the marketing partner's accommodation facilities during the Games. This is designed to:
 - ensure that function room spaces are available to marketing partners; and
 - preclude any competitors of the marketing partners from utilising function space in contracted hotels even when the marketing partners are not using all function spaces in the hotel.

ACM 13 - Broadcasters' accommodation

- Ensure the availability of adequate accommodation for RHBs and OBS to house all accredited staff and enable them to carry out their mission at the Games:
 - All hotels serving the RHBs and OBS shall be as close as possible to the IBC (maximum 30 minutes travel time using the OCOG's media transport service) and the main cluster of venues, including the Olympic Stadium (Games of the Olympiad).
 - Some hotels serving the RHBs and OBS shall be as close as possible to the Mountain Broadcast Centre (Olympic Winter Games).
 - A small number of RHB and OBS delegates will require first-class hotel accommodation.
 - OBS shall receive the same treatment in regard to accommodation (price, quality, and numbers) as the RHBs according to the contract entered into between the OCOG and OBS.

ACM 14 - Media accommodation

- Provide a Media Village (or more than one, depending on the configuration of the Olympic venues) in cases where the hotel infrastructure of the host city does not have sufficient and adequate capacity for all accredited media.
- If a Media Village(s) is used, it shall be of good hotel standard (three to four star, depending on the categories that apply in the host country). Preference shall be given to existing, permanent accommodation structures wherever possible, located in clusters for transport needs.
- Ensure that all media accommodation (including the Media Village(s), if required) is available, with all necessary services, no later than 14 days before the Opening Ceremony until two days following the Closing Ceremony of the Games.
- Ensure the availability of adequate accommodation for all accredited members of the press in accordance with the procedures and deadlines laid down jointly by the IOC and the OCOG.



ACM 15 - Spectator accommodation

- Use best efforts, in cooperation with the Host City, to maintain control over the availability and price of the accommodation in and around the host city during the period of the Games and to ensure that hotel and other accommodation prices charged to Olympic spectators remain reasonable.

Requirements related to the allocation and payment of stakeholder accommodation

ACM 16 - Allocation planning

- Assemble the final allocation plan after taking into consideration the following steps as described in the table below:
 - preliminary allocation plan;
 - all requirements identified;
 - needs assessment completed; and
 - allocation advisory table considered.

Phase	Description
Allocation of accommodation facilities	Accommodation facilities shall first be allocated into major stakeholder group categories, similar to the preliminary allocation plan submitted with the Candidature File. This final allocation plan should also include the actual (or projected) stakeholder hotel rate for each major stakeholder group category (average rate and rate range). Supporting details of the final allocation plan should also be available.
Submission to the IOC EB	For approval before implementation.
Notification of stakeholder groups	Once the plan is approved (and at least two years prior to the Games), all stakeholder groups shall be notified of the average rate and rate range of the accommodation facilities assigned to their stakeholder group. Such notification should be given directly to stakeholder groups, or via their stakeholder group liaisons in the OCOG.
Issuance of allocation contracts	Following approval of the final allocation plan, the OCOG may begin the allocation process by starting to issue allocation contracts (see Olympic Games Guide – Accommodation 2.2.6 Allocation Contract). For some stakeholder group categories, OCOG functions may provide further guidance on allocations within their stakeholder group. Contracts shall be signed before the payment schedule starts.

ACM 17 - Paralympic Games hotel allocations

- Submit the list of proposed hotels for allocation including the average rate and rate range to the IPC for approval.
- Initiate the communication process to the stakeholder groups following approval of the final allocation plan by the IPC, first through the Accommodation Guides and reservation forms then through the Accommodation Allocation Agreements (AAAs).
- Ensure that all hotel rooms sold by the OCOG to the Paralympic stakeholder groups through the OCOGs’ official Accommodation Guide are included in the official T3 destination list for transportation purposes.



ACM 18 - Rates for all room types

- Define rates for all types of rooms before the contract development process starts and any payment is requested to the stakeholders. The number of rooms for each type shall not change after the contracts have been signed and payments have started.

ACM 19 - Ancillary services

- Work with the hotel(s) to ensure that, during the period of the Games, all charges (such as function spaces, conference rooms, food and beverage) are guaranteed at reasonable, usual and customary rates.
- Ensure that, during the period of the Games, the hotel(s) guarantees to offer 100% of the function space/ rooms, subject to the standard reservation/ cancellation policy.

ACM 20 - Stakeholder payment schedule

- The OCOG and stakeholder groups shall abide by the following accommodation payment schedule:

Months before Games	IOC (and Future OCOGs)	IFs	NOCs (except accredited officials)	NOCs (accredited officials)	Marketing partners	Broadcasters	Press
15 months	30%	30%	30%		30%	30%	
13 months				30%			
11 months	30%	30%	30%	30%	30%	30%	50%
4 months	Balance	Balance	Balance	Balance	Balance	Balance	Balance

ACM 21 - Payment schedules for the Paralympic Games

- For the Paralympic Games, the OCOG and stakeholder groups shall abide by the accommodation payment schedule below:

Months before Games	NPCs, IPC and other non-press constituents	Press
12 months	Forms sent out	Forms sent out
10 months	AAAs sent out	
9 months	30% payment due	AAAs sent out
6 months	30% payment due	60% payment due
3 months	Remainder due	Remainder due



4.2. Accreditation

Introduction

The purpose of accreditation is to identify people and their roles at the Olympic Games and allow them the necessary level of access to perform their roles.

Accreditation is a necessary working tool to manage effectively the large numbers of people participating in the Olympic Games, facilitating their movements in a flexible and secure fashion, as it ensures that only appropriately qualified and eligible people are entitled to participate in or perform official functions at the Olympic Games.

The Olympic Identity and Accreditation Card (OIAC) has two main functions:

- Where applicable, together with a valid passport, the OIAC is a temporary access visa and work permit to the host country, from at least one month prior to the Olympic Games until at least one month after the end of the Olympic Games.
- Once validated, the OIAC entitles the bearer to the necessary access to Olympic venues.

Accreditation is not to be granted in lieu of a “free pass” or “event ticket”.

All matters relating to the OIAC, including the categories and related privileges, as well as the terms upon which it is issued or withdrawn, are at the sole discretion of the IOC. It is the responsibility of the OCOG to produce and deliver the cards to the persons entitled to them in accordance with ACR Annex 1 - Accreditation at the Olympic Games – Detailed specifications.

Similar provisions apply for the Paralympic Games, with the Paralympic Identity and Accreditation Card (PIAC) acting as the means of temporary access visa and work permit to the host country, from at least one month prior to the Paralympic Games until at least one month after the end of the Paralympic Games and for access to Paralympic venues.

All matters relating to the PIAC, including the categories and related privileges, as well as the terms upon which it is issued or withdrawn, are at the sole discretion of the IPC.

This Accreditation section is completed by the following Annexes:

- ACR Annex 1 - Accreditation at the Olympic Games – Detailed specifications
- ACR Annex 2 - Accreditation at the Paralympic Games – Detailed specifications

The Accreditation area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.



Operational Requirements

In order to deliver the Accreditation requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

ACR 01 - Accreditation at the Olympic Games

- Follow all rules, quotas, policies, processes and procedures related to all stakeholders which are incorporated in the ACR Annex 1 - Accreditation at the Olympic Games - Detailed specifications.

ACR 02 - Accredited persons' right to stay in the host country

- Coordinate with the relevant Host Country Authorities to ensure that holders of the OIAC are allowed, to enter, stay and perform their Olympic functions in the host country for the duration of the Olympic Games, including a period of at least one month before the Opening Ceremony and at least one month after the Closing Ceremony.

ACR 03 - Accreditation at the Paralympic Games

- Follow all rules, quotas, policies, processes and procedures related to all stakeholder groups and which are incorporated in the IPC ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications.

ACR 04 - Accredited persons' right to stay in the host country for the Paralympic Games

- Coordinate with the relevant Host Country Authorities to ensure that the application of labour laws and regulations of the host country to accredited persons will not prevent or hinder the performance of their Paralympic functions by such accredited persons in accordance with the specific needs and requirements of such functions.



4.3. Arrivals and Departures

Introduction

The strategic aim of the Arrivals and Departures area is to design and implement an end-to-end service delivery model that stretches from the arrival gateway to each and every stakeholder's accommodation site and back again. As this is the first and last experience of each and every Games stakeholder, the service delivery model demands a high level of detailed planning to ensure efficient and effective delivery.

The Arrivals and Departures area will operate throughout the extended Games period since not all stakeholder groups will arrive and depart during the same time period. Whilst the majority of stakeholders will arrive and depart the host city via an airport, other points of arrival/departure – such as train, boat or coach/bus - should also be considered where appropriate. It is important that 'official points of arrival and departure' are agreed, with suitable services offered to Games stakeholders throughout the arrivals and departures period of operations. In addition, it is important that the official entry port(s) into the host country, for passenger and/ or freight are agreed – again – with suitable assistance provided, particularly with respect to customs and immigration. In some instances the official port of entry may not be located in the host city. For example in an Olympic Winter Games, Games stakeholders may transfer through an international airport in the host country, then transfer to a regional airport in the host city. The international airport will be the port of entry, and the host city regional airport will be the point of arrival/departure. Olympic airport arrival services include, but are not limited to, the validation of the Olympic Identity and Accreditation Cards (OIACs) meet and greet services, baggage and equipment management and transport. Olympic airport departure services include transport, escort to departure zones, farewells and off-airport check-in for some predetermined guests.

Specific services for Games stakeholders are added to this solid foundation and should complement, rather than impede the delivery of services to all passengers. The Olympic Games can often be a catalyst for airports and border agencies to introduce improvements and develop improved policies for passenger facilitation - a lasting legacy of an airport and a host country.

For the Paralympic Games, similar type of services and processes are needed but scaled to the needs of the Paralympic Games. However, service provision needs to take into account the number of stakeholders with mobility impairments expected to arrive and depart within a very short period of time.

The Arrivals and Departures area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Arrivals and Departures.



Operational Requirements

In order to deliver the Arrivals and Departures requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

AND 01 - Defining all port(s) of entry and point(s) of arrival and departure

- Provide a list of official host country entry ports to the IOC for approval. The port of entry is the official entry port(s) into the host country for passenger and/ or freight arrivals and departures.
- Define which one(s) will be the official points of arrival and departure, as the locations where the stakeholders enter the OCOG arrivals and departures process. Provide the official points of arrival and departure, and the services delivered at each point to the IOC for approval.

AND 02 - Facilitation services

- Provide facilitation services according to the following principles of priorities and levels of service, described here as levels 1, 2 and 3. It should be noted that many airports use the term "Victor" instead of level, i.e. Victor 1, Victor 2 and Victor 3.

Level 1 (Victor 1 or V1)	Level 1 facilitation refers to the individually managed services provided to approximately 5% of Games stakeholders. These services are generally coordinated through the International Dignitary Programme (IDP) and Domestic Dignitary Programmes (DDP) from the Protocol Coordination Centre (PCC).
Level 2 (Victor 2 or V2):	Level 2 facilitation refers to the individualised services provided to approximately 10-15% of Games stakeholders.
Level 3 (Victor 3 or V3):	Level 3 facilitation is offered to the remaining 80 – 85% of Games stakeholders. The emphasis of Level 3 services is streamlined facilitation, focusing on efficiency and effectiveness. The IOC will provide the OCOG with a detailed list of categories of individuals entitled to the different facilitation levels.

AND 03 - Arrivals services

- Ensure that the following key services are provided to Games stakeholders on arrival at the official point(s) of arrival and departure:
 - welcome, Wayfinding signage and Look of the Games;
 - meet and greet;
 - repatriation of mobility aiding devices or wheelchairs at aircraft's gate;
 - access to language services;
 - validation of OIAC at accreditation validation facilities;
 - access to an Olympic lane at immigration ;
 - baggage reclaim and assistance with baggage;
 - help desk operations;
 - appropriate interview/ press conference space(s);
 - transport services (including luggage, baggage trolleys, support and follow-up of mishandled/ damaged baggage claims); and
 - provision of permanent or temporary airside passes to support delegations' arrivals.



AND 04 - Departure planning

- Develop a departure plan with relevant airport and airline authorities and agencies for the peak departure days and submit this plan to the IOC for approval. The plan shall include off-airport check-in facilities in the Olympic Village and shall ensure the most efficient departure process possible.

AND 05 - Paralympic arrivals and departure services

- Provide the appropriate arrival and departure services to the accredited members of the Paralympic Family and their guests and transfer them and their baggage to/ from their port of entry to their accommodation location.

AND 06 - Service delivery plan

- Develop an arrival and departure service delivery plan detailing, for each Games stakeholder, the end-to-end service delivery model, including airport facilitation, border clearance, accreditation validation, baggage and accompanying equipment, transport, uniforming (where required) and accommodation/ Olympic Village check-in, and submit the plan to the IOC for approval.
- The OCOG shall ensure that an arrivals and departure end-to-end process is provided even when the supporting arrival and departure information is not 100 per cent accurate.

AND 07 - Airport venue planning

- Ensure that an airport operating plan is developed that, as a minimum:
 - outlines how the airport will operate at Games-time;
 - identifies policies and procedures;
 - explains the venue layout and the resources required to run the venue;
 - defines roles and responsibilities and how the venue team will interact; and
 - how it will fit within the Games command and control structures.

AND 08 - Information and communication

- Provide relevant information to Games stakeholders about the arrival and departure services that will be available to them.

AND 09 - Co-host city's point(s) of arrivals and departures

- Ensure that each co-host city's point(s) of arrival and departures (airports, railway stations, etc.) provides the same facilitation services as the host city for arrivals and departures.



4.4. Food and Beverage

Introduction

Food and beverage services are an important aspect of the overall Games experience. These services are therefore required to meet stakeholders' needs at Key Olympic Venues and other non-competition venues and facilities while offering some opportunities to showcase the cuisine and cultural heritage of the host country.

Food and beverage services can be divided into two distinct groups, namely;

- the "obligatory groups" which receive complimentary services (e.g. athletes, volunteers); and
- the "user pay" groups who will pay for their services (e.g. spectators, media).

There are many success factors in the delivery of Games food and beverage services which include diversity, availability, procurement, service, safety, pricing and queue management. The whole programme should be achieved together with sustainability targets in relation to waste management (including packaging and food), food safety (preservation and freshness) and water quality.

It is common practice for food and beverage services to be contracted out to a number of caterers, although it is recommended that there is a master caterer in each venue who oversees all aspects of the delivery. The education and management of these contractors is paramount with regard to the use of value-in-kind (VIK) products, policies and procedures such as delivery into venues and overall service levels and standards.

For the Paralympic Games, similar type of services and processes are needed but scaled to the needs of the Paralympic Games.

The Food and Beverage area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Food and Beverage.

Operational Requirements

In order to deliver the Food and Beverage requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

FNB 01 - Service principles for stakeholder groups

- Provide the following food and beverage services:
 - 24/ 7 free-of-charge services in the athletes' dining hall in the Olympic Village, respecting athletes' and team officials' dietary needs, and cultural and religious sensibilities. The services should be provided for the whole period that the Olympic Village is open;
 - 24/ 7 user-pay services in the IBC and the MPC for the media, respecting cultural and religious sensibilities; and
 - user-pay services for ticket holders.



- Submit to the IOC for approval a plan detailing the provision of food and beverage services in all venues to each stakeholder including user-pay versus free of charge provision.

FNB 02 - Food and beverage service menus

- Present food and beverage service menus (and pricing when relevant) for all stakeholders in all venues to the IOC for review.

FNB 03 - Compliance with Olympic marketing rights in food and beverage spaces

- Consult with the IOC to ensure that the provision of food and beverage services is fully compliant with the rights of the IOC Marketing Partners.
- Submit a food and beverage plan to the IOC for review, with details related to proposed branding and equipment for the food and beverage facilities at different Key Olympic Venues as well as the delivery of rights to Olympic Marketing Partners.

FNB 04 - Free access to drinking water

- For health and safety reasons, ensure that free access to drinking water is available to all individuals within the venue perimeter of any venues. The OCOG shall present their proposed solutions to the IOC for approval.

FNB 05 - Food and beverage services at the Paralympic Games

- Include the Paralympic Games food and beverage services scope and service level requirements in the OCOG planning and negotiation strategies with sponsors and suppliers.
- Ensure that Paralympic Games dining areas and lounges are fully accessible, including circulation and serving areas.



4.5. Language Services

Introduction

It is the responsibility of the OCOG to plan and deliver comprehensive language services at the Olympic Games and Paralympic Games. These services include both interpretation (the spoken word) and translation (the written word).

They are generally delivered through:

- professional interpretation;
- translation;
- over-the-phone interpretation; and
- volunteer conversation facilitation.

The use of highly skilled, well-trained language volunteers to provide basic interpretation services (generally referred to as conversation facilitation to differentiate this service from professional interpretation) allows the OCOG to cover more languages and situations in a much more cost-effective manner.

The primary stakeholders of this service include but are not limited to:

- athletes
- media
- Medical Services area
- Doping Control
- Security
- sport production/ ceremonies
- venue protocol/ IOC and IPC services

The Language Services area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Language Services.

Operational Requirements

In order to deliver the Language Services requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

LAN 01 - Overview of language services

- Plan and deliver comprehensive language services, including translation and professional interpretation services, to Functional Areas (FAs) within the OCOG in order to facilitate communication between athletes, accredited media, Olympic Family members, OCOG staff and other stakeholders.
- Submit the OCOG's translation policy for the Olympic Games to the IOC for approval, and submit the OCOG's translation policy for the Paralympic Games to the IPC for approval.



4.6. Medical Services

Introduction

During the Games, the Medical Services area is responsible for the doping control programme and the medical care and health planning associated with the Games.

The Host City, the Host NOC and the OCOG, acting in coordination with the relevant Host Country Authorities, shall be responsible for all aspects of medical and health services related to the Games for all stakeholders including athletes, teams and other members of the Olympic Family and their guests, media, workforce, sponsor guests and spectators. The OCOG should provide coordinated delivery of medical care for all stakeholders inside the Games venues and ensure that appropriate medical care is available outside the Games venues. The general principles of the health care programme include the scope of medical care for each stakeholder group, medical transportation, relations with the public health authorities, disaster planning, guarantees and operational issues. Whilst delivering medical services for the Games, it is important to minimise disruption to the normal running of the city's healthcare system.

Many public and private organisations will participate in the provision of medical services at the time of the Games. It is the responsibility of the OCOG to ensure an effectively integrated approach to the planning and delivery of services. The public health authorities' designated Olympic hospitals and their public relations departments should stay in close contact with the OCOG's Medical Headquarters (MHQ) and Main Operations Centre (MOC) to ensure effective integration throughout the Games.

The Polyclinic, located within the Olympic Village, forms the hub of the athletes' medical operation. The Polyclinic plays a vital role in supporting athletes' wellbeing, ensuring they can deliver their optimal performance at Games-time.

The Medical Services area is also responsible for the Doping Control programme. The IOC is committed to protecting clean athletes, and doping is contrary to the fundamental principles of Olympism and the spirit of sport. The Medical Services area is responsible for the planning and delivery of the infrastructure necessary to implement the Doping Control programme at the Games, in accordance with the requirements of the IOC and in compliance with provisions of the [World Anti-Doping Code](#) and accompanying international standards. For the Paralympic Games, the roles of the IOC are undertaken by the IPC Medical Code and the IPC Anti-Doping Code applies.

This Medical Services section is completed by the following Annex:

MED Annex 1 - Specifications on office space for the IOC Medical Commission

The Medical Services area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Medical Services.



Operational Requirements

In order to deliver the Medical Services requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to healthcare

MED 01 - Scope of medical coverage

- Submit a medical services plan to the IOC for approval that will specify:
 - how medical care would be provided to all accredited persons;
 - an emergency medical response to injuries and illness that may happen to anyone (both accredited and non-accredited) at any of the Olympic competition and non-competition venues during official test events and from the opening to the closing of the Olympic Village;
 - the provision of primary (pre-hospital) care for press and media, and national workforce and contractors; and
 - any proposed exception to the principle that all medical services including hospital treatment should be provided free of charge to all other accredited persons.
- Ensure the implementation of all necessary and appropriate medical and health service measures including repatriation, in coordination with the Host City and the Host NOC, and in accordance with the IOC's instructions.
- Ensure that, from the opening to the closing of the Olympic Village, medical services including repatriation, are provided in the host country, to the following accredited persons: athletes, team officials and other NOC team personnel, technical officials, the media, marketing partners and representatives of the IOC, IFs, OCOG workforce and other persons at the Games as designated by the IOC.
- Submit the extent and level of services that should at least include any treatment that cannot reasonably be delayed until the accredited person returns to their own country - including chronic, pre-existing conditions to the IOC for approval. The provisions that apply to the Paralympic Games shall be subject to the prior approval of the IPC.
- Provide a description of the legal framework applicable in the host country relating to consent for medical treatment, including for minors, to the IOC.

MED 02 - Medical services at the Paralympic Games

- Ensure that, as a principle, the level of medical services provided for the Paralympic Games is equivalent to the level provided for the Olympic Games and is suitably scaled to the needs of the Paralympic Games. A sufficient number of workforce shall have appropriate knowledge and/ or expertise in rehabilitation and/ or disability injury.
- Support the IPC injury and illness survey by facilitating IPC access to athlete medical encounter forms and detailed medical follow-up investigations as required.
- Ensure access by the IPC to all medical encounter forms after the conclusion of the Paralympic Games.



MED 03 - Integration of medical services

- Ensure that the Medical Services team integrates the planning of medical services with national and city public health services through on-going communication and agreements with the relevant public agencies, to assure the effective delivery of services from the Host City and Host Country Authorities.

MED 04 - Pre-Games medical services planning

- Ensure that the level of medical services for the community is not compromised during Games-time. Any capacity issues shall be addressed during the planning phase to ensure optimal use of community-based health resources and appropriate level of care for the community and Olympic-related patient populations.

MED 05 - Emergency medical services

- Submit a detailed protocol describing the movement of sick and injured patients by either land or air ambulance to the IOC for approval.
- Ensure that on-site, suitably equipped and manned land ambulances are available at all competition venues, the Polyclinic, Olympic Family hotel, Opening Ceremony of the IOC Session and other sites, as determined by medical needs during periods of operation. In addition, IFs may issue specific air or land ambulance requirements. Transport routes, weather conditions and security considerations should be reviewed in developing such medical transport plans.

MED 06 - Olympic Village Polyclinic

- Establish a multi-disciplinary Polyclinic in the Olympic Village to provide comprehensive care for athletes and officials. The Polyclinic shall also provide suitable space for the IOC Medical Commission offices and meeting rooms. It shall be staffed with doctors, nurses, pharmacists, dentists, physiotherapists, optometrists and specialists to provide:
 - primary care, sports medicine, speciality medical services, pharmacy services, physical therapies including massage, radiology (imaging with on-site ultrasound, X-ray, MRI and CT and other modalities if required) and optometry for 16 hours per day, and
 - emergency medical services 24 hours per day.

MED 07 - Designation of official Games hospitals

- Ensure that appropriately staffed and equipped hospitals are designated as official Olympic hospitals in which emergency medical and surgical services will be provided to all accredited persons during the defined Games operational period. The OCOG shall sign an agreement with all official Olympic hospitals to ensure availability of these services for all medical conditions or medical issues that cannot reasonably be delayed until after the accredited person returns home. All agreements with official Olympic hospitals shall be submitted to the IOC for approval before signature.

MED 08 - Venue medical services

- Ensure that medical services teams have appropriate access privileges to enable them to provide medical care in any location in the venues.



MED 09 - Purchasing and provision of equipment or services

- Consult the IOC regarding the choice of provider before purchasing any equipment or services. Equipment or services falling within the product category of an Olympic Marketing Partner shall be procured (purchased or rented) from Olympic Marketing Partners, who are actively involved in the delivery of the Games, in accordance with contractual agreements.

MED 10 - NOC Medical space

- Provide each NOC with medical space for the team doctors and other health professionals to deliver general and sports medicine services to their delegation. Basic furnishings shall be provided in this space.

MED 11 - Periods of operation of medical services

- Submit the days and hours of medical services for athletes, spectators, workforce and media, wherever they are delivered, to the IOC for approval.

MED 12 - Right to practice for international health professionals

- Ensure that health professionals who travel with NOCs are legally allowed to care for their respective delegations, order medical tests and prescribe through the Olympic Village Polyclinic. If registration is needed, there shall be a simple process, with no fee for the doctor or NOCs. The registration process shall be submitted to the IOC for approval.
- Define the conditions of care of athletes on the field of play (FOP) in accordance with IF rules and any applicable legal requirements associated with the first response to an injured athlete.

MED 13 - Clinical governance system and malpractice insurance

- Provide a clinical governance system in order to ensure the delivery of good medical care, by all medical practitioners in accordance with the Olympic Movement Medical Code to the IOC for approval. All medical practitioners shall be covered by malpractice insurance.

MED 14 - Electronic medical records and medical reporting

- Implement a computerised electronic medical record (EMR) system that provides a secure, comprehensive, longitudinal medical record enabling paperless medical practice (including imaging and prescribing) and that includes the following parameters:
 - Provides interrogatable public health surveillance during Games-time.
 - Delivers a daily report of medical care provided to all stakeholders from the opening to the closing of the Olympic Village and a summary report post Games.
 - Produces daily reports for injury and illness surveillance of athletes to the IOC.
 - Links to the accreditation system for the incorporation of demographic information. There shall be provision for the safe storage of all medical records after the Games. In compliance with national regulations, with provision for appropriate access by patients, clinicians and researchers. A summary of all records and results shall be produced in English, for each patient, if requested.



Requirements related to Doping Control

MED 15 - World Anti-Doping Code compliance

- Ensure that relevant Host Country Authorities (including the National Anti-Doping Organisation), guarantee the application of, and their compliance with the World Anti-Doping Code and the IOC Anti-Doping Rules during the Games in particular with regards to investigations and intelligence gathering activities.
- Ensure that upon request of the IOC, these Host Country Authorities provide their full cooperation and support for the implementation of the IOC Anti-Doping Rules. Such cooperation and support shall, in particular, relate to investigations and procedures regarding athletes, athletes' support personnel or any other person(s) involved in trafficking, or in assisting in any way in relation to the use of prohibited substances or prohibited methods.

MED 16 - Doping Control programme

- Implement and deliver a Doping Control programme, under the authority of the IOC/ IPC, in accordance with instructions received from the IOC/ IPC and the provisions of the World Anti-Doping Code, any of its international standards and the IOC anti-doping rules/ IPC Anti-Doping Code that will be applied by the IOC/ IPC at Games-time.
- In particular, develop and provide sample collection procedures in strict accordance with the World Anti-Doping Code, the IOC anti-doping rules, the IPC Anti-Doping Code and, in particular, the international standards for testing.
- Provide doping control stations in accordance with the criteria set out in the IOC anti-doping rules and World Anti-Doping Code, and in particular, with the criteria set out in the international standards for testing.
- For the Doping Control Programme of the Paralympic Games, ensure that all sample collection facilities meet IPC accessibility requirements and maintain the levels of service delivered during the Olympic Games. The OCOG shall liaise with the IPC to implement pre-Games training of dedicated workforce and volunteers on the modifications required for athletes with an impairment.

MED 17 - WADA-accredited laboratory

- Ensure that all samples collected at the Olympic Games are analysed by a WADA accredited laboratory that is situated in (or in close proximity to) the host city.

MED 18 - Laboratory capacity, location and security

- Ensure that the laboratory accredited by WADA has sufficient capacity to analyse up to 400 samples per day and report negative results within 24 hours and adverse analytical findings within the time required by the IOC (48 hours for standard analysis). The OCOG shall submit details of the location and security of the laboratory to the IOC for approval, considering these requirements and the travel time for B sample analysis.



Requirements related to the IOC Medical Commission

MED 19 - Resources for the IOC Medical Commission

- Ensure that the IOC Medical Commission has adequate resources (e.g. workforce, technology) and an operational base at Games-time. Transport on site and support for meetings shall be provided to the working members of the IOC Medical Commission as indicated in the MED Annex 1 - Specifications on Office Space for the IOC Medical Commission.

Paralympic specific requirement

MED 20 - Facilitation of research projects

- Provide access and adequate services to facilitate the organisation of research projects during the Paralympic Games, as approved by the IPC.



4.7. Technology

Introduction

Technology is critical to the success of the Olympic Games and Paralympic Games, as it:

- enables Functional Area (FA) operations at all competition and non-competition venues;
- provides critical information services to the press, broadcast, IFs and other Games stakeholders; and
- connects the global Olympic spectator community, in the venue and around the world.

In short, the modern Olympic Games and Paralympic Games cannot be operated, understood or enjoyed without the right technology. It is therefore key for the success of the Games that technology is planned, provided and implemented at no less than the then-current industry standard(s) for other major sporting events for each applicable technology.

Games technology provides fully tested and reliable solutions which are proportional to Games operational needs. The delivery of reliable, secure and seamless operations and Games technology services and infrastructure is essential to:

- ensure that core technology solutions are selected with a view to limiting risks and costs;
- provide the infrastructure that connects all Games stakeholders;
- enable the efficient operations of all Games venues;
- build and operate the technology tools, systems and services that facilitate and enhance the operations of the Olympic Games and Paralympic Games;
- capture, manage and distribute timing, scoring and results for Olympic and Paralympic sports; and to
- support the creation of internet-based products to inform, engage and encourage participation in the Olympic Games and Paralympic Games.

The OCOG Technology requires services from other FAs, such as Venues, Transport, Accreditation, Energy and Food and Beverage Services to ensure successful delivery of technology services and operations. To support the delivery of telecommunications services, the relevant Host Country Authorities should be prepared to allocate, manage and control the necessary frequencies that are required to implement the wireless infrastructure for the Games.

Games Technology assets, when strategically planned and delivered, represent a significant legacy opportunity to the host city – this can be in the form of physical technology hardware, as well as the softer benefits gained through the increased knowledge and skill levels of the Games technology workforce.

The IOC supports the OCOG through the lifecycle of Games planning, delivery and operations, specifically through the provision of:

- Games information standards, which are defined through IOC Olympic Results Information Services (ORIS) and for the Paralympic Games, the Paralympic Results Information Services (PRIS);and
- specific technological solutions and partners (TOP agreements), which are critical to the success of the Olympic Games and Paralympic Games, limiting risks and costs.



Technology is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and they are strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Technology.

Operational Requirements

In order to deliver Technology requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

TEC 01 - Review of Technology solutions

- Ensure that any proposed technology solution is presented to the IOC for review prior to the project initiation.

TEC 02 - Telecommunications

- Through coordination with the Host City and appropriate Host Country Authorities, secure the cooperation of all local mobile network operators with the objective of enhancing coverage and capacity of public mobile/ cellular networks within and around the sites and venues to be used for the Olympic Games and the Paralympic Games. To facilitate this process, the OCOG shall facilitate the formation of a Joint Operators Olympic Group (JOOG) with the participation of all local operators.

TEC 03 - Internet infrastructure

- Ensure both a logical and physical resilient supply of Games Internet services, via direct connection to two or more geographically diverse global internet exchange points and geographically independent routes from the exchange point(s) to each venue/site.

TEC 04 - Telecommunications infrastructure

- Establish telecommunications equipment room(s) (TER) to service each venue, as a dedicated space for the installation of core telecommunications equipment.
- Through the Venue Use Agreements or other mechanisms, ensure sufficient access conditions to allow the telecommunications supplier(s), IT integrator and network equipment supplier to continue infrastructure/ equipment implementation and testing for the period between any Test Event at that venue and the completion of the Olympic Games and Paralympic Games.

TEC 05 - Spectrum-radio frequencies

- Secure all wireless spectrum and radio frequencies necessary for the operations of the Olympic Games and Paralympic Games (including Test Events and operational readiness exercises), through the provision of frequencies for public mobile/ cellular networks, private radio networks and other wireless networks including Wi-Fi, as appropriate.



- Ensure the effective delivery of the commitments made during the candidature process by relevant Host Country Authorities and any other relevant entities to allocate, manage and control the necessary frequencies for Olympic Games and Paralympic Games test events and operational readiness exercises.
- Ensure that the allocation, management and use of frequencies is provided free-of-charge during the Test Events, the Olympic Games and Paralympic Games (including one month before the Olympic Games and one week after the Paralympic Games) to the following stakeholders:
 - athletes;
 - IOC;
 - OCOGs
 - NOCs;
 - IFs;
 - broadcasters;
 - media; and
 - marketing partners.

TEC 06 - Deployment of the telecommunications solution

- Ensure that the telecommunications solutions to be deployed are defined and approved no later than two years before the Olympic Games.

TEC 07 - Olympic Results and Information Services (ORIS) and Olympic Data Feed (ODF)

- Provide results and information services in accordance with the standards set out in the Olympic Results and Information Services (“ORIS”) and Olympic Data Feed (“ODF”) requirements. The ORIS and ODF requirements shall be updated by the IOC to include the new requirements of the Olympic Games, IFs, other stakeholders of the Olympic Family and technology development. The OCOG shall contribute to costs of updating the ORIS requirements documents in accordance with the cost-sharing principles established by the IOC.
- Make the information defined in ORIS available for transmission in ODF format:
 - to the IOC, IOC Controlled Entities, international news agencies recognised by the IOC, accredited media, IFs, the NOCs and other persons and entities designated by the IOC
 - to the Rights-Holding Broadcasters through OBS.
- Ensure that any terms and conditions determined by the IOC (e.g. service fee which may be charged by the OCOG to certain categories of recipients) are respected in the provision of Olympic Results and Information Services.

TEC 08 - Respect of Olympic Marketing Partners’ rights

- Ensure that all Games-related technology solutions respects the rights of Olympic Marketing Partners.



TEC 09 - Suppliers and providers transfer of knowledge

- Ensure that all agreements concluded by the OCOG with its technology suppliers contain the requirement for the provider to adhere to the following requirements:
 - regularly update the IOC and relevant third parties designated by the IOC regarding the progress of the provision of services and/ or products;
 - provide the OCOG and the IOC with a written report describing in detail the services and/ or products actually delivered during the preparation and the staging of the Games; and
 - upon request by the OCOG or the IOC, prepare and participate, at supplier's cost, in meetings, workshops, debriefings and/ or other related activities concerning the transfer of knowledge to benefit future OCOGs.

Additional technology requirements for the Paralympic Games

TEC 10 - Global Paralympic technology plan

- Plan for and implement all the required technology for the organisation and staging of the Paralympic Games and produce a global technology strategic plan that identifies the following:
 - the scope of technology operations and services to be provided for the Paralympic Games;
 - the dedicated staffing and resources for the Paralympic Games;
 - the internal and external technology operations and integration (cross-functional and inter-organisational collaboration);
 - the efficiency and transition planning - use of Olympic technology providers and infrastructure;
 - the Paralympic systems' user acceptance strategy for the Games Management System and PRIS;
 - the promotion strategy of unique Paralympic opportunities and the 60-day event philosophy to ensure end-to-end technology planning and implementation from the beginning of the Olympic Games through to the end of the Paralympic Games; and
 - the Paralympic Games Management System requirements, with the aim of utilising a single Olympic Games and Paralympic Games Management System where possible.

TEC 11 - Telecommunications and audio visuals at the Paralympic Games

- Provide all telecommunications equipment and services for supporting and delivering the Paralympic Games' operational and service level requirements. Wherever possible, the Olympic Games service providers shall provide the necessary services for the Paralympic Games, including:
 - telephone lines, cabling and internet access services;
 - video boards;
 - public address systems;
 - telephone services;
 - mobile phones; and
 - CATV.

TEC 12 - Paralympic Results and Information Services

- Implement the requirements of the PRIS books for each sport/ discipline, including operational processes for each Paralympic sport, printed results reports, their distribution output matrix and scoreboard output specifications. The OCOG shall execute the PRIS in close cooperation with the IPC and in cooperation with the IOC, the relevant IFs, media and technology sponsors/ partners. The OCOG's contribution to the costs shall be defined in agreement with the IPC.



4.8. Transport

Introduction

The Olympic transport plan plays a central role in the smooth operation of the Games and impacts on the experience for everyone attending the Games, as well as the residents of the host city. Olympic transport should be interlinked with the overall Games Concept, with key decisions on the location of venues, capacities, accommodation clusters, infrastructure commitments and traffic management measures being critical to the early stages of bidding for the Games. Previous Games have proven that if planned and managed well, and if the Olympic transport plan is integrated into the day-to-day transport operations of the host city, Games-time transport can have a limited impact on the normal traffic conditions of the host city.

To host Olympic Games and Paralympic Games, OCOGs are required to provide safe, efficient, reliable and on-time transport services for all of the Games stakeholders, each of which has specific operational and functional needs.

A cornerstone to the success of transport planning and delivery is establishing leadership within Transport to oversee Games stakeholder planning, all stakeholder requirements, design and delivery of all stakeholder systems and to liaise with the stakeholders on all transport services. This service-oriented approach ensures that all stakeholder requirements are identified and factored into planning.

The following nine transport themes take the OCOG and its partners from definition through to delivery of each task. Each planning and operations theme has a specific deliverable for the Olympic transport; however they cannot be planned and managed in isolation, and constant interaction and coordination between each theme is essential: transport infrastructure and facilities, stakeholder services delivery planning, venue transport, fleet operations, bus operations, public transport, traffic management, transport information and transport policy and planning.

Hosting the Games can result in many positive long-term transport benefits for a host city. Most obviously, the catalytic effect of hosting the Games can focus investment in improved transport infrastructure that can reduce journey times and improve service levels for the residents of the host city. In addition, recent editions of the Games have helped change citizens behaviours and resulted in increased post-Games use of public transport.

For the Paralympic Games, particular consideration is required for the identification, procurement and deployment of accessible fleets and buses, so that they adequately serve the needs of the various stakeholders and, in particular, the athletes.

The accreditation charts list the transport provisions for each accreditation category and population.

The Transport area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and they are strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Transport.



Operational Requirements

In order to deliver the Transport requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to transport infrastructure, facilities and monitoring

TRA 01 - Monitoring of transport plans

- Establish a monitoring mechanism to ensure all transport plans are being developed appropriately, including infrastructure and operations. This requires the OCOG to agree a monitoring, communication and reporting approach with the stakeholders responsible for delivery of particular elements (e.g. infrastructure providers, operations/ service providers, security authorities).

TRA 02 - Transport infrastructure and facilities monitoring

- Ensure that formal, systematic and consistent scheduling and monitoring processes and systems are in place and used for the construction of all Games-related transport infrastructure and facilities works, whether developed by the OCOG, public transport agencies or other providers.
- Include all the required Games-related transport infrastructure, facilities and areas (both permanent and temporary) in the construction scheduling and monitoring process and systems.
- Provide the IOC with regular reports and updates on the progress of transport infrastructure and facilities construction works, by project.

TRA 03 - Host City construction works

- Coordinate with the Host City to ensure that, for the smooth running of the operations and for safety reasons, any construction works in the Olympic region that may impact on Olympic routes or services (with the exception of emergency works) are not planned for the period of the Olympic Games and Paralympic Games.
- Requirements related to transport services for stakeholders

TRA 04 - Plans and service level agreements

- Submit the following elements to the IOC for approval:
 - Olympic transport plan;
 - Transport operating plan; and
 - Games transport stakeholders' service level agreements (Principle Service Level Agreement and Detailed Service Level Agreement) for the following groups, giving full consideration to the needs of athletes' and officials':
 - o IFs;
 - o Media;
 - o NOCs;
 - o Olympic Family;
 - o Spectators;
 - o TOP Partners and OCOG Marketing Partners; and
 - o Workforce.
- Submit the equivalent service level agreements for Paralympic Games stakeholders (i.e. NPCs, Paralympic Family etc) to the IPC for approval.



TRA 05 - Venue transport plan

- Develop venue transport plans for all competition and non-competition venues, including parking and vehicle access and/ or parking permits (VAPPs) and provide them to the IOC for review prior to the plans being finalised.
- Deliver Venue Transport Maps for IOC review as part of the Olympic transport plan, the functional area operating plan and the venue operating plans.

TRA 06 - Transport provisions and priorities

- Provide the following transport services to all accredited persons, in accordance with the codes and provisions set out in the ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications, with appropriate flexibility where relevant:

Transport code	Description	Transport provisions
T1	Allocated vehicle and driver	Allocated vehicle and driver Games stakeholder transport system Public transport systems
T2	Allocated vehicles and drivers	Allocated vehicles and drivers Games stakeholder transport system Public transport systems
T3	Games stakeholder transport system	Games stakeholder transport system Public transport systems
TA	Athletes / NOC transport System	Athletes / NOC transport System Public transport systems
TF	Technical officials / IF transport system	Technical officials / IF transport system Public transport systems
TM	Media transport system	Media transport system Public transport systems
TP	Public transport Systems	Public transport systems

TRA 07 - Paralympic Games transport categories

- Provide the services highlighted in the following table, which summarises the transport provisions relating to the current IPC accreditation transport codes, as explained in the ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications, with appropriate flexibility where relevant:



Transport Code	Description	Transport Privileges
T1	Allocated vehicle and driver	Allocated vehicle and driver Games stakeholder transport system Public transport systems
T2	Allocated vehicles and drivers	Allocated vehicles and drivers Games stakeholder transport system Public transport systems
T3	Games stakeholder transport system	Games stakeholder transport system; accessible vehicle provision: 1 accessible vehicle for every 3 accredited users requiring an accessible vehicle. Public transport systems
TA	Athletes/ NPC transport system	Athletes / NPC transport system Public transport systems
TF	Games officials / IF system	Games officials / IF transport system Public transport systems
TM	Media transport system	Transport system for media Public transport systems
TP	Public transport systems	Public transport systems

TRA 08 - Dignitary transport

- Submit the plan for dignitaries' movement including Sovereigns, Heads of State and Heads of Government, to the IOC.

TRA 09 - Public transport

- Coordinate with the Host City to allow for free access to public transport systems to holders of Olympic and Paralympic accreditation cards where required to fulfil their operational duties.
- The scope of free access to public transport systems is to be agreed with the IOC. The scope of the free public transport systems for the transition and Paralympic Games period is to be agreed with the IPC.

TRA 10 - Other Olympic cities

- Provide and arrange transfers between the host city and other Olympic co-host cities, and between co-host cities, for athletes, team officials, NOCs, IFs (whose sport is being hosted in a co-host city), IOC members, IOC Athletes' Commission and the IOC administration. Such transfers shall be based on operational needs of the relevant stakeholders.

TRA 11 - Ceremonies services

- Plan and deliver transport services for the Opening and Closing Ceremonies to all stakeholder groups and submit this plan to the IOC for approval, and respectively for the Paralympic Games, submit a similar plan to the IPC for approval.



TRA 12 - Road event vehicles

- Provide specialist vehicles and/ or motorbikes to the OCOG's Sport team, IFs, Olympic Broadcast Service (OBS) crews and photographers involved in road cycling, marathon and race walking. Transport will need to work with Sport and Broadcast to identify the specific vehicle requirements for the road events.

Requirements related to transport services for NOCs, athletes' and team officials'

TRA 13 - Athletes' and team officials' transport system

- Ensure that Athlete Transport System (TA) provides transport services for athletes, team officials and their accompanying baggage and sports equipment, from the opening date to the closing date of the Olympic Village. These services shall run to and from the Olympic Village to cover:
 - training and competition services;
 - arrival and departure services;
 - Opening and Closing Ceremonies;
 - Olympic Village-related services; and
 - spectating athlete services.
- Operate these services for the period of training and competition, ceasing on completion of the competition of each sport.

TRA 14 - Paralympic Games athlete and team official transport system

- Provide transport services for Paralympic athletes and NPC team officials that are similar to services provided to Olympic athletes and NPC team officials, whilst scaled to the needs of the Paralympic Games, including transfer of special sport equipment among port of entry, Paralympic Village and training and competition venues as required.

TRA 15 - Team sport vehicles

- Allocate every team participating in team sports a vehicle with one or several drivers per team to operate on a pre-agreed schedule for their exclusive use to and from training and competition.
- Ensure that the vehicle that transports a team to training or competition, stays during the training and competition for the return journey to assure services, in the event that the session finishes earlier or later than initially planned. During the Paralympic Games, ensure that a sufficient number of fully accessible vehicles are allocated to the wheelchair team sports.

TRA 16 - Arrival and departure transfers

- Transfer NOCs and their accompanying baggage and sports equipment from/ to the official point of arrivals and departures to/ from their official OCOG accommodation location (Olympic Villages or additional housing).
- Ensure that arrival and departure transport services operate from the opening date to the closing date of the Olympic Village.
- Ensure that transport services are also available for Chefs de Mission and accompanying delegates arriving during the pre-opening period for the Delegation Registration Meeting.



- Transfer NOC Presidents and Secretaries General and their accompanying baggage from/ to their point of arrival/ departure to/ from their official accommodation location.

TRA 17 - Medal ceremony transport for medallists

- When required, arrange dedicated vehicles and drivers for Olympic and Paralympic medallists for transfer to and from the medals ceremony. The vehicles allocated to this service at the Paralympic Games shall include a number of accessible vehicles.

TRA 18 - NOC dedicated vehicles

- Allocate each NOC a number of dedicated vehicles based on total team size (refer to Rule 38 of the Olympic Charter) and respect the following parameters:
 - The NOC dedicated vehicle allocation formula below includes the vehicle allocations for the use of the Chef de Mission and Deputy Chef de Mission.
 - The split of passenger cars and minivans is to be agreed with the IOC.
 - The allocation of drivers, if proposed by the OCOG in addition to NOC assistants who can drive the vehicles, is to be agreed with the IOC.

Games of the Olympiad	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/ or minivans)
1-10	1
11-50	2
51-100	3
101 – 200	4
201 – 300	5
301 – 400	6
401 – 500	7
501 +	8
Olympic Winter Games	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/ or minivans)
5 or fewer	1
6 – 20	2
21 – 40	3
41 – 60	5
61 – 80	6
81 – 100	8
101 – 140	9
141 – 160	10
161 +	11



TRA 19 - NPC vehicle allocation formula

- Ensure that, if needed, accessible vehicles with space for two or more wheelchairs are made available to NPC delegations as part of their vehicle allocation. Provision of these vehicles should be scoped for during the vehicle procurement phase.
- The maximum number of accessible vehicles available to NPCs is shown in the table below:

Paralympic Summer Games		
NPC delegation size	Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)	Maximum number of accessible vehicles allowed in total allocation
1 – 10	1	1
11 – 50	2	1
51 – 100	3	1
101 – 200	4	2
201 – 300	5	2
301 – 400	6	3
401+	7	3

Paralympic Winter Games		
NPC delegation size	Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)	Maximum number of accessible vehicles allowed in total allocation
5 or fewer	1	1
6 – 20	2	1
21 – 40	3	1
41 – 60	5	1
61 – 80	6	1
81 – 100	8	2
101 - 140	9	2
141 +	10	3

- The split of passenger cars and minivans shall be agreed with the IPC. The number of accessible vehicles allocated to an NPC shall be agreed with the respective NPC.

TRA 20 - NOC/ NPC equipment vehicles

- Ensure that an additional equipment van is allocated to NOCs/ NPCs with participating athletes in sports having a considerable amount of equipment, as agreed with the IOC or IPC (one per participating team). The equipment vehicles for these sports are in addition to the NOC/ NPC team sport vehicles.



- For cycling equipment, choose between the following services:
 - operate special vehicles for equipment transfer;
 - provide additional vehicles with cycle/ roof racks to the cycling teams to self-manage; and
 - provide a permit to NOCs/ NPCs that may bring their own specialist vehicles to move equipment between the Olympic Village and the competition and training venues.

TRA 21 - Vehicle use policies

- Submit vehicle use policies to the IOC for approval.

TRA 22 - Car pool of accessible vehicles

- Make available, on a bookable basis and in addition to the NPC dedicated vehicles, a pool of accessible vehicles to support any additional or ad hoc events that NPCs may be required to attend. The number of vehicles contained within this pool shall be agreed with the IPC as this number shall vary from one Paralympic Games edition to the next.

TRA 23 - Parking and VAPPs

- Develop a control mechanism for enforcing vehicle access to venues and defined parking areas, known as Vehicle Access and/ or Parking Permit Scheme (VAPPS).

TRA 24 - NPC allocated vehicle VAPPs

- Provide each NPC dedicated vehicle with VAPPs for all competition and training venues and the Paralympic Village. For the Paralympic Winter Games, access to wax cabins shall be included if the wax cabins are located outside any venue perimeters.
- Provide VAPPs for team sport and equipment vehicles for their specific sport training and competition venue/ s and the relevant Paralympic Village parking(s) areas and transport mall.

TRA 25 - Rate card vehicles and VAPPS

- Assist NOCs and NPCs in the hiring of cars and, upon request, provide them with a reasonable number of parking permits for those cars, for the secure car parks, non-secure car parks or drop-off points (both for a reasonable fee and at the expense of the NOCs and NPCs) and based on the space availability at those specific venues.
- Requirements related to transport services for IFs

TRA 26 - IF Transport System

- Develop an IF Transport System (TF) to provide transport services for international technical officials (ITOs), national technical officials (NTOs), judges, jury members, IF staff and their accompanying baggage and sports equipment, for the Games period, with services to include:
 - competition, training and official meetings services (weigh- in, services to uniform centre);
 - arrival and departure services; and
 - Opening and Closing Ceremonies.
- Provide additional IF transport services for arrivals and departures and Opening and Closing Ceremonies, for IF Presidents, IF Secretaries General, IF delegates and IF Executive Board members. Similar systems shall be developed and scaled to the needs of the Paralympic Games, including for the needs of classifiers prior to competition.



TRA 27 - IF allocated vehicles

- For both the Olympic Games and Paralympic Games, allocate each IF whose sport is included on the programme of the respective Games one larger passenger vehicle and driver per sport/ discipline.
- In addition, allocate each IF whose sport/ discipline is included on the programme of the Olympic Games and Paralympic Games, one passenger vehicle and drivers per sport/ discipline, on a case-by-case basis.
- IF VAPPs
- Provide the appropriate VAPPs to meet the operational requirements of the IF allocated vehicles and their accredited equipment technicians.

Requirements related to transport services for the media

TRA 28 - Media Transport System

- Develop a Media Transport System (TM) that includes the following services:
 - accommodation – Main Press Centre (MPC)/ International Broadcast Centre (IBC) services;
 - competition venue services;
 - training venues (if applicable);
 - MPC/ IBC – Olympic Village services;
 - MPC/ IBC – Executive Board and IOC Session;
 - arrivals and departures services; and
 - Opening and Closing Ceremonies services.
- The TM shall be based on a hub and spoke design, with the central point being the IBC/ MPC as the main hub(s).

TRA 29 - OBS transport services

- Provide transport services to OBS for its operational needs, as well as a number of vehicles to be agreed between the OCOG and OBS, in accordance with the BRS Annex 1 -Operational specifications on Broadcast Services and Facilities.

TRA 30 - Accommodation and MPC/ IBC transport service

- Provide services according to the following table:

Service type	Service period	Service hours
Accommodation – MPC / IBC	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony	24 hours, with variations in frequency. Reduced frequency when lower stakeholder demand expected; overnight, during non- competition days and during daytime hours (media expected to travel to/ from IBC/ MPC at beginning and end of day).
MPC / IBC – Olympic Village	Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening Ceases the day after the Closing Ceremony	Operates daily 8.30 a.m.-9.30 p.m. Frequency can be lower during pre-competition days.



Service type	Service period	Service hours
MPC / IBC – Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session	Operates according to the Executive Board and IOC Session hours. This may/ may not be required-OCOG should discuss with Press Operations and OBS.
MPC / IBC – training venues	Operates according to the ‘open to media’ training schedule	Operates according to the training schedule. Services operate –1/ +1 hours from the start and finish of training with reduced frequency during the actual training session. As required.
MPC / IBC – competition venues	Shall be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the venue media centre Services cease to each competition venue on the last day of competition at each venue Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the venue media centre operating hours The venue media centre generally operates –3/ +3 hours from the start and finish of competition. This timeframe could be modified in consultation with the IOC according to the operational needs. Transport services need to operate to allow media to reach the venue 3 hours before competition. Should the venue media centre remain open longer than 3 hours from the finish of competition, transport services shall be provided until the venue media centre closes and all media have left the venue. Reduced hours and frequency on non-competition days.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the MPC / IBC - competition venue services (above)
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the MPC / IBC – competition venue services (above)

TRA 31 - Service requirements for Paralympic Games

- Provide services to accredited members of the media, according to the following table:

Service type	Service period	Service hours
Accommodation - MPC / IBC	Starts 5 days before Opening Ceremony Ceases 2 days after Closing Ceremony	24 hours, with variations in frequency
MPC / IBC – Paralympic Village	Starts 5 days before Opening Ceremony Ceases the day after the Closing Ceremony	Operates daily 8.30 a.m.-9.30 p.m.
MPC / IBC – training venues	Operates according to the ‘open to media’ training schedule	Operates according to the training schedule. Services operate –1/ +1 hours from the start and finish of training



Service type	Service period	Service hours
MPC / IBC – competition venues	Shall be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the venue media centre Services cease to each competition venue on the last day of competition at each venue. Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the Venue Media Centre operating hours (-2/ +2 hours from the start and finish of competition). This timeframe could be modified in consultation with the IPC according to the operational needs. Transport services need to operate to allow media to reach the venue 2 hours before competition and depart until the venue media centre closes even if this is longer than 2hrs. Services shall be provided until all media have left the venue.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the MPC / IBC - competition venue services (above)
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the MPC / IBC – competition venue services (above)

TRA 32 - Photo pool allocated vehicles

- Provide to the IOC-recognised news agency members of the International Olympic Photo Pool (IOPP), two vehicles per agency (between 6-10 vehicles in total), together with VAPPs for the MPC, all competition and training venues and the Olympic Village.

TRA 33 - IPC-recognised news agencies and photographer allocated vehicles

- Provide the IPC-recognised news agency members with one vehicle per agency (between four to eight vehicles in total), together with VAPPs for the MPC, all competition and training venues and the Paralympic Village.
- In addition, provide vehicles with drivers to IPC official photographers at the Paralympic Games. The official photographers shall be designated by the IPC. The allocation of these cars falls within the IPC administration vehicle pool and is managed by the IPC. The OCOG should plan for two cars for this allocation.

TRA 34 - Media vehicle permits

- Provide permits to OBS, which in turn shall be responsible for distributing them to the RHBs.
- Ensure that VAPPs are made available to press organisations at a reasonable fee through the rate card programme.

TRA 35 - Rate card for vehicles and permits

- Submit the rates for rental vehicles and parking/ access permits included in the broadcast and press rate card catalogues to the IOC for approval.
- The cost of rental cars provided in the broadcast and press rate card needs to be competitive with standard local rates.



Requirements related to marketing partners

TRA 36 - Marketing partner transport services

- Take into account and apply the transport requirements for TOP Partners' (as per their respective contractual agreement with the IOC) for both their Hospitality Programmes and their operational needs to include:
 - Marketing Partner Coach Programme (MPCP);
 - venue parking, vehicle access and/ or parking permits;
 - T3 transport system; and
 - allocated vehicles.
- Provide access to the MPCP to entities entitled to such access pursuant to a contract concluded with the IOC (such as some RHBs) and provide all related services to such organisations. The IOC shall advise and confirm the nominated organisations that have contractual rights to the MPCP.

TRA 37 - MPCP

- Ensure that the MPCP respects the following parameters:
 - identify and contract reasonable rates with local transport providers;
 - develop a reasonable and fair payment schedule;
 - establish a plan to identify, secure and assign motor coach companies to serve the hospitality coach needs of marketing partners during the Games;
 - provide a detailed training programme for all operators and drivers who will work on the MPCP;
 - establish a programme that provides a pricing choice between one or two drivers per day; and
 - provide parking areas and coordinate VAPPs.
- If the marketing partners chose not to participate in the MPCP and privately source their coaches and drivers, the OCOG shall provide training to these drivers.
- Access to the MPCP is provided to the IOC's or OCOG's marketing partners or other IOC-nominated and approved organisations. This includes managed coach services, VAPPs, group management at venues for Games stakeholders and priority load zones, managed coach services and venue access.

TRA 38 - Marketing partner arrivals and departures

- Make operational transport areas available at the official point of arrival and departures for the marketing partners to deliver their hospitality services. This includes staging, parking areas and/ or load zones for coaches/ mini-coaches. Some operational load zones and parking shall also be required for marketing partner operational support vehicles such as cars and/ or mini-vans.

TRA 39 - Marketing partner allocated vehicles and drivers

- Provide each TOP Partner with two allocated vehicles and drivers (or in the event that the contract between the IOC and the relevant TOP Partner specifies another number of vehicles and drivers, the number provided in such contract).
- Provide each Worldwide Paralympic Partner with one allocated vehicle and driver.



- Ensure that the following parameters are respected:
 - These vehicles and drivers are allocated to the TOP Partners for the period of the Olympic Games (respectively for the Worldwide Paralympic Partners for the period of the Paralympic Games). These vehicles and drivers are not assigned to a specific individual.
 - The marketing partner allocated vehicles are provided with P2 VAPP (P2 = Olympic Family T1/ T2 parking access code). These permits do not include access or parking for the Opening or Closing Ceremonies.
 - Allocated vehicles and drivers shall come equipped with communication devices, maintenance and back-up in the event of mechanical issues.
 - The marketing partner and driver shall be provided with all the relevant policies, procedures, fuel cards, Olympic Lane access, etc. as per the Games stakeholder allocated vehicle policies.

TRA 40 - Marketing partner transport

- Ensure that the following marketing partner transport requirements are fulfilled:
 - provide marketing partners with routes and access information;
 - identify parking areas at venues for marketing partners' technical vehicles (back of house (BOH)) and MPCP vehicles (front of house (FOH));
 - provide venue permits for technical vehicles to marketing partners, after they have demonstrated plans for their technical needs; and
 - provide all-vehicle access and/ or parking permits to marketing partners for coaches and support vehicles for hospitality needs.

Requirements related to transport services for spectators

TRA 41 - Spectator transport

- Coordinate with the Host City and take all necessary measures to ensure that spectators can benefit from reliable, safe and efficient public transport to and from the Olympic venues during the period of the Games.

TRA 42 - Spectator demand, venue capacities and saleable tickets

- Ensure that, prior to the number of tickets being confirmed and made available for sale, the road and public transport system, venues and transport hubs load zone capacities are checked to verify they can deliver the projected numbers, including the demands of all other Games stakeholder groups. Include the number of wheelchair tickets available into the transport spectator demand especially for the Paralympic Games when the wheelchair seating capacity increases.

Requirements related to T1/ T2/ T3 transport services

TRA 43 - T1/ T2 drivers

- Provide drivers for T1 and T2 services according to the following requirements:
 - The driver(s) shall be available from the arrival of the individual entitled to the service in the host city until his/ her departure.
 - A minimum of 10 hours of service a day shall be ensured. Hours of operation shall be extended in case of specific operational needs, to be confirmed by the IOC and the OCOG. If this requirement cannot be met with one driver, then two drivers should be allocated for planning purposes.



- Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the host country.

TRA 44 - T3 transport system

- Submit the principles for the T3 transport system operations to the IOC for approval. The details are to be incorporated into the Olympic Family service level agreement and the transport operating plan.
- Develop and communicate a policy regarding the locations or official 'destinations' that are served by the T3 transport system. As a minimum, T3 services shall operate to official Olympic and Paralympic sites, including:
 - competition venues;
 - training venues;
 - Olympic airport and other points of arrival and departure e.g. main rail station/ s;
 - Olympic Family hotels;
 - Paralympic Family hotels;
 - IBC/ MPC;
 - Olympic Village;
 - Media Village;
 - other T3 stakeholder accommodation sites;
 - Olympic Club (OLC);
 - Paralympic Hospitality Centre;
 - OCOG headquarters; and
 - Medals Plaza (for the Olympic Winter Games).
- Where co-host cities operate their own internal T3 system, a separate T3 destination list is required.
- Submit the final destination lists to the IOC for approval.

TRA 45 - Paralympic Games T3 transport system approval

- Submit the principles of the T3 transport system operations, which provides a minimum of one accessible vehicle for every three T3 accredited users requiring an accessible vehicle, to the IPC for approval. The details shall be incorporated into the Paralympic Family service level agreement and the final transport operating plan.

Requirements related to other stakeholders

TRA 46 - Observer Programme

- Support the IOC and the IPC Observer Programmes transport needs by providing vehicles at a reasonable cost, as well as appropriate VAPPs.

TRA 47 - Medical Commission allocated vehicles

- Provide, in consultation with the IOC, a pool of vehicles (approximately 15) with drivers and VAPPs, to enable the members of the IOC Medical Commission to properly carry out their functions at the Games.



TRA 48 - Court of Arbitration for Sport (CAS) allocated vehicles

- Provide, in consultation with the IOC, a pool of vehicles (approximately 10) with drivers and VAPPs, to enable the representatives of CAS to carry out their functions at the Games.

TRA 49 - World Anti-Doping Agency (WADA) allocated vehicles

- Provide, in consultation with the IOC, a pool of vehicles (approximately 12) with drivers and VAPPs, to enable the representatives of WADA to carry out their functions at the Games.

TRA 50 - IOC administration allocated vehicles and VAPPs

- Provide a limited number of vehicles (up to 15), drivers and VAPPs (for all competition and training venues, the Olympic Village, MPC/ IBC and the IOC hotel(s)) to the IOC administration for operational needs.

TRA 51 - IPC administration and VAPPs

- Provide a limited number of vehicles (up to 14), drivers and VAPPs to the IPC administration for operational needs, including at least one minivan and an accessible vehicle.

TRA 52 - VAPPs for contractors

- Provide the OCOG's contractors with a reasonable number of VAPPs for the operational/ technical vehicles to access the venues, or for operations within the venue perimeter, according to the availability of space at such venues.

Requirements related to traffic management and information

TRA 53 - Traffic management plan

- Include the traffic management plan in the Olympic transport plan to be submitted to the IOC for its review and approval. The traffic management plan includes, but is not limited to:
 - regional mobility measures including travel demand programmes to reduce traffic during Games-time;
 - traffic command system and authority;
 - travel times;
 - road events and torch relay operations;
 - Wayfinding signage; and
 - a layered process of traffic restriction to minimise traffic movement into the traffic zone within the traffic perimeter of each venue.

TRA 54 - Transport signage

- Ensure that transport signage (public signage, route signage, venue transport signage, signage on vehicles) is incorporated within the overall Games concept. It needs to be very functional, primarily to direct vehicles and Games stakeholders to where they have to go to ensure efficiency of traffic flow and mobility.



TRA 55 - Transport information

- Develop and provide relevant transport information to Olympic and Paralympic Games stakeholders, as well as the general public.
- In particular, as part of the Olympic transport plan, ensure that Olympic Games transport users, including the general public, are provided with dedicated and specific transport maps for planning and operations. These maps shall in particular include the following:
 - Olympic/ Paralympic transport network (routes, road and rail);
 - stakeholder-specific system network drawing;
 - dedicated transport facilities (depots, holding areas etc.);
 - transport areas inside venues' perimeters;
 - venue accesses and surrounding road network;
 - airport and other key gateways; and
 - specialised traffic management maps.

Requirements related to official vehicles

TRA 56 - Vehicle use policies

- Define and communicate the policies and procedures for driving OCOG-allocated vehicles, including type of license required, perimeter where they can be driven and where accreditation is checked and required. These policies are to be included in the stakeholder service level agreement and the final transport operating plan and need IOC approval.

TRA 57 - Olympic Winter Games vehicles

- Ensure that all vehicles provided for the Olympic Winter Games are equipped with winter/ snow tyres and snow chains, as well as ski racks where needed.

TRA 58 - Fleet operations - fuel

- Provide fuel for Games stakeholder allocated vehicles.

TRA 59 - Drivers' phones

- Ensure that each vehicle, with drivers, provided by the OCOG, is equipped with a mobile phone or an appropriate communication device to enable the driver to communicate with their client, the client owner function and Transport FA. The costs of such phones and communications shall be borne by the OCOG and policies of use shall be submitted to the IOC for approval.

TRA 60 - Vehicle and service procurement insurance

- Ensure that there is full comprehensive insurance for the vehicles, registered drivers and passengers.

TRA 61 - Bus and drivers scheduling software

- Implement a database of transport services that contains the details of all the services that can interface with the bus scheduling software to manage and control changes, communication and information and ensure that the transport service levels are respected.



5. Governance





5.1. City Operations

Introduction

Close cooperation of the Host City, Host Country Authorities and the OCOG are imperative for successful Olympic Games. This cooperation will also help provide lasting legacies for the host city's brand and image long after the Games conclude. City operations encompasses all the activities, services, operations and events that take place outside the venues. These are delivered by different organisations including:

- The Host City;
- the OCOG and OCOG partners;
- delivery partners (e.g. public transport organisations); and
- other organisations not directly connected to the Games.

All of the City Operations area's work should be carefully planned and integrated so they run smoothly at Games-time. To better benefit both the city and the OCOG, the OCOG needs to understand how all of its in-venue and out-of-venue Games operations collectively interact with the other operations in the city.

While the OCOG is likely to have far fewer responsibilities outside of the venues compared to inside the venues, the OCOG is the catalyst for bringing the operations of external organisations together. The OCOG's City Operations team can enable this by having an overall view of each venue's operations and an outward focus from the venue.

The City Operations area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on City Operations.

Operational Requirements

In order to deliver the City Operations requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

CTY 01 - City integration plan

- Submit the city integration plan to the IOC for review. This plan shall be the combination of the OCOG's Games operations plans, the Host City overall plan and other delivery partners' out-of-venue plans.



5.2. Finance

Introduction

A key measure of success of an OCOG is its ability to deliver the Games within budget. A culture of fiscal responsibility is critical to the ability of an OCOG to achieve that goal. The responsibility of the OCOG Finance team is to oversee the development and management of a budget that meets the requirements of the HCC and addresses all aspects related to hosting the Olympic Games and Paralympic Games. To successfully accomplish this task, the Finance team must become an integral part of the OCOG with the Finance area playing an important and significant role in the OCOG's governance arrangements.

The Finance team shall establish integrated policies, systems and reporting across budgeting, change management, procurement, accounting and contract administration in order to successfully administer a comprehensive budget across all areas.

To better support the OCOG's overall needs and to develop the OCOG's budget, and to monitor its execution, the Finance area needs to be aware of the ensemble of the OCOG's requirements under the HCC Operational Requirements, across all areas including the requirements set forth in other dependant areas as highlighted in the Cross-reference matrix at the beginning of this document.

This Finance section is completed by the following Annex:

- FIN Annex 1 - Specifications on OCOG Insurance

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Finance.

Operational Requirements

In order to deliver the Finance requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

FIN 01 - Core Games budget evolution

- Ensure that financial planning properly reflects the evolution of operational planning and that the core Games budget which covers the planning, preparation and operational delivery of the Olympic Games and Paralympic Games to the standards and specifications expected for such a sport event, is regularly updated in accordance with the timelines set out in the Games Delivery Plan. The budget shall include all the activities associated with the Games which the OCOG committed to during its candidature process.

FIN 02 - Statement of accounting principles

- Present a statement of the accounting principles which the OCOG proposes to use to determine the amount of the surplus, to the IOC for its approval. This shall be consistent with the IOC definition of the OCOG surplus, i.e. the cash surplus resulting from OCOG cash revenues minus cash expenses, in relation to the core Games budget.



FIN 03 - Standardised functions list

- Organise the OCOG's budget according to the standardised function list to be provided by the IOC, to facilitate enhanced transfer of knowledge (TOK) with future OCOGs.

FIN 04 - Rate card

- Submit the Olympic and Paralympic rate card (also referred to as Directory of Services - DOS) catalogues to the IOC and to the IPC for approval respectively. The Directory of Services include the related terms, conditions and pricing for the services, goods and facilities made available by the OCOG to the different Games stakeholders (IFs, NOCs, NPCs, broadcasters and press representatives, sponsors/ suppliers, IOC, IPC and other members of the wider Olympic Family).
- Ensure that the Rate card programme (or Directory of Services) is conceived and implemented on a cost-recovery basis rather than a profit-generating activity and, consequently, that the prices contained in it are kept as low as reasonably possible.

FIN 05 - Dissolution plan

- Develop and provide the IOC with an OCOG dissolution plan to be agreed and signed off by the OCOG's relevant bodies (e.g. Executive Board, Audit Committee, etc.).

FIN 06 - Pre-Games and Post-Games Reporting

- Provide reports detailing the financial situation regarding the planning, organising and staging of the Games, upon request from the IOC. Such reports may include, in particular:
 - annual financial statements certified by an independent certified public accountant;
 - regular detailed management accounts prepared by the OCOG finance department for the OCOG management including executive financial budget performance overview (expense/ revenues) by FA; budget changes; rate card sales report; and procurement planning execution updates; and
 - all reports generated by the OCOG's internal auditors.
- Supply other data to the IOC and give the IOC or its representative(s) such access to its records as the IOC may reasonably request.
- Ensure that the IOC has the possibility, at any time during the OCOG lifecycle, to audit (or to have its representative(s) audit) the accounts of the Host City, the Host NOC and the OCOG with respect to the planning, organising, financing and staging of the Games.
- Deliver a list of post-Games financial reports and statistics, as per the TOK list, to the IOC, for TOK and IOC internal analysis purposes.

FIN 07 - Insurance policies

- Procure and maintain the insurance policies as specified in FIN Annex 1 - Specifications on OCOG Insurance.
- Inform the IOC of any OCOG's plans before acquiring any cancellation insurance in relation to the Games (which is not mandatory).



FIN 08 - Taxes

- Develop and submit to the IOC for approval a plan detailing the measures to be implemented in cooperation with Host Country Authorities to give effect to the customs- and tax-related provisions of the HCC Principles
- Take appropriate measures, as may be required to ensure that the tax-related requirements set forth in the HCC Principles are fulfilled, including in particular the following:
 - in case any taxes are imposed in the Host Country on financial or other rewards received by athletes who are non-residents in the Host Country in relation to the financial or other rewards received by them as a result of their performances at the Games, such rewards shall be increased and paid by the OCOG so that the concerned athletes, after having paid the applicable taxes, receive an amount that equals the amount they would have received had there been no such taxes;
 - in case any direct or indirect tax is due in any jurisdiction of the Host Country on any payment to be made by the OCOG to the IOC, IOC Controlled Entities, the Official Timekeeper or the IPC, the payment shall be increased and paid by the OCOG so that the IOC or the IOC Controlled Entities, the Official Timekeeper or the IPC, after the applicable tax, receives an amount that equals the amount it would have received had there been no such tax; and
 - if any direct or indirect tax is due on any payment or other contribution payable to the OCOG by the IOC, any IOC Controlled Entity, the Official Timekeeper or the IPC pursuant to the HCC (including, for clarity, payments made in consideration for services received from or through the OCOG), such payment shall not be increased by any taxes due on such payment. If the IOC or the IOC Controlled Entities, the Official Timekeeper or the IPC, is liable for the payment of such tax, the net payment received by the OCOG shall be reduced by an amount corresponding to such tax or, if the payment to the OCOG has already been made, the tax subsequently paid by the IOC, the IOC Controlled Entities or Official Timekeeper or the IPC, shall be reimbursed in full by the OCOG.

Additional finance requirements on the Paralympic Games

FIN 09 - OCOG marketing rights payment schedule

- The model for the OCOG marketing rights payment schedule to the IPC for the Paralympic Summer Games and Paralympic Winter Games is presented in the following table:

Time	Date	Payment (percentage of total)	
		Paralympic Winter Games	Paralympic Summer Games
G-4 years	15 January		20%
G-3 years	15 January	25%	22%
G-2 years	15 January	25%	24%
G-1 year	15 January	25%	24%
Games-time		25%	10%
Total		100%	100%



FIN 10 - Contracts with third parties for the Paralympic Games

- Inform the IPC about all agreements or contracts entered into with any other third party (such as agencies, contractors, sponsors) relating to or having any effect upon the IPC rules, regulations, requirements or having significant financial impact, prior to the signing of such agreement or contract.
- If subsequently requested by the IPC, provide a full copy of any agreement or contract before signature, for review and approval, in order to help the OCOG ensure consistency and to avoid potential adverse effects on the Paralympic Games operations or on the Paralympic legacy in general.

FIN 11 - Financial reporting to the IPC

- Submit an update of the Paralympic budget at various stages, as specified in the Paralympic Games Delivery Plan, plus the final accounts and conclusions post-Games to the IPC.

FIN 12 - Paralympic Games insurance

- Secure and maintain insurance coverage, including the IPC as an additional insured where applicable, in respect to insurable risks associated with the organisation and staging of the Paralympic Games, consistent to that applied to the Olympic Games, but scaled to the needs of the Paralympic Games.



5.3. Games Management

Introduction

The Host City, the Host NOC and the OCOG shall be responsible for the successful planning, organising, financing and staging of the Games. It is important to note that all three parties are partners in this endeavour in order to enable the vision defined during the bid and to ensure a successful Games and a lasting sustainable legacy for the host city. The challenges and complexities facing Olympic Games organisers are significant. They require a fully integrated approach which enables the task of planning and delivering the Games and the legacy commitments to be logically and effectively managed in a timely way. The IOC refers to this approach as Games Management.

To assist the Games organisers with this task, the IOC has developed a Games Management framework comprising of various tools, timelines and processes. The IOC, in light of the various initiatives introduced by the Olympic Agenda 2020, as well as the ongoing evaluation of the Games, will continue developing the Games Management framework.

The IOC supports the early appointment of a senior management team to lead the development of the OCOG-specific Games Management and Planning framework as well as to lead and integrate Games planning and governance across all areas, partners, stakeholders and venues throughout the OCOG lifecycle. The IOC, in the early phases of the OCOG lifecycle, will collaborate closely with the OCOG and the relevant stakeholders to assist them in the development and adaptation of the Games Management framework to best suit the local context, culture and conditions of their project.

The Games Management framework underpins the entire Games project throughout planning and delivery, linking the following key elements: the Games product, stakeholder services, venues and infrastructure, Games services, governance, commercial and engagement. In addition, it defines the main interactions between the IOC, the IPC and the OCOGs.

For the Paralympic Games, the same Games Management framework applies, supported by the IPC with the aim to integrate as much as possible the planning process and focus on the distinct Paralympic activities and deliverables.

The Games Management area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

Operational Requirements

In order to deliver the Games Management requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

GAM 01 - Games Governance and Communication, Command and Control (CCC)

- Define and implement a Games-wide governance and coordination framework in order to manage the large number of tasks and activities that require integration between FAs and delivery partners throughout the OCOG lifecycle.



- Within this framework, manage integrated planning and efficient operations, reporting to the OCOG executives and decision-making via an efficient CCC structure that includes all the FAs, Olympic sites, the various levels of government and other partners. This framework shall be implemented throughout the OCOG lifecycle with emphasis around the Test Events and Games operations phase. As part of the Operational Readiness plan, the OCOG may consider implementing a Main Operations Centre (MOC) which will encompass coordination and command centres for FAs or partners in order to provide centralised information, coordination, reporting and decision-making. The OCOG may also consider mobilising the MOC during peak periods of Test Event operations.

GAM 02 - Reporting to IOC meetings

- Provide reports on the progress of the preparation of the Games at the following IOC meetings or upon request of the IOC:
 - IOC Sessions;
 - IOC Executive Board (EB) meetings;
 - IOC Coordination Commission meetings; and
 - project review and other technical/ working meetings.
- Ensure that such reports provide the status of progress, in particular on the OCOG's general planning, organising, financing, recruitment and staging processes.
- Work with the IOC on the establishment of the agenda and the preparation of the working documents for the IOC Coordination Commission meetings, project review and other technical/working meetings.

GAM 03 - Games foundation plan

- Develop, in collaboration with the IOC and the IPC, a Games foundation plan, defining the OCOG's vision, as well as the key strategic and organisational/ governance and reporting processes applicable to the planning, organising, financing and staging of the Games.
- Submit the Games foundation plan to the IOC for its approval and cover both the Olympic Games and Paralympic Games.
- Work with the IPC to identify and integrate Paralympic-specific content and considerations, defining the distinct nature of the event.
- In addition, this plan shall include, at minimum, the following key elements:
 - the OCOG's vision for the Games: following the election of the Host City, it is important that the Games vision put forward in the candidature documentation is reviewed by all relevant parties to ensure that it is still pertinent, as well as to identify and define its meaning and the outcomes needed to validate its achievement;
 - the governance and responsibility matrix confirming the authorities involved and responsibilities for all entities involved in planning and/ or delivery of the Games;
 - the governance committees and their membership/ representation;
 - the relationships and information flows among entities/ committees and the path for the escalation and resolution of issues; and
 - the public engagement strategy.



GAM 04 - Games Delivery Plan

- Establish the Games Delivery Plan (based on the IOC and IPC generic Games Delivery Plans), in collaboration with the IOC and the IPC. The Games Delivery Plan should describe the main planning framework and binding timelines to be respected by the Host City, the Host NOC and the OCOG in the delivery of all their requirements pursuant to the HCC. The first version of the OCOG-specific Games Delivery Plan shall be submitted to the IOC for approval simultaneously with the Games foundation plan.
- Ensure that the Games Delivery Plan includes the following elements, as a minimum:
 - requirements under the HCC and the Olympic Charter;
 - register of commitments stated in the Candidature File;
 - legal register (a register, based on the IOC generic legal register document which (i) identifies the legislation and other regulations or decrees governing the different requirements under the HCC or the candidature commitments and (ii) lists such regulatory measures (i.e. temporary waivers, amendments or new enactments) that may be necessary to deliver the Games in accordance with the HCC, fulfilling the candidature commitments, as well as respecting the agreed timelines for delivery);
 - sustainability legislation inventory (an inventory of all sustainability-related/ environmental laws in force in the host country aligned with the relevant sustainability/ environmental candidature commitments and construction timelines); and
 - OCOG-specific milestones (including key milestones for the delivery partners involved).
- Work with the IPC to identify and integrate Paralympic-specific content, receive the IPC's initial approval and agree the change management process for the Paralympic-specific context.

GAM 05 - Test Events

- Ensure that Test Events are organised for each sport (including, for clarity, all disciplines) included in the programme for the Games, in order to test venues and operations, in particular the field of play (FOP), technology and certain workforce.
- Ensure that all Test Events take place under the supervision and according to the competition rules of the relevant IFs.
- Develop and submit the Test Event calendar (which includes the level of each test event) to the IOC for its approval, following prior confirmation with the IFs.
- Develop a Test Event matrix which summarises the level of involvement of each FA and delivery partner and IF in each Test Event. This matrix shall define the service levels to be provided across all areas and to the IOC, as well as the relevant IF, prior to the respective event.
- Coordinate with Host Country Authorities to ensure the fulfilment of the requirements of the HCC Principles regarding the temporary entry of certain personnel into the host country and for the importation of equipment, supplies and other items for purposes of the Test Events.
- Ensure that for any Test Events which are under the marketing control of the OCOG and denominated as "Olympic" events, no sponsorship, promotional, advertising or broadcast rights relating to such Test Events are granted to any third parties other than Olympic Marketing Partners or RHBs respectively.



GAM 06 - Pre-Games venue tours

- As part of the general Games Management approach, facilitate site and infrastructure visits during the overall OCOG lifecycle, for the IOC, IFs and Olympic Broadcast Service (OBS) (and/ or their duly authorised partners/ consultants/ contractors) to check the readiness of any sites and infrastructure. The IOC and the OCOG shall work together in defining the process, policies and procedures for facilitating those visits including access conditions and requirements and various support services.

GAM 07 - Risk Management programme

- Establish a comprehensive Risk Management programme, in accordance with internationally recognised standards. The objective of this programme is to identify, register, assess, respond, monitor and report on all the risks that could have an operational, financial and/ or reputational impact prior to, during and/ or after the Games.
- Ensure that this programme is closely linked to the OCOG planning and budgeting processes and is regularly reviewed, updated and reported to the OCOG senior management.
- Complete a comprehensive analysis and register of the most significant and critical risks affecting the planning, organising, financing and staging of the Games, and ensure that these risks are mitigated through (technical, operational or financial) contingency plans in order to minimise likelihood or any potential disruption and financial/ reputational impact. This risk register shall be made available to the IOC upon request.
- Ensure that the OCOG's Risk Management programme includes the development of a comprehensive insurance programme, in accordance with the FIN Annex 1 - Specifications on OCOG insurance.

GAM 08 - Official reports

- Produce official reports, including post-Games reports, of the Olympic Games and Paralympic Games in accordance with the guidelines and directions set by the IOC and the IPC.

Additional Paralympic Games management requirements

GAM 09 - Major Paralympic milestones scheduling

- Determine, in consultation with the IPC, the following Paralympic Games major event milestones, which require the IPC's approval:
 - Paralympic Test Event calendar;
 - Paralympic ticketing launch for contractual stakeholders and for the public;
 - Paralympic torch lighting ceremony and torch relay;
 - Paralympic Village opening, six days prior to the Opening Ceremony for the Paralympic Winter Games, seven days prior to the Opening Ceremony for the Paralympic Games;
 - Paralympic Games Opening Ceremony;
 - Competition days, 10 days for the Paralympic Winter Games and currently 11 and up to 12 days for the Paralympic Summer Games;
 - Paralympic Games Closing Ceremony, at day 10 for Paralympic Winter Games and at day 11 or 12 for the Paralympic Summer Games; and
 - Paralympic Village closing, at midday of third day after the Closing Ceremony.



- Stage the Paralympic Games in a dignified manner as an independent event and not in connection with nor at the same time as any other international or even national sports event for people with impairments.
- Ensure that no other international event for athletes with an impairment is scheduled in or near the Paralympic city within three months prior to or following the Paralympic Games.

GAM 10 - Paralympic Games integration

- Define and implement an efficient Paralympic Games-wide integration and coordination framework in order to manage the large number of tasks, activities and projects throughout the OCOG lifecycle, that require integration between FAs and partners/ authorities. This framework will support integrated planning and efficient reporting to OCOG executives and will also facilitate decision-making and efficient Paralympic operations, via an effective structure that includes the OCOG FAs, the various levels of government and other partners.

GAM 11 - Paralympic progress reporting and presentations

- Provide oral and/ or written progress reports in English, on the preparations for the Paralympic Games at the following IPC meetings or upon the IPC's request:
 - IPC General Assembly;
 - IPC Governing Board meeting;
 - IPC working group of the IOC Coordination Commission meetings; and
 - IPC project reviews and other technical/ working meetings.
- For the IPC project reviews and other technical/ working meetings, the following cost-sharing principles shall apply:
 - the OCOG will cover organisation costs and facilitate accommodation booking for the IPC; and
 - the IPC will cover the accommodation and travel costs for its administration members and experts.



5.4. Information and Knowledge Management

Introduction

One of the greatest legacies of hosting an Olympic Games is the “human legacy” left behind in terms of new skills, new knowledge and new opportunities for members of the OCOG, the volunteers and the myriad of public and private contributors to the Games. Continuous improvements in the organisation of the Olympic Games and Paralympic Games can happen only if one OCOG passes on its acquired knowledge and lessons learnt to the next one. This process will also be important for mitigating risks.

The mission of the Information and Knowledge Management (IKM) area is to enable OCOGs to develop themselves as a learning organisation, i.e. acquiring, creating, storing, sharing, accessing and using information and knowledge, to ultimately assist the delivery of an edition of the Olympic Games and Paralympic Games in line with their vision. This, by definition, involves enabling effective management of information, leveraging learning opportunities to build knowledge and designing efficient methods to mobilise such knowledge within the OCOG and between its stakeholders.

Ensuring that information and knowledge flows across an organisation relies strongly on people as well as tools and processes. National culture and technology are two concrete expressions of these drivers. On top of that, the specific culture of an OCOG – characterised by its exponential growth, constant change, diversity and complexity – will also influence information and knowledge management. Overall, the IKM area should be aligned with the strategy, planning and coordination of all other areas and empowered with an executive mandate for cross-functional activities.

The IKM area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Information and Knowledge Management.

Operational Requirements

In order to deliver the IKM requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

IKM 01 - Legacy plan and archives agreement

- Establish, as part of the OCOG's overall Games legacy planning, a plan for the long-term preservation of Olympic records and archives following the dissolution of the OCOG. The IOC and the OCOG shall agree on the timelines for delivery of the legacy plan. The final plan shall include the respective roles of the OCOG, the Host NOC and a relevant city, regional or national archiving body, to be reflected in an archival agreement entered into by these different entities. Ensure that no archival agreement shall be signed without the IOC's prior approval. The OCOG shall adopt similar principles with respect to the Paralympic Games whereby the legacy plan and archives agreement should, as far as the Paralympic-specific records and archives are concerned, be agreed with the respective National Paralympic Committee (NPC), the IPC and the relevant city, regional or national archiving body.



IKM 02 - Access to information

- Ensure that all games information under its responsibility is safely kept and managed with reliable processes and appropriate technologies, at all times, and that the IOC has free access to this information if requested.

IKM 03 - Transfer of Knowledge (TOK) elements

- Develop and deliver projects, in close coordination with the IOC, including the following;
 - The OCOG Learning Model incorporating relevant Learning Pathways;
 - TOK List;
 - Knowledge Reports;
 - Data Capture;
 - Observer Programme including Games and Test Event observation;
 - Secondment and Shadowing Programme;
 - Knowledge Champions Network
 - Debriefings (including Executive, Games/ Technology and Finance/ Procurement debriefings)
 - Workshops.
- For the Debriefings, the following rules will apply:
 - The host OCOG will provide, at the IOC's cost, the debriefings' locations, facilities, accommodation and ground transportation for international participants.
 - Accommodation and ground transport for domestic participants shall be provided by the host OCOG, at its cost.
 - The responsibility for other costs related to hosting of the debriefings will be mutually agreed upon between the IOC and the host OCOG, before each edition.

IKM 04 - TOK participation by relevant delivery partners

- Ensure and coordinate the participation of the relevant delivery partners in the TOK process and facilitate the contribution of their knowledge and expertise to this process.

IKM 05 - Supply of Artefacts and Memorabilia

- For cultural and educational purposes, develop based on the initial list to be communicated by the IOC and agree with the IOC on a list of artefacts and memorabilia (such as costumes and accessories, licensed products, certificates, commemorative items, kits) to be supplied to the IOC, as well as the related planning.

IKM 06 - Copies of official publications

- Supply, at the OCOG's expense, copies of all official publications related to the Olympic Games and Paralympic Games leading up to, during and after the Games. If a publication is available in both electronic and printed versions, both should be made available to the IOC. Two sets of printed publications in all languages available shall be supplied on an annual basis. Electronic publications shall be made available as soon as they are produced. All official publications shall be transferred according to instructions issued by Olympic Games Knowledge Management (OGKM). These publications will be made available via the IOC Olympic Studies Centre.



IKM 07 - Paralympic Excellence Programme

- Reach an agreement with the IPC about the scope, components and delivery timelines of the Paralympic Excellence Programme, which shall be provided for on a cost-recovery basis by the IPC's educational arm, the "IPC Academy. The Paralympic Excellence Programme includes an education programme (workshops), a readiness programme (management and operational simulations) and the IPC Academy Campus, at Games-time. The IPC Observer Programme and IPC debriefing are parts of the Paralympic Excellence Programme.
- Paralympic Games-related TOK elements (TOK List, knowledge reports and data), shall be captured as per the relevant integrated process managed by the IOC.



5.5. Protocol

Introduction

The significance of the Olympic Games and its values to humanity is reflected in their traditional symbols. The Olympic symbol, the flag, the motto, the emblem, the anthem and the Olympic Truce. Because of the integral nature of these elements to the Olympic values, there are protocol guidelines for their usage, positioning and reproduction across the Games.

It is essential that protocol, including display and usage of flags, is respected across all areas and elements of the Games – this includes the Opening and Closing Ceremonies, Victory Ceremonies, the Olympic Torch Relay and IOC events such as the Executive Board and IOC Session.

Details of the operational requirements for all aspects of Olympic protocol can be found in the IOC Protocol Guide.

A distinct set of protocol elements applies for the Paralympic Games, reflecting the Paralympic values. Details of the operational requirements for all aspects of Paralympic protocol can be found in the IPC Guide on Protocol and Paralympic Family Services.

This Protocol section is completed by the following Annexes:

- PRT Annex 1 - Specifications on Olympism and Olympic symbol
- PRT Annex 2 – Specifications on Protocol

The Protocol area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

Operational Requirements

In order to deliver the Protocol requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to the Olympic symbol, Olympic Truce and flags

PRT 01 - Use of Olympic symbol

- Ensure that the use of the Olympic symbol by the Host City, the Host NOC and the OCOG in all aspects of the staging of the Games abides by the PRT Annex 1 - Specifications on Olympism and the Olympic symbol.

PRT 02 - Olympic Truce

- Carry out various activities during the period leading up to and throughout the Games in connection with the promotion of peace and human understanding through sport, and in particular of the Olympic Truce and submit to the IOC, for its prior approval, the detailed programme of these activities.



- Build a wall dedicated to the Olympic Truce within the Olympic Village, as a symbol of peace, where all the Games' participants are invited to sign the declaration in favour of the Olympic Truce.

PRT 03 - Protocol set of flags/ national emblems at Olympic Games

- Ensure that protocol sets of flags/ national emblems be positioned according to the IOC event and location, as specified in the PRT Annex 2 – Specifications on Protocol. For any situations not covered in this annex, submit a proposal to the IOC for approval.

PRT 04 - Flags

- Produce all flags needed for the Games and submit samples to the IOC for approval.

PRT 05 - National flag proportions

- Ensure that all flags, when massed in a display, are identical in size, to ensure uniformity and to support the Olympic values that promote equality and mutual respect amongst nations.
- Ensure that a standard 2:3 ratio (2 height x 3 length, e.g. 1.5m x 2.25m) is applied as the standard ratio for flags during the Olympic Games. Any variation to this rule must be submitted to the IOC for approval.

PRT 06 - Medals, pins and diplomas

- Follow all requirements related to the production of the medals (e.g. size, weight, material, design) and the box for the medal (with an Olympic medallist pin produced by the IOC) as specified in the PRT Annex 2 – Specifications on Protocol. Submit the final medal design to the IOC for approval.
- Submit the number of medals to be produced to the IOC for approval.
- Produce the medals according to the approved specifications. Once medals have been produced, provide the IOC with:
 - a certificate confirming the exact number of medals produced and proofs;
 - an inventory detailing the distribution of all medals; and
 - all non-engraved or surplus (undistributed) sets of medals, the moulds of all the medals.
 - a minimum of 25 sets of medals (i.e. a total of 75 medals, comprising 25 gold, 25 silver and 25 bronze) to the IOC for archive and redistribution purposes.
- Submit any plan for the Host City and/ or the Host NOC to keep one set (or sets) of the medals for museum exhibitions and/ or archive purposes, to the IOC for approval.
- Distribute to every athlete who has qualified and is entered in the Games the participation pin that will be produced by the IOC at its own cost. Return the surplus pins (Olympic medallist and participation) to the IOC and provide a distribution list that comprises the athletes' names and tracking numbers.
- Follow all requirements related to the design of the victory diplomas (e.g. material/ shape, design, text elements) as specified in the PRT Annex 2 – Specifications on Protocol. Produce and distribute the victory diplomas to all eligible athletes, as specified in this annex. Provide the IOC with all surplus of victory diplomas.



Requirements relating to Ceremonies

PRT 07 - Presidential Box at the Olympic Stadium

- Ensure that the Presidential Box is constructed within the Olympic Family seating and arranged as a dedicated area inside the Olympic Stadium to seat the IOC representatives, together with the host country and OCOG officials, in equal numbers. The order of precedence for the Presidential Box is specified in the PRT Annex 2 – Specifications on Protocol.
- Ensure that the following is respected with regard to the Presidential Box:
 - This seating area shall also seat the Head of State, the President of the Organising Committee, the Mayor of the Host City and other representatives and dignitaries to be agreed with the IOC.
 - The Presidential Box should be accessible and of appropriate size to accommodate the above persons.
 - The design and seating plan of the Presidential Box shall be approved by the IOC before construction.

PRT 08 - Availability and use of the Olympic anthem

- Ensure that, if the OCOG decides to record and/ or play the Olympic anthem, all rights in relation to such recording or playing rest with the IOC. It is mandatory for the Olympic anthem to be played on the following occasions:
 - Opening Ceremony of the IOC Session;
 - Opening Ceremony of the Olympic Games;
 - Closing Ceremony of the Olympic Games; and
 - Victory Ceremonies at the medals plaza; and
 - other events to be determined by the IOC.

PRT 09 - Flag formation at Victory Ceremonies

- Ensure that all national flags, at both indoor and outdoor locations, are raised in their horizontal format. Flags shall be raised in the following formation when viewed from the athletes' position on the Victory Ceremonies podium.



PRT 10 - Programme for the Opening Ceremony of the IOC Session

- Submit the programme of the Opening Ceremony of the IOC Session to the IOC for approval. The programme shall follow the protocol order as specified in the PRT Annex 2 – Specifications on Protocol.



Other Protocol Requirements

PRT 11 - Olympic flame

- After the Closing Ceremony of the Olympic Games, any Olympic torch, cauldron or other device intended for any form of combustion of the Olympic flame, shall not be used, in the Host City, any other city in the host country or elsewhere, without the IOC's approval.

PRT 12 - Wall of champions

- Propose and submit the concept and location of the wall of champions to the IOC for approval. To respect post-Games arbitration processes that can take several months, the method used to engrave names shall allow for changes after the initial set-up of the wall of champions.

Protocol elements for the Paralympic Games

PRT 13 - Invitation to the Paralympic Games

- Send the invitations to take part in the Paralympic Games to all NPCs, as designated by the IPC, one year prior to the Opening Ceremony.

PRT 14 - Use of Paralympic symbol

- Submit all proposed uses of the Paralympic symbol to the IPC for approval, prior to the start of production.

PRT 15 - Use of Paralympic anthem

- Ensure that the Paralympic anthem is played on the following occasions:
 - Opening Ceremony of the Paralympic Summer Games and Paralympic Winter Games;
 - Closing Ceremony of the Paralympic Summer Games and Paralympic Winter Games;
 - Victory Ceremony segment at the Paralympic Medals Plaza; and
 - other events to be determined by the IPC.
- All the intellectual property rights remain with the IPC. However, the moral rights remain with the composer who has asserted his right to be acknowledged as the author of the work, and require that the anthem is not altered without his consent. The OCOG will follow the reasonable instructions of the IPC with regard to these matters

PRT 16 - Use of Paralympic flag

- Ensure that a Paralympic flag of larger dimensions than any other flag flies for the entire duration of the Paralympic Games in a prominent position in the main stadium (or location as determined by the IPC) and in all other venues placed under the responsibility of the OCOG. Such flag in the main stadium shall be hoisted during the Opening Ceremony and lowered during the Closing Ceremony of the Paralympic Summer Games and Paralympic Winter Games.

PRT 17 - Protocol set of flags at the Paralympic Games

- Ensure that specific protocol flag sets are positioned in the venues of the Paralympic Games, as per the IPC's instructions.



PRT 18 - Presidential Box for the Paralympic Games

- Ensure that the Presidential Box for the Opening and Closing Ceremonies is accessible for wheelchair users so that they can be accommodated in accordance with the protocol order of precedence, as specified by the IPC. The location, design and the number of seats in the Presidential Box shall be approved by the IPC.

PRT 19 - Protocol order at the Paralympic Games Opening Ceremony

- Ensure that protocol elements at the Paralympic Games Opening Ceremony are ordered as follows (it being understood that artistic segments may be interspersed between protocol elements):
 - Head of State entry;
 - playing of the national anthem and hoisting of the host country's flag;
 - parade of the athletes;
 - official speeches;
 - opening of the Games;
 - raising the Paralympic flag and playing the Paralympic anthem;
 - swearing of the oaths; and
 - lighting of the Paralympic flame.

PRT 20 - Protocol order at the Paralympic Games Closing Ceremony

- Ensure that protocol elements for the Paralympic Games Closing Ceremony are ordered as follows (it being understood that artistic segments may be interspersed between protocol elements):
 - Head of State entry;
 - playing of the national anthem and hoisting of the host country's flag;
 - entry of nations' flags;
 - the Whang Youn Dai Achievement Award;
 - introduction of newly elected members of the IPC Athletes' Council and flower presentation to the volunteers;
 - lowering of the Paralympic flag;
 - flag handover ceremony;
 - playing of the national anthem and hoisting of the national flag of the next host country (of the same nature);
 - next host city artistic segment;
 - official speeches; and
 - extinguishing the Paralympic flame.

PRT 21 - Paralympic medals and diplomas

- Submit the design, material, shape and text of all medals, diplomas, certificates and flower bouquets to be awarded at the Paralympic Games to the IPC for approval and produce all these elements in accordance with IPC requirements.
- Produce the medals in compliance with IPC requirements and provide the IPC with a certificate confirming the exact number of such medals that have been produced. The designs as well as the number of Paralympic winners' medals produced are subject to prior IPC approval.



- Provide a minimum of 10 non-engraved sets of Paralympic medals to the IPC, along with an inventory detailing the distribution of all Paralympic winners' medals. A set (or sets) of the Paralympic winners' medals may be kept by the Host City and/ or the Host NPC for museum exhibition and/ or archival purposes, subject to IPC approval.
- Hand over the moulds of all the medals produced and all surplus medals and diplomas to the IPC.

PRT 22 - Paralympic wall of champions

- Dedicate a wall inside the Olympic Stadium with engravings of all the names of the Paralympic medallists at that particular edition of the Paralympic Games. The concept of the wall is subject to the IPC's approval.



5.6. Sustainability and Olympic Legacy

Introduction

Sustainability is a wide-ranging theme, central to the bid concept and legacy ambitions of the host city. In order to realise the full legacy promise of the Games project, sustainability needs to be strongly bound into the ethos and organisational structure of all bodies responsible for the delivery of the Games. Within the OCOG, sustainability should follow a transversal approach and be implemented from the inception of the OCOG by all Functional Areas (FAs) throughout the organisation. Oversight of responsibilities should be clearly attributed within the OCOG to ensure the necessary leadership, expertise and direction.

Every city that hosts the Olympic Games does so for wider reasons than the event itself. Sport is the driver for the project and it is the focus of the world for the duration of the Games. However, for the seven years of preparation following being elected as the host city, and for many years beyond, the story is about the city, the country and people.

Capturing the full sense of the benefits of hosting the Games is difficult. It is not an exact science and there are many tangible and intangible elements that contribute to the legacy of the Games. What is clear, however, is that people expect the Games to be more and more effective as a catalyst for lasting change: change that ranges far beyond sports performance, facilities and participation. Expectations cover the economic, social and environmental spheres and may include improved city infrastructure, housing and environmental quality, as well as new jobs, amenities and even behaviours and social attitudes.

Sustainability is a vital part of establishing a mind-set and approach across the project that will lead to achieving a substantial legacy. In this respect, sustainability provides a framework and way of working that will optimise legacy opportunities.

Legacy should be at the heart of informing the decision whether or not to bid for the Games. To do this requires active collaboration between the Host City, Host NOC, the Host NPC other sporting bodies and all relevant Host Country Authorities from the very earliest stages. Only when all the relevant partners are aligned on a legacy vision, can this be translated into an effective Games concept and bidding strategy.

Following the host city election, the early legacy plans will need to be developed further and put into action. The newly formed OCOG should have a key role in facilitating and enabling the legacy programme, and ensuring candidature commitments are honoured. There will be a continual need for coordinated public engagement over the seven year build up phase – from government, city and OCOG - to understand and manage expectations among partners and interested stakeholders.

Legacy is a fundamentally strategic theme with major implications for economic and social progress, and city/ national reputation. Therefore, it is incumbent on members of senior management in the Bid Committee, OCOG and Host City and Host Country Authorities to be fully involved in this theme and to be able to understand how best to frame their vision and commitments in relation to legacy.

Sustainability and Olympic legacy are closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.



More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Sustainability, the Olympic Games Guide on Olympic Legacy and the Olympic Games Guide on Olympic Games Impact Study.

Operational Requirements

In order to deliver Sustainability and Olympic legacy requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

SUS 01 - Sustainability strategy

- Develop and publish, in coordination with Host Country Authorities, a sustainability strategy indicating how sustainability will be delivered across the Games project and how that will serve the host city community in the future.

SUS 02 - Sustainability implementation plans

- In coordination with Host Country Authorities and other delivery partners, establish specific sustainability implementation plans that address all matters that are material to such entities' particular roles and responsibilities and include resource needs, issues and risks, and a clear programme of actions.

SUS 03 - Governance

- Develop appropriate governance arrangements for sustainability matters, in coordination with the Host City, that in particular:
 - define and oversee implementation of programme-wide sustainability policies, strategies and plans;
 - resolve any potential breaches of policies, strategies and plans;
 - define an appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
 - coordinate communications and responses to issues.

SUS 04 - Sustainability management system

- Establish a sustainability management system that covers the key activities of the organisation that are material to delivering a sustainable Games and ensure that this system is independently confirmed as being in accordance with the requirements of the standard ISO 20121, at least three years before the Games. The sustainability management system must include the following activities:
 - **Procurement:** Ensure that sustainability considerations and requirements are integrated into each stage of the procurement process for all supply, sponsorship and licensing deals required for the Games, with mechanisms in place to ensure the requirements are effectively met. This includes any tendering process that will be executed by all delivery partners.
 - **Carbon management:** In coordination with the Host City, develop a carbon management strategy to measure, manage and mitigate greenhouse gas emissions associated with the Games project.
 - **Waste inventory:** Carry out a detailed waste scoping exercise covering corporate offices; venue overlay installation; fit-out and removal of all Games operational activities; and interfaces with municipal waste management services. The resulting waste inventory shall define the disposal method, the final destination and who is responsible.



SUS 05 - Sustainability reports

- In coordination with the Host City, prepare and publicly report on progress towards delivering the sustainability strategy and plans by means of at least two sustainability reports prior to the Games and one post-Games sustainability report. Each of these shall conform to the Global Reporting Initiative Guidelines (G4) including the Event Organisers Sector Disclosures.

SUS 06 - Olympic Games Impact (OGI) study

- Deliver the OGI study in accordance with the methodology, planning and deliverables provided by the IOC.



6. Commercial and Engagement





6.1. Brand, Identity and Look of the Games

Introduction

Each edition of the Olympic Games has its own distinct personality, image and character. These characteristics are communicated primarily visually. The Brand, Identity and Look of the Games (BIL) area is responsible for developing a unique, coherent brand identity to work across all the facets of the Games. Designing, managing and delivering the Olympic Games brand is a pioneering project which, done well, sets high standards on the national and international branding and design scene. This in turn helps promote the host city in a new, distinctive way and offers it an opportunity to gain long-term benefit from association with the Olympic brand.

A strong brand identity will benefit all OCOG FAs and Olympic Games partners such as sponsors, licensees and the Host City, and allow them to speak with a single consistent voice and vision throughout the entire period of the Olympic project.

The Games brand identity shall be applied consistently across all venues, across the host city and other cities hosting Games events, reflecting the vision and positioning of the Games to enhance the overall experience for the Olympic audience, be it on site or via media platforms.

The challenge in achieving a truly successful Olympic Games brand identity is in creating an identity, look and narrative that will capture and display the vision of a specific Games edition, while simultaneously strengthening the Olympic brand. It is important that the OCOG, throughout the entire design process, understands that in addition to its national focus, it also has a responsibility towards the Olympic Movement in ensuring that the Olympic brand is strengthened through the staging of their Games.

Two key factors are critical to success of the BIL area:

- a powerful well-managed creative vision, and
- a strong implementation programme.

Effective management and integration of both these areas will ensure that the transition from brand development into production and installation works effectively to deliver a truly impactful Olympic Games presentation. The same applies for the Paralympic Games.

Although planning for the Olympic Games and Paralympic Games is conducted in an integrated manner by the OCOG and there are many similarities and synergies between the two events, there are separate identities, values and objectives inherent to both which need to be considered and protected in order to enhance the recognition value of each. Therefore, the Paralympic Games brand may be linked conceptually to the one developed for the Olympic Games; however it should clearly contain elements based on Paralympic properties that are produced exclusively for the Paralympic Games.

This BIL section is completed by the following Annex:

- BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners Workforce at the Olympic Games.



The BIL area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and they are strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Brand, Identity and Look of the Games.

Operational Requirements

In order to deliver BIL requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to brand development and Games identity

BIL 01 - Brand identity ownership

- Ensure that any and all elements that form part of the brand identity (visual and acoustic identity and typography) are fully owned by the OCOG. In exceptional cases where it is not possible to ensure full ownership and after the prior approval of the IOC, the OCOG shall ensure that it is, at least, granted an irrevocable worldwide royalty-free license in perpetuity by the relevant rights-owner, assignable to the IOC and is able to sub-license to third parties, including for commercial purposes.

BIL 02 - Commercial strategy approval

- Submit the OCOG's commercial strategy that defines the use of marks and/ or specific programmes to the IOC for approval.

BIL 03 - Look of the Paralympic Games

- Develop a distinct set of Look of the Games elements for the Paralympic Games, including elements such as: graphics standards manual, website, mascot, pictograms, uniforms, kit of parts and field of play (FOP) designs.

BIL 04 - Olympic Games emblem design

- Ensure that the Olympic Games emblem comprises the following three elements, positioned from top to bottom:
 - The Games distinctive element: design element that reflects the culture and values of the host city/ host country.
 - The Games signature: name of the city and the year of the Olympic Games.
 - The Olympic symbol i.e. the Olympic rings.



BIL 05 - Paralympic Games emblem design

- Ensure that the Paralympic Games emblem comprises the following three elements, placed from top to bottom:
 - A distinctive design element which is clearly identifiable as being connected with the specific edition of the Paralympic Games.
 - The Games signature: name of the city and the year of the Paralympic Games.
 - The Paralympic symbol: as an element, in the emblem, measuring one-third the size of the total emblem.
 - The wordmark "Paralympic Games".
- The distinctive element of the emblem shall not contain mottos, designations or other generic expressions.
- In addition, the OCOG shall develop a "Lock-up mark" which consists of the Paralympic symbol and underneath the wordmark "Paralympic Games" in the selected OCOG typography.

BIL 06 - Olympic Games emblem launch

- Ensure that, to enhance their recognition value and identity positioning, the Olympic Games emblem and the Paralympic Games emblem are unveiled at individual launch events.

BIL 07 - Reproduction of the Games signature

- Ensure that the two elements of the Games signature i.e. name of the city and year of the Olympic Games are always reproduced in the same graphic manner (i.e. typography, colour).

BIL 08 - Reproduction of the Olympic rings as part of the Olympic Games emblem

- Ensure that the Olympic symbol (as part of the Olympic Games emblem) is only reproduced in its five original colours and on a white background and that it is not integrated within the Games distinctive element (i.e. it shall be stand-alone).

BIL 09 - Dual branding

- Ensure that, for recognition value and identity positioning, Olympic Games specific communications are only accompanied by the Olympic Games emblem, and Paralympic Games specific communications are only accompanied by the Paralympic emblem.
- In certain situations, such as institutional/ non-Games specific communications (OCOG business cards, institutional events) an OCOG may deem it appropriate to present both emblems together. In such cases, the OCOG is responsible for ensuring that the Olympic emblem is always placed on the left in horizontal composite configurations, and on the top in vertical composite configurations.

BIL 10 - Olympic Torch Relay (OTR) emblem usage guidelines

- Submit the OTR emblem usage guidelines to the IOC for approval.

BIL 11 - Olympic and Paralympic torch differentiation

- Ensure that, for recognition value and identity positioning, the Olympic and Paralympic torches are visibly distinct from each other, through the use of different colours and/ or form.



BIL 12 - Olympic and Paralympic licensing

- Ensure that, for recognition value and identity positioning, Olympic Games and Paralympic Games have their own separate specific range of licensed products.

BIL 13 - Olympic Games mascot design

- Submit the design of the Olympic mascot(s) to the IOC for approval.

BIL 14 - Olympic Games mascot and OCOG emblem reproduction

- Ensure that the Olympic Games emblem is reproduced in its entirety on the Olympic mascot(s).

BIL 15 - Launch of the Olympic and Paralympic mascots

- Ensure that for recognition value and identity positioning, the Olympic mascot(s) and Paralympic mascot(s) are launched separately (unless the IOC and the IPC agree differently).

BIL 16 - Sport pictograms

- Submit all Olympic sports pictograms to the IOC and all respective IFs for approval. Similarly, submit all Paralympic sports pictograms to the IPC and all respective IFs for approval.

BIL 17 - Uniforms

- Based on the BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners Workforce at the Olympic Games, submit the OCOG uniform branding guidelines and uniform designs to the IOC for approval in advance of production.
- Ensure that all uniforms conform to the OCOG uniform branding guidelines.
- Submit all Olympic Games uniforms to the IOC for approval and submit all Paralympic Games uniforms to the IPC for approval.

Requirements related to delivering the Look of the Games

BIL 18 - Look of the Games strategy

- Submit to the IOC for approval a Look of the Games strategy, which ensures that the city is visibly identified as the host city of the Games. This strategy should include all Key Olympic Venues, city areas where Look of the Games will be applied and the installation timeframe.
- Ensure that the Look of the Games for all Key Olympic Venues is applied in accordance with the strategy approved by the IOC.
- In coordination with the Host City, ensure that the Look of the Games for city areas is applied in accordance with the strategy approved by the IOC.
- Paralympic Look elements are permitted in the city's Games-time Olympic Look. The ratio of Paralympic Look to Olympic Look to be respected is one-third to two-thirds. No Paralympic Look is permitted in the last mile of any Olympic competition and/ or non-competition venue. Similarly, no Olympic Look is allowed in the last mile of any Paralympic competition and/ or non-competition venue.



BIL 19 - Approval of partner Look of the Games programmes

- Allow OCOG's marketing partners and TOP Partners to create their distinct Look of the Games programmes by using elements from the OCOG's Olympic Games brand identity. The OCOG, together with the IOC, shall review and approve partners' application proposals.

BIL 20 - Paralympic Games signage

- Ensure that all Olympic specific marks and signage, where possible and appropriate, are replaced with Paralympic-specific marks during the transition period.

BIL 21 - Paralympic Games FOP designs

- Produce Paralympic FOP designs for each competition venue that reflect the structural, Look and branding changes from the Olympic Games to Paralympic Games, including the advertising programme, subject to approval by the IPC and respective IF.

BIL 22 - Olympic/ Paralympic vehicle branding

- Should vehicles be branded, ensure that vehicle branding is Games-specific (i.e. only Olympic branding to be used during the Olympic Games, and only Paralympic branding to be used during the Paralympic Games).

BIL 23 - Spectaculars

- If the OCOG chooses to install Spectaculars, ensure that the following steps are taken:
 - Submit to the IOC and IPC, for the Olympic Games and the Paralympic Games respectively, all aspects, proposals and documentation related to the strategy, development, planning, installation, launch, operations and post-Games phase of every spectacular(s) for approval.
 - Ensure that a contractual agreement, defining the responsibilities and limitations of use, is concluded and that the IOC and/ or IPC has approved such agreement before any installation.
 - Ensure that, in the event that products or services to be procured in relation to the fabrication, installation and launch of a spectacular fall into the product category of either the OCOG's or the IOC's/ IPC's marketing partners (e.g. lighting requirements such as backlit, light boxes, spotlights, projection, etc.) the relevant partner(s) be offered, within a mutually agreed timeline, the opportunity to satisfy the procurement.
 - Ensure that any Paralympic spectaculars are unveiled after the Olympic Games have concluded (unless the IOC and the IPC agree differently).
 - If a Paralympic spectacular is approved as an Olympic Games-time installation, it is not to be placed within close proximity of an Olympic venue or an Olympic spectacular, in order to protect the identity of both events and enhance their respective recognition value.



6.2. Business Development

Introduction

Pursuant to the HCC, the Host City, the Host NOC and the OCOG undertake to respect and participate in the IOC's international sponsorship and licensing programmes. This is necessary to create a single, "clean" marketplace for sponsorship to both protect the brand from unauthorised use and to increase the value of marketing assets for all stakeholders. Soon after the OCOG is formed, it should assume all marketing authority for the Host NOC by joining as a party to the JMPA. The OCOG is obliged to abide by the terms of the JMPA entered into between the Host City and the Host NOC. The OCOG must then enter into the MPA with the IOC.

The MPA includes a license by the IOC to the OCOG on certain Olympic Properties, as necessary to allow the OCOG to design and implement a domestic sponsorship and licensing programme (within the territory of the host country) for revenue generation, in respect of the pre-existing Olympic marketing landscape. In consideration for this license, the OCOG agrees to pay the IOC a revenue share on all contracts pertaining to the OCOG's joint marketing programme for the Games or containing any element of commercial exploitation of the OCOG Marks or Host NOC marks in connection with the Games. One area of revenue generation that can assist the OCOG in recovering costs for the staging of the Olympic Games is the exploitation of signature properties, which are ancillary events associated with the Games (for example the Olympic Torch Relay).

Part of the pre-existing Olympic marketing landscape is the IOC Marketing Partners. The most significant of these are the TOP Partners. The IOC may also have one or more marketing partners that are not TOP Partners but that nonetheless have already been granted rights in the OCOG's territory. Additionally, the IOC may have a number of international licensees, and each NOC has partners and licensees in their respective territories. The OCOG marketing programme, therefore, takes place amidst an already extensive field of Olympic marketing rights and needs to be managed carefully.

Additionally, under the MPA, the OCOG shall accept responsibilities such as rights protection within the OCOG's territory, a comprehensive hospitality programme for Olympic Marketing Partners, RHBs and their guests, an outdoor advertising control programme around the period of the Games, securing and allocating all necessary accommodation for Olympic Marketing Partners, and granting access to its territory for any international licensees selected by the IOC.

For the Paralympic Games, the OCOG should also seek to maximise the partnership opportunities with sponsors, especially with the TOP Partners and others already in place for the Olympic Games. It is important to actively acknowledge Paralympic Games, IPC partners and sponsors - thus encouraging them to further promote the Paralympic values. The OCOG should also use its best efforts to organise initiatives that will provide added value to Paralympic partners and sponsors.

The Business Development area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG consider the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Business Development.



Operational Requirements

In order to deliver the Business Development requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

BUS 01 - IOC international marketing programmes

- Fully participate in the IOC's international programmes with respect to the IOC Marketing Partners for all Games-related activities. This includes requirements to:
 - position TOP Partners at the highest level of sponsorship and deliver all relevant rights as set out in the MPA;
 - procure relevant products and services from IOC Marketing Partners according to the supply conditions set out in the MPA; and
 - protect and preserve all relevant marketing categories granted to the IOC Marketing Partners.

BUS 02 - OCOG marketing plan

- Develop a marketing plan to be appended to the MPA. Once approved by the IOC, the OCOG shall implement its marketing plan - any changes shall only be permitted subject to IOC approval.

BUS 03 - Form agreements

- Draft "forms" for an OCOG domestic sponsorship agreement and a domestic licensing agreement early in the planning process. These forms, to be based on a template and guidelines provided by the IOC, shall be drafted for use with the OCOG Marketing Partners, and shall be submitted to the IOC for approval.

BUS 04 - Release of marketing categories process and consent

- Submit a formal "category release request" to the IOC, using the IOC-provided template, to formally commence the category release process. The IOC will review this document to determine whether to release the category and the eventual scope of the category.
- Ensure that the OCOG does not engage in detailed negotiations for any category until the category release request consenting to the OCOG sales process and tier sponsorship agreements has been approved by the IOC.

BUS 05 - Tender documents and draft agreements

- Submit all tender documents, for potential sponsorship agreements, to the IOC for approval before they are issued.

BUS 06 - OCOG signature properties

- Develop a strategic sales and activation plan for each signature property, and submit the plan to the IOC for approval prior to any negotiations with TOP Partners or OCOG Marketing Partners.

BUS 07 - Protection of Olympic Marketing Partners at ancillary events

- Protect the categories of Olympic Marketing Partners at ancillary events, which are positioned in connection with the Olympic Games such as Live Sites and Test Events.



BUS 08 - Procurement working group

- Set up a procurement working group (or similar) to review Games-related supply opportunities. The working group shall feature representatives from the relevant delivery partners, Functional Areas (FAs) (e.g. Procurement, Technology, Venues and Food and Beverage) and IOC Marketing Partners. This group shall meet on a regular basis so that all parties are aware of procurement needs/ timelines to be matched with IOC Marketing Partner product and service categories as well as other possible procurement opportunities.

Paralympic specific requirements

BUS 09 - Paralympic Marketing Programme Agreement

- Execute the “Paralympic Joint Marketing Program Agreement” with the host country’s NPC that has been reached during the candidature phase, at the latest one year after the signature of the HCC.
- Execute a “Paralympic Marketing Agreement” (PMPA) with the IPC addressing the details of the sponsorship, broadcasting, licensing and other marketing and commercial activities to be carried out in connection with the Paralympic Games. This includes any specific rights and benefits granted to any TOP Partner (in addition to marketing activities associated with their TOP category) in the host country to the extent that these are known at the time the PMPA is agreed. No commercial activity may be commenced by the OCOG prior to the approval of the PMPA by the IPC and the acceptance by the IOC. The PMPA applies from the commencement of the Paralympic Joint Marketing Period (as defined in the Paralympic Joint Marketing Program Agreement).
- Notify the IPC on a regular and timely basis of the identity of OCOG Partners and detail their respective product or service categories and any specific rights and benefits granted to any OCOG partner and amend the PMPA from time to time to reflect the up-to-date position with regard to these rights and benefits.

BUS 10 - Protection of TOP Partners

- Refrain from granting or entering into any negotiations on the possible granting of Paralympic Games sponsorship rights to any organisation that carries out business in any TOP category (other than the appropriate TOP Partner) without obtaining the prior written consent of the IOC and the relevant TOP Partner.
- Provide for the total protection of the TOP Partners (unless otherwise agreed in writing by the IOC and the IPC on a specific case-by-case basis) with regard to:
 - (i) their marketing activities in connection with their TOP categories; and
 - (ii) any specific rights and benefits granted to any TOP Partner which are notified to the OCOG, including via the PMPA. This includes, without limitation, protection from any form of marketing or promotional activity relating to brands within any TOP category or from ambush marketing activity undertaken by, or on behalf of, any organisation.
- Ensure that if a TOP Partner does not wish to acquire, ceases negotiations in relation to, or declines any offer of, any Paralympic sponsorship rights or sponsorship rights relating to the OCOG, then that shall not prejudice the protection to be provided by the OCOG in respect of that TOP Partner’s rights and benefits in the host country.



- Recognise that the IOC may grant Paralympic Games sponsorship rights relating to the Paralympic Games for exercise in the relevant host country to those TOP Partners providing timing, scoring, on-venue results systems/ services, systems integration services, Games Management Systems services and information diffusion services for the Olympic Games and Paralympic Games (“TOP Games Technology Suppliers”) as part of the TOP Partner’s agreement with the IOC and/ or the OCOG (“IOC Games Technology Agreement”).
- Ensure that a written agreement is reached with the relevant TOP Partner for granting any Paralympic Games sponsorship rights, in the event that any TOP Partner (other than a TOP Games Technology Supplier) wishes to acquire such Paralympic Games sponsorship rights for exercise in the host country.
- The IPC has in place an international sponsorship programme which provides TOP Partners with the opportunity to become Worldwide Partners of the Paralympic Games. The goal of the programme is to increase the value of the Paralympic brand among the commercial partners and develop long-term partnerships that will globally promote the Paralympic brand, including its values, key messages and distinctive characteristics. If any TOP Partner (including TOP Games Technology Supplier) wishes to acquire Paralympic Games sponsorship rights for exercise on an international basis, the grant of any such Paralympic Games sponsorship rights shall be subject to written agreement between the IPC and the relevant TOP Partner. The TOP Partner shall then be considered an IPC Worldwide Paralympic Partner.

BUS 11 - IPC Worldwide Paralympic Partners

- Mention separately TOP Partners which hold Paralympic Games sponsorship rights and who are also IPC Worldwide Paralympic Partners as “Worldwide Paralympic Partners” on all recognition opportunities before and during the Paralympic Games (e.g. website, publications, Games Wayfinding and signage boards) and grant to them the first right of negotiation (together with domestic tier 1 marketing partners) on all incremental opportunities, e.g. Paralympic Torch Relay sponsorship, FOP signage, bib sponsorship, etc.
- IPC Worldwide Paralympic Partners which have acquired Paralympic Games sponsorship rights relating to a particular Paralympic Games edition may promote such fact in the host country of any other Paralympic Games.



6.3. Communications

Introduction

Communications plays a central role in the promotion and success of the Games from the early days of a bid, through the preparation period, to the event itself, and beyond, in legacy. As most people will experience the Games through the media, communications are of paramount importance in promoting and supporting the overall message and vision of the Games. Successful organisers will deliver a clear and consistent message around their edition and leave the world with a positive impression of the event and its impact on the host city and host country. OCOG executives will also appreciate the power of a strong communications narrative in helping them to achieve the OCOG's strategic goals over the full Games lifecycle.

Engaging and relevant communications, aligned with the Olympic values and the vision of the Games, are required, involving an approach coordinated across every OCOG area and with numerous external stakeholders. A number of countdown milestones, such as the launch of the ticketing and volunteering programmes, Test Events, and the Olympic Torch Relay (OTR), as well as Games-time, post-Games, and crisis communications planning, will be important areas of focus for the Communications team.

The Communications team will also need to use numerous different communications channels - media relations, the internet and social media, advertising, events, public relations, film and photography, publications and internal communications - selecting the most appropriate channel to reach the desired target audience. The Games will be prepared in the global spotlight and there will be many opportunities to spread their message to the world. However, this will also mean greater flexibility in dealing with round-the-clock news coverage and careful management of a large number of communication channels.

The above also applies for communications linked to the Paralympic Games. In the host country, it is critical to raise awareness and interest among the general public, local communities and the media about the Paralympic Games, utilising all available means and initiatives of communications, including websites, social media, publications, media relations, promotional advertising, campaigns and special events. The OCOG must use all opportunities to enhance media awareness of the Paralympic Games, facilitate media understanding of Paralympic sport and classification, and position Paralympians as high-performance athletes

The Communications area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the Cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Communications.

Operational Requirements

In order to deliver the Communications requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:



COM 01 - Transition communications plan

- Submit a transition communications plan to the IOC following the election of the host city, and agree with the IOC on the content of such plan.

COM 02 - Pre-Games planning

- Submit the following plans to the IOC during the pre-Games period:
 - communications strategy;
 - annual communications strategy;
 - international communications plan; and
 - pre-Games crisis communications plan.

COM 03 - Games-time communications plan and Games-time crisis communications plan

- Submit the following plans to the IOC for approval prior to the Games:
 - Games-time communications plan; and
 - Games-time crisis communications plan that shall include how the OCOG will work with stakeholders e.g. commercial partners, NOCs, IFs, in terms of issue and crisis management.

COM 04 - Paralympic communications strategy

- Develop a specific communications strategy for the Paralympic Games. This strategy will lead to the development and implementation of the IPC-approved Paralympic Games communications strategic plan. The plan shall complement the overall Olympic Games communications plan. The Paralympic Games communications strategic plan will integrate external communications from all OCOG functions and be distinctive from the Olympic Games.

COM 05 - OTR planning

- Submit the following plans to the IOC for approval, ahead of the OTR and in coordination with OCOG Communications and OTR FAs:
 - OTR communications plan; and
 - OTR crisis communications plan.

COM 06 - References to the IOC within press releases

- Ensure that all press releases issued by the Host City, the Host NOC or the OCOG, which reference or quote the IOC President, members of the IOC, or the IOC administration, are submitted to the IOC for approval prior to release.

COM 07 - Olympic Marketing partner policies

- Submit to the IOC for approval the policies/procedures pertaining to the support of the Olympic Marketing Partners' communication activity including regular group communications/issues management updates (workshops, conference calls), approvals/distribution of communications materials, access to the Main Press Centre (MPC)/ International Broadcast Centre (IBC), and support for the staging of press conferences.



COM 08 - Publications and brochures

- Submit a list of proposed publications for Games time (as part of the Games-time communications plan) to the IOC for approval including a brief description of content, format, circulation, distribution mechanism and budget.
- Submit all official publications and brochures to the IOC for its approval before they are printed or distributed in any form (digital publishing format is fully supported by the IOC). Unless the IOC approves otherwise, these publications shall contain no advertising material of any kind.

COM 09 - Paralympic Games editorial services and publications

- Submit all official publications and brochures related to the Paralympic Games to the IPC for approval. Publications required by the IPC shall be produced and distributed in formats that will be agreed with the IPC (digital publishing format is fully supported by the IPC). A minimum of three copies shall be supplied to the IPC documentation centre.

COM 10 - Post-Games communications plan

- Develop a post-Games communications plan and present this to the IOC for review. This plan shall detail how legacy issues and the follow-up from any major Games incidents/ issues will be handled and by whom, once the OCOG has ceased to operate.



6.4. Digital Media

Introduction

Digital media is an important direct communication and marketing channel for the OCOG to engage with the public and its partners. It is important to note, however, that digital media is a part of the broader communications plan and although different in the types of mediums being used, digital media should always reflect the same brand message and visual identity standards as the overall communications plan. The scope of the Digital Media area includes all OCOG public-facing internet and mobile properties, mobile applications and social media platforms, and similar platforms that may arise with technological evolutions. The Digital Media area is inherently cross-functional and requires strong representation and leadership in the areas of branding, communications, marketing, legal, information management and technology.

Digital media initiatives play a critical role in a broad and complex Olympic digital 'ecosystem' that includes the IOC, the IPC, NOCs, NPCs, IFs, marketing partners, press, RHBs and non-RHBs. Strategic alignment is required between the digital media initiatives and the broader IOC digital media strategy. The design, content, features, usability, accessibility, availability, performance, security, and consistency of digital media directly impact the Olympic brand and require close coordination with the IOC throughout all phases.

To ensure quality and accountability across all OCOG-branded digital media, no public-facing internet or mobile property, application, or activation should be launched to the public without formal approval from the designated OCOG Digital Media representative. The OCOG should carry out all initiatives or content described in the 'phases of implementation' section of the Olympic Games Guide on Digital Media unless agreed otherwise with the IOC.

The Digital Media area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Digital Media.

Operational Requirements

In order to deliver the Digital Media requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:



DIG 01 - Digital media strategic plan

- Develop and submit a digital media strategic plan to the IOC for approval, that outlines
 - planned content and initiatives;
 - promotion (including search engine optimisation);
 - content seeding;
 - mobile application;
 - sponsor recognition;
 - technology management;
 - integration of digital media with OCOG events, communications and marketing strategies;
 - organisational structure and stakeholder management; and
 - social media plans.

DIG 02 - Digital media operational plans

- Develop the following digital media operational plans and submit them to the IOC for approval:
 - Digital media content and initiatives plan;
 - Digital media promotional plan (including Search Engine Optimisation);
 - Digital media content seeding plan;
 - Social media plan;
 - Digital media sponsor recognition plan;
 - Digital media technology management plan;
 - Digital media organisational structure and stakeholder management plan;
 - Games-time digital media operational plan
 - Digital media legacy and transfer of IP plan;
 - Digital media milestones (Games Delivery Plan);
 - Digital media budget; and
 - Digital media results integration plan.

DIG 03 - Contracts

- Send a final copy of all contracts involving digital media to the IOC for approval, before execution of the contract. For clarity, this requirement covers all agreement entered into in connection with Internet and mobile communications relating to the Games including, without limitation, those related to e-commerce, on-line ticket sales, on-line merchandising, interactive media service and/ or the distribution of Games-related media content via any digital media platform, network or service (such as public-facing website, mobile properties, mobile applications and activations or social media platforms), as well as any other forms of media, communication and exhibition now existing or hereafter devised (such as multimedia or interactive).

DIG 04 - Official website

- Develop and operate an official website covering the Olympic Games and the Paralympic Games from shortly after the city is awarded the Games until 12 months post-Games, respecting the following parameters:
 - This website shall respect current international standards (including geo-targeting features and accessibility) and be compatible with all main browsers and devices.
 - The website shall be available in English, French and, if applicable, the national language(s).
 - The Games-time version of the website shall be ready for public launch prior to the Games.
 - The Olympic Games and Paralympic Games shall be clearly differentiated in the site structure and the graphic design of the website, also reflecting the distinct values of each brand and allowing promotion of the IOC's and IPC's communications respectively.



- During the period of the Olympic Games, the front page shall only contain a link to the Paralympic Games section, while all other content and Look shall refer exclusively to the Olympic Games. Accordingly, during the Paralympic Games, the front page shall only contain a link to the Olympic section, while all other content and Look shall refer exclusively to the Paralympic Games.
 - Any plans to generate revenues in relation to the website, shall be submitted to the IOC for approval.
- Implement any technical solutions provided by the IOC in relation to the website.

DIG 05 - Paralympic Sport TV

- Cooperate with the IPC to seek the broadest possible integration of the IPC webcast channel and related initiatives into the OCOG communication activities leading up to the Paralympic Games. This includes the ability to broadcast certain events of the Paralympic Games via the IPC's internet webcast channel, the OCOG website, as well as other IPC controlled platforms, on a worldwide basis.

DIG 06 - Social media

- Submit all OCOG social media channels or initiatives to the IOC, and to the IPC respectively, for approval and ensure that the IOC has full administration rights on all OCOG social media assets.
- Submit an OCOG social media strategy to the IOC, which evaluates the brand and reputational risks in connection with a presence on social media platforms, especially in connection with user-generated content. The strategy shall include measures to monitor and eventually take down any content that might harm the brand and the reputation of the OCOG and/ or the IOC, infringes IOC rights on Olympic properties, or constitutes ambush marketing. Similarly, submit the respective Paralympic social media strategy to the IPC.
- Ensure that Olympic Games and Paralympic Games archive material is not used on social media platforms without the IOC's/ IPC's prior consent. For any approved OCOG social media channels or initiatives, the OCOG is responsible for monitoring user-generated content and forums.

DIG 07 - Graphic design and user experience

- Ensure a consistent application of graphic design and user experience across all OCOG Digital Media. Prior to finalising the graphic design (and any subsequent significant redesign) of the OCOG's official website, the OCOG shall submit the new design of the homepage and other key pages to the IOC Communications Department for approval before the scheduled launch. The same procedure shall also be applied for any OCOG presence on social media platforms, or any official OCOG application before the scheduled launch.

DIG 08 - Non-marketing partner brands on OCOG digital media

- Submit any mock-ups of any OCOG Digital Media properties that includes brands (or other recognisable signs) of any third party which is not an official marketing partner of the OCOG or the IOC, with accompanying screenshots to the IOC for approval prior to any public launch.



DIG 09 - Mobile devices and applications

- Ensure that OCOG Technology and IOC Technology approve all initiatives that involve the delivery of digital media to mobile devices. IOC approval shall be obtained before the development phase of any mobile application.

DIG 10 - Outgoing links

- Ensure that outgoing links, comprising prominent and permanent links (emblem + text) to Olympic stakeholders' digital media platforms, in particular the IOC website (www.olympic.org); the IPC website (www.paralympic.org); other OCOG and Youth Olympic Games Organising Committee (YOGOC) websites, be placed on the homepage and respective applications (through OCOG App). Outgoing links to organisations and associations recognised by the IOC and OCOG as partners are permitted and encouraged.
- From one month prior to the Olympic Games to one month after the Olympic Games, prominent links to RHBs' official platforms (including websites, applications etc.) shall be provided above the fold to guide OCOG website and applications visitors looking for video coverage of the Olympic Games.

DIG 11 - Key performance indicators (KPI) reporting on digital media initiatives

- Provide the IOC and respectively the IPC with access to a standard statistics tool which provides data for all OCOG digital media initiatives.

DIG 12 - Use of collected data by the IOC

- Ensure the secured (encrypted) transmission of users' data and profiles to the IOC, and the use of such information by the IOC for the promotion of the Olympic Movement, as required pursuant to the HCC Principles.
- Submit all plans to capture or store personal user data in any form or to transfer any sensitive personal data to third parties to the IOC for prior approval.
- Inform the IOC of any contractual terms with any digital media platform and any locally applicable legal provision that would prevent the collection of personal data and the transfer of such data to the IOC.

DIG 13 - Digital media legacy

- Submit a digital media legacy and transfer of intellectual property plan to the IOC for approval, including the full scope of software, applications, content and user databases to be transferred to the IOC post-Games.



6.5. Rights Protection

Introduction

The Rights Protection area is essential to protecting the Olympic brand, the rights of the IOC and the exclusive rights granted to Olympic stakeholders (e.g. sponsors, broadcasters) and to securing the proper visual presentation of the Games. This is essential to not only protect but also to promote and leverage the value in the Olympic intellectual property for both the Games and all stakeholders, including the Host City. In accordance with the HCC Principles, the OCOG takes responsibility for protecting all Olympic Properties in the host country and, in that respect, it shall:

- ensure compliance with the terms of the Olympic Charter relating to the preservation of the Olympic Properties and affording the greatest possible protection of these Olympic Properties within the host country, including in relation to restrictions on athletes' and other participants' commercial activities;
- ensure implementation of the 'clean venue' rules in accordance with the Olympic Charter, and assist in the presentation of the host city through guaranteeing appropriate monitoring of outdoor advertising and street trading in and around venues and events;
- monitor the use of the Olympic Properties and establish guidelines to ensure that they are only used appropriately and in a way which demonstrates the Games identity; and
- protect the OCOG and IOC partnerships by ensuring that the investment of Olympic Marketing Partners, RHBs and licensees is protected. Essentially, this involves preventing and addressing: Ambush Marketing; the production and sale of counterfeit merchandise; and illegal/pirate broadcasts.

In order to deliver the above, it is essential that the Rights Protection team optimises legal protection within the host country, undertakes a comprehensive education programme internally and externally and implement a robust system for monitoring and addressing misuse and infringement.

The responsibilities of the Rights Protection team also include consulting with the IPC to ensure that the registration and protection of Paralympic intellectual property is properly completed.

The Rights Protection area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver these Operational Requirements are included in the Olympic Games Guide on Rights Protection. Related information is also included in the Olympic Games Guide on City Activities and Live Sites, Olympic Games Guide on Marketing Partners Services and Olympic Games Guide on Business Development.

Defined terms

In the requirements below, references are made to certain important notions used in the Olympic Charter and in the HCC Principles, including the following

In accordance with the Olympic Charter, "**Olympic Properties**" means the Olympic symbol, flag, motto, anthem, identifications (including but not limited to "Olympic Games" and "Games of the Olympiad"), designations, emblems, flame and torches and any other musical works, audio-visual works or other creative works or artefacts commissioned in connection with the Olympic Games by the IOC, the Host NOC and/ or the OCOG (including Games-Related Properties).



In accordance with the HCC Principles, “**Games-Related Properties**” means all graphic, visual, artistic and intellectual works or creations, developed by or on behalf of or for the use of the Candidature Committee, the Host City, the Host NOC or the OCOG with respect to the Games, including, without limitation, the following elements:

- emblems and mascots, pictograms, official posters, designs (including Olympic Torch, coins, banknotes, stamps and moulds related thereto) and all audio-visual, graphic and three-dimensional representations thereof;
- medals (including Olympic winners medals and commemorative medals), badges (including any designs and moulds relating thereto) and diplomas;
- official documents and publications;
- domain names;
- musical works;
- photographs and moving images, and multi-media works; and
- the Official Film.

OCOG Marks are all Games-Related Properties subject to trademarks or design registrations, in particular the "CITY + 2024" identification of the Games, the OCOG Emblem, the OCOG mascot(s), the distinctive elements of the Look of the Games.

“**Games Broadcast, Coverage and Exhibition**” means the broadcasting, distribution, exhibition, communication to the public and/ or making available of an audio or audio-visual programme of the Games (including any competition included in the Programme of the Games, any Ceremony and/ or any other Games-related event), by means of all formats and media now or hereafter existing (e.g. downloading or streaming, IPTV, home video, video-on-demand, mobile platform rights, television, theatrical, closed-circuit, etc.)

“**Ambush Marketing**” means all intentional and unintentional attempts to create a false or association (whether direct or indirect) with the Olympic Properties or the Games.

Operational Requirements

In order to deliver an appropriate and effective programme for Rights Protection in line with the introduction above and in accordance with the HCC Principle, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to the creation and protection of intellectual property assets

RPP 01 - Creation of Games-Related Properties

- Create and protect Games-Related Properties and derivative works or elements for the purpose of promoting and staging the Games.
- Ensure that all persons, either physical or legal, involved in the creation of Games-related Properties have declared, to the fullest extent permissible under applicable law, that the creation of such Games-Related Properties and all results and proceeds thereof are specially commissioned by the IOC and considered a "work-made-for-hire" or for the benefit of the IOC, and that such persons enter into any intellectual property rights assignment(s) requested by the IOC, before they start working on any projects.
- Upon request of the IOC, execute or obtain any further agreement(s) or legal documentation necessary to secure the full assignment of all Intellectual Property Rights on Games-Related Properties to the IOC.



RPP 02 - OCOG Marks

- Submit all OCOG Marks to the IOC for approval prior to any use.

RPP 03 - Clearances and registrations

- Ensure that all Games-related Properties subject to registration are effectively registered in the host country (including for copyright, trademark, or designs protection, as applicable) solely in the name of the OCOG (or if agreed between the IOC and the OCOG, in the name of the IOC) and that appropriate documentation is executed with any third parties involved in their creation, devise, development or registration. Upon request of the IOC, the OCOG agrees to execute any further agreement or document required to this effect.
- In case any third-party material is included in any Games-related Properties, ensure that all necessary rights, clearances and authorisations are obtained (including as the case may be all payments made to third parties) to ensure that no third party rights are infringed by the creation, use and exploitation of Games-related Properties by the OCOG.
- In consultation with the IOC, ensure that all OCOG Marks are properly adopted, registered and protected in the host country in the name of the OCOG and/ or the Host NOC, in accordance with the following principles:
 - the “CITY + 2024” identification and the official emblem should be registered in 45 classes of protection of goods and services; and
 - for the other OCOG Marks, the OCOG will submit to the IOC a plan of registration for its prior written approval.
- Ensure that all relevant documents and information are provided to the IOC for the purpose of the international protection of OCOG Marks in the IOC's name, at appropriate time.
- Bear all costs incurred by the IOC in connection with the international protection of OCOG Marks.
- Ensure that any further direction issued by the IOC regarding the adoption and protection of Games-related Properties and the OCOG's use thereof are respected.

Requirements related to the Rights Protection Programme

RPP 04 - Legal protection

- In compliance with guarantees requested during the Candidature process and in coordination with the Host Country Authorities, ensure the following:
- all Olympic Properties, (in particular the Olympic symbol, the terms “Olympic” and “Olympiad”, the Olympic motto) benefit from adequate and continuing legal protection in the host country in the name of the IOC and/ or the OCOG as appropriate;



- appropriate legislation is put in place in the host country in order to acknowledge and protect the IOC's exclusive rights and interests in relation to the Games (as defined in the HCC Principles). Such legislation shall, in particular include: i) protections against ambush marketing (namely, preventing or minimising any direct and/ or indirect unauthorised association with, exploitation or promotion of, the Olympic Properties and/ or the Games), ii) measures to control unauthorised street trading within the vicinity of Games venues (from two weeks before the Opening Ceremony until the Closing Ceremony); iii) measures to prevent and sanction unauthorised ticket resale; iv) measures to prevent and sale manufacture and sale of counterfeit merchandise in relation to the Games v) measures to secure control of public and private advertising spaces (e.g. billboards, advertising on public transport, airspace, etc.); vi) measures to control unauthorised live sites, public viewing events or similar concepts; and vii) protections against unauthorised Games Broadcast, Coverage and Exhibition; and
- procedures and remedies are allowing, or will allow, for disputes related to the above-mentioned matters to be resolved in a timely manner, in particular by means of an expedited process when such disputes arise in the lead up to and during the period of the Games.

RPP 05 - Protection of the NOC Emblem

- Ensure that the NOC Emblem is properly protected in the host country in the name of the Host NOC.

RPP 06 - Rights held on behalf of the IOC

- Ensure that if, any rights relating to the Games are held by the Host City, the Host NOC, the OCOG or by any other third party as a consequence of any form of agreement with the Host City, the Host NOC or the OCOG (or for any other reason), all such rights shall be held by such entities on behalf and for the benefit of the IOC on a temporary basis and be assigned to the IOC upon the request of the IOC.

RPP 07 - Development of the Rights Protection programme

- Submit a detailed Rights Protection programme to the IOC including:
 - an anti-ambush prevention plan including proposed measures for education, public relations and communications activities internally within the OCOG and externally towards the IFs, all relevant Host Country Authorities, trade organisations, the general public, media entities and other key stakeholders;
 - monitoring and action plan on ambush marketing, intellectual property infringements, ticket touting and counterfeit issues in the host country;
 - management of displays, advertising and clean sites in connection to the Games; and
 - online/ digital piracy prevention plan detailing the applicable legal framework, as well as the judicial or administrative mechanisms to be implemented in the host country during the Games, in order to prevent and stop unauthorised Games Broadcast, Coverage and Exhibition.

RPP 08 - Coordination with Host Country Authorities

- Develop relationships and strategies with the competent Host Country Authorities, as well as Olympic Marketing Partners and RHBs in order to efficiently combat ambush marketing, intellectual property infringements, ticket touting, counterfeit activities and unauthorised Games Broadcast, Coverage and Exhibition.



- In coordination with the Host City and the Host NOC, ensure that relevant Host Country Authorities:
 - comply with the Olympic Charter, the HCC Principles and the Marketing Plan Agreement (MPA) and provide the required assistance in the implementation of the rights-protection strategy;
 - refrain from offering any advertising signage, street vending, sponsorship or other marketing rights identified with the host city, the Games or the Games period, except as expressly permitted in the MPA;
 - work closely and cooperate with the OCOG in the development of its marketing programmes, and ensure that no fundraising, commercial communication, or donation programmes related directly or indirectly to the Games are undertaken unless such activities have been expressly authorised by the IOC and are under the exclusive control of the OCOG;
 - refrain from engaging in any marketing, commercial or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) without the prior written approval of the IOC;
 - control street vending, outdoor advertising and all other marketing activities within and around the Olympic venues and other sites used for the purposes of the Games during the Games period and in the two-week period leading up to the Games as described in the MPA;
 - ensure that any entity engaged in government entity-controlled infrastructure does not gain any unauthorised association with the Games, in particular, through the media; and
 - ensure that relevant Olympic Marketing Partners are invited to tender in connection with government entity-controlled Games-related infrastructure works.

- In cooperation with the Host NOC and the Host City, ensure that:
 - there are no other marketing programmes in the host country, where these activities will have any impact on the Joint Marketing Programme or the IOC's marketing programmes;
 - the Host NOC, the NOC's Sponsors, National Sports Federations (NFs), and other public or private entities in the host country refrain from any ambush marketing activities including, without limitation, the development of marketing or promotional activities in connection with the Games; and
 - sponsorship or marketing rights identified with the host city (including any of its agencies, agents or any entity of which the Host City may form part of or on which it is represented), the Games, or the period of the Games are granted only with the approval of the IOC.

RPP 09 - No-marketing rights clauses

- Ensure that Contracts for Games-related activities include appropriate "No Marketing Rights" clauses to restrict third parties (who have not acquired the marketing rights from the OCOG) from associating themselves, or their goods and services, with the Games or publishing or issuing any statement (factual or otherwise) about their connections with the Games.

RPP 10 - Monitoring and enforcement

- Protect the Olympic Properties and the rights of IOC Marketing Partners and RHBs in the host country by monitoring, preventing and/ or terminating intellectual property infringements and ambush marketing activities, including, where appropriate, by undertaking public relations campaigns and taking legal recourse.
- Ensure that all OCOG's monitoring efforts pursuant to the Rights Protection Programme are coordinated with the IOC's monitoring programmes, or otherwise as required by the IOC for the purpose of protecting the Games-related Properties or any other IOC exclusive right.



- Notify the IOC in the event the OCOG learns that any unauthorised use of Olympic Properties, or any unauthorized Games Broadcast, Coverage and Exhibition has occurred or is about to occur and, at the IOC's request, take all reasonable steps necessary to prevent and stop such unauthorised use, such as:
 - informing the organisation or entity responsible for such unauthorised use that such use infringes upon the rights of the IOC and/ or of IOC Marketing Partners or RHBs;
 - participating in any legal action, whether within the host country or outside, brought by the IOC and/ or any IOC Marketing Partners or RHBs against third parties infringements of their rights.
- Reimburse the IOC of any cost incurred in relation to actions taken outside the host country, with respect to any unauthorised use of Games-related Properties, or ambush marketing or any unauthorized Games Broadcast, Coverage and Exhibition related specifically the concerned edition of the Games. Such actions outside the host country shall be taken, either by the IOC, in consultation with the OCOG or, subject to the request of the IOC, by the OCOG itself.

Requirements related to Clean Venues principles

RPP 11 - Venue branding and naming

- Ensure that no Key Olympic Venues or major access points leading to Key Olympic Venues, are encumbered during the period in which the Olympic Village is required to be open, by any franchise, concession or any other commercial agreement of any kind or nature, including the right to name the venue to promote any third party or third party's products or services, that would be inconsistent with any agreement entered into by the IOC or the OCOG (e.g. sponsorship and Broadcast Agreements) or the Olympic Charter.
- Ensure that no propaganda, advertising or commercial identification of any product or services or any promotional matter of any kind (e.g. name, logo, trademark or trade name of any third party) is placed or otherwise appears within or (as detailed below) outside the Key Olympic Venues. This includes in particular any visibility in such a manner so as to be within the view of the television cameras covering the sports at the Games or the Ceremonies or of the spectators watching such sports at the Games or Ceremonies (except as expressly permitted by the Olympic Charter).
- Ensure that no propaganda or advertising is allowed in the airspace over the host city and other cities and venues hosting Olympic events, during the period in which the Olympic Village is required to be open.
- Ensure that the any marketing, commercial or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) carried out by the Host City and other cities hosting Olympic events is submitted to the IOC for prior approval.
- Ensure that all appropriate controls to the effect referred to above shall be put into place as soon as possible but, in any event not later than one (1) year after the formation of the OCOG.
- Ensure compliance with the IOC's naming rights protocol for venues to be used for the Games (including rules related to the treatment of non-commercial names, names of individuals, and commercial or corporate names that are associated with pre-existing venues and new venues for the Games) as from the date of election of the host city until conclusion of the Paralympic Games



RPP 12 - Rule 50 requirements

- Ensure that all participants and all other persons accredited at the Olympic Games comply with the manuals, guides or guidelines, and all other directions of the IOC Executive Board in respect of all matters relating to advertising and branding, including Rule 50 and its by-laws.

RPP 13 - Rights under Venue Use Agreements

- Ensure that Venue Use Agreements (or similar agreements) with venue owners or with organisations responsible for building new venues and infrastructure for the Games provide the obligation for the relevant owner or contractor to exclude marketing rights clauses (restricting the ability to promote involvement in the Games and requiring compliance with clean venue rules) in all contractor agreements relating to the Games, and provisions for these restrictions to also apply to relevant sub-contractors.
- Ensure that throughout the relevant term of each Venue Use Agreement, the OCOG is granted by the respective venue owners and/ or operators the use of the facilities at such venues free from any existing contractual commitments, including in relation to ticketing, hospitality, retailing and concessions (including food and beverage products), use of third-party products and/ or services, as well as any rights of sponsorship, broadcasting, advertising signage, branding and commercial display at such venues, in order to assist in combatting unauthorised association with the Games.
- Procure an irrevocable and unlimited licence (including a right to sub-license) to use the name, image, branding and/ or designs (including any material derived therefrom) of all competition venues, ceremony venues, Olympic Park(s) and major common domain(s) (when relevant) for commercial and non-commercial purposes in any and all current and/ or future media in connection with the Games, free from any third-party rights and/ or any further charges. A similar licence may be required for other Key Olympic Venues, as agreed between the IOC and the OCOG on a case-by-case basis.

RPP 14 - Olympic Village branding

- Develop, agree and implement guidelines related to all branding and identification to appear within the Olympic Village.

RPP 15 - Transition from Olympic Games to Paralympic Games

- Ensure that the changeover from Olympic to Paralympic branding adheres to the guidelines set out by the IPC. Apart from a few authorised exceptions specific to (a) competition bibs, and (b) FOP advertising, the clean venue guidelines imposed by the IOC for the Olympic Games remain essentially the same for the Paralympic Games.

RPP 16 - Marketing partners' recognition at Paralympic Games

- Ensure that, at the Paralympic Games, the OCOG does not grant any exposure or recognition to marketing partners of the Olympic Games unless they also are a marketing partner of the Paralympic Games. The OCOG shall ensure that all brand identification (including the composite logo) of marketing partners of the Olympic Games (including TOP Partners and OCOG sponsors) which elect not to sponsor the Paralympic Games are removed or covered. This requirement includes, but is not limited to, all of the following examples:



- branded equipment;
- marketing partner recognition signage;
- marketing partner brand presence
- product labelling and packaging;
- vehicle decals; and
- marketing partner and supplier uniforms.

Requirements in relation to Intellectual Property Rights assignment

RPP 17 - Assignment of Games-related Properties to the IOC

- Upon request of the IOC, ensure that any and all trademark applications filed or registered, together with any and all copyright registrations made by the OCOG, as well as any and all copyrights and designs (whether filed or not by the OCOG) with respect to its emblem and mascot(s) and the "CITY + 2024" identification of the Games are assigned to the IOC in order for the IOC to be able to grant to IOC Marketing Partners, RHBs and other third parties the right to use such properties.
- Ensure that all Games-related Properties are assigned to the IOC or, if the IOC so requests in writing, to the NOC effective not later than 31st December 2024 and execute documentation evidencing said assignments, upon the request of the IOC.
- Ensure that any and all trademark applications filed or registered, and all other trademarks, trade names, trade dress, service marks and other identifications as well as any and all copyrights or designs (whether filed, registered or not) with respect to the Games-related Properties are assigned to the IOC not later than 31st December 2024 with respect to the host country and effective immediately from the outset (i.e. upon the creation of such Games-related Properties) with respect to all territories outside the host country.
- Ensure that relevant documentation evidencing such assignments, are executed promptly upon the request of the IOC.

RPP 18 - Transfer of physical embodiments

- Provide to the IOC, all Games-related Properties in electronic and editable format and/ or other format(s) as may be requested by the IOC, so as to facilitate the actual use of such works by the IOC and by third parties authorised by the IOC. Such transfer must be carried out in conformity with IOC's guidelines within a reasonable period determined by the IOC and as necessary for the IOC's use.
- Ensure that, upon request of the IOC, all tangible embodiments of Games-related Properties are delivered and assigned, without reservation or encumbrance.
- Deliver and assign to the IOC all the moulds of the medals, (including Olympic winners' medals and commemorative medals), and torch designs, and all undistributed medals, diplomas and torches upon the conclusion of the Games. The OCOG shall also ensure that no reproductions or replicas of such medals, diplomas, torches or moulds are made or authorised or permitted without the IOC's prior approval.



Requirements related to Paralympic-related intellectual property rights

RPP 19 - IPC intellectual property rights

- Recognise that the IPC is the exclusive owner of the Paralympic Games and owns all rights and data relating thereto, in particular and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanisms whatsoever, whether now existing or developed in the future. The IPC determines the conditions of access to and the conditions of any use of data relating to the Paralympic Games and to the material featuring competitions and sports performances of the Paralympic Games.
- Recognise that the IPC is the exclusive owner of the Paralympic symbol, flag, motto, anthem, emblems, flame and torches which are collectively or individually referred to as 'IPC intellectual property'. All rights to any and all IPC intellectual property, as well as rights to the use thereof, belong exclusively to the IPC including, but not limited to, the use for any profit-making, commercial or advertising purposes. The IPC may license all or parts of its rights on terms and conditions set out by the IPC Governing Board.
- Recognise that the IPC and IOC have agreed, in a coordinated effort, on a joint registration of the wordmark "Paralympic" which serves as a protective measure to provide a stronger defence against the unauthorised use of the wordmark "Paralympic" by third parties. Details about the registration programme are available from the IOC and IPC.

RPP 20 - IPC trademarks and proprietary rights

- Design, in consultation with and with approval of the IPC, an emblem, mascot, trademarks, logos and other indicia relating to the Games which may incorporate the Paralympic property rights and any trademarks, logos or other indicia used or to be used by the IPC (OCOG proprietary rights).
- Include the word (Paralympic) in the OCOG's official constitutional name and title.
- Carry out trademark registration of the emblem of the Paralympic Games in the host country.
- Bear the costs related to the trademark registration, carried out by the IPC, of the emblem of the Paralympic Games in the USA and the European Union. For clarity, such trademark registrations shall not include the wordmark "city+year" and/ or the word "Paralympic."
- Ensure that all of the OCOG proprietary rights - including any broadcast footage produced by or on behalf of the OCOG and any other rights held by the OCOG for any reason whatsoever relating directly or indirectly to the Games and originating from the Paralympic properties - are officially transferred back to the IPC, with the exception of "city + year of the Games" (which is assigned to the IOC).
- Monitor the Paralympic properties (as defined above) in the host country and take steps to prohibit any use of such properties which would be contrary to the appropriate usage (as outlined in the Bye-laws IPC Intellectual Property Rights).
- Use the ensuing rights only in compliance with the instructions received from the IPC and where national or international law, trademark registration or another form of legal instrument grants legal protection to the OCOG for the Paralympic symbol or any other Paralympic property.



- Protect all licensed intellectual property and derivative works against misuse and infringement, as a result of a legally binding requirement that comes along with the grant of the right to use certain Paralympic marks and images for the express purpose of promoting and staging the Paralympic Games, under the terms of the HCC Principles, the JMPA and PMPA.



6.6. Ticketing

Introduction

The strategic planning and delivery of the OCOG Ticketing programme is fundamental to the success of the Games. It should strive to meet some key objectives including:

- support full stadiums;
- deliver an effective, service orientated ticketing programme; and
- provide a fair opportunity for Olympic fans to experience the Games through an equitable ticket allocation process and pricing structure.

For most spectators, ticketing is the first touch point that they will have with the OCOG. Hence, their impressions about the upcoming Games are formed very early on during the initial process. Their Olympic experience begins as early as one and a half years pre-Games, from the start of the ticketing purchase process through to Games-time operations for venue entry and seating. Ticketing is a key factor contributing to the overall satisfaction and experience of spectators at the Olympic Games. An effective enforcement programme to limit ticket fraud, counterfeiting and resale, is also important.

Finally, the sale of tickets is traditionally the third largest revenue stream for the OCOG and a core objective of the ticketing programme should be to optimise this revenue. Achieving this, while at the same time ensuring maximum spectator attendance, is challenging, and previous Olympic experience and understanding of the local market are key.

For the Paralympic Games, it is expected that most potential spectators have never been to and have never even seen any Paralympic sports and lack knowledge about its rules and participants. Therefore, the Paralympic ticketing programme has to develop a tailor-made messaging and promotional approach to address this challenge, while integrating Olympic and Paralympic operations as much as possible and use similar processes and systems where possible.

This Ticketing section is completed by the following Annex:

- TKT Annex 1 – Specifications on Client Ticket Portal.
- The Ticketing area is closely related and interlinked with many other areas covered by the HCC Operational Requirements. When planning and delivering the Games, it is important that the OCOG considers the Games as a whole, and it is strongly advised to pay specific attention to the requirements for all related areas highlighted in the cross-reference matrix at the beginning of this document.

More information on how to deliver the requirements contained in this section is included in the Olympic Games Guide on Ticketing.



Operational Requirements

In order to deliver the Ticketing requirements in line with the introduction above and in accordance with the HCC Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan:

Requirements related to strategic planning

TKT 01 - Ticketing plans

- Submit the following items to the IOC for review and approval:
 - the OCOG's ticketing strategic plan and ticketing operating plan;
 - the design and layout of all tickets, including the back-of-ticket terms and conditions;
 - all Olympic ticket prices and price zoning plans; and
 - the accreditation seating plan (number and locations).

TKT 02 - Paralympic ticketing plan

- Submit the following items to the International Paralympic Committee (IPC) for review and approval:
 - the OCOG's ticketing strategic plan and ticketing operating plan;
 - the design and layout of all tickets, including the back-of-ticket terms and conditions;
 - all Paralympic ticket prices and price zoning plans; and
 - the Paralympic revised accredited and accessible seating plan (number and locations).

TKT 03 - Full stadium strategy

- Define and employ a detailed full stadium strategy. The strategy shall be submitted to the IOC and be an integral part of the ticketing programme's strategy and ticketing operating plan.

TKT 04 - Compliance with laws

- Ensure that the ticketing programme, including ticket sales strategy and sales and distribution plans, comply with local and international laws. This is particularly important with regard to sales within Europe, where there are specific regulations within the European Union.

TKT 05 - Un-authorized ticket resale

- Ensure that all ticket clients manage and use their tickets according to the applicable ticket terms and conditions and any other regulations, as implemented by the OCOG and approved by the IOC.

TKT 06 - Enforcement plan

- Develop national and international ticket monitoring and enforcement plans for client groups and public ticketing programmes. These plans address solutions for controlling illicit sales and activities by unauthorised sources, as well as lack of adherence to rules by authorised sources. These plans shall also include coordination with relevant Host Country Authorities and relevant third parties to ensure that effective anti-scalping measures are in place in the year prior to the Olympic Games.



TKT 07 - Marketing contracts

- Ensure that requirements towards IOC's marketing partners/ RHBs are fulfilled according to the specifications of the contract binding the IOC to these entities, including ticket requests.

TKT 08 - IOC ticketing needs

- Ensure that the IOC is able to fulfil its ticketing needs. The cost of such tickets (i.e. face value, tax inclusive) shall be credited against the payment owed to the IOC in relation to OCOG's ticketing programme pursuant under the HCC Principles.

TKT 09 - Sales restriction to National Federations (NFs)

- The OCOG is forbidden to sell tickets to international territory NFs. NFs should purchase their tickets through their respective NOCs.

TKT 10 - NOC agreements

- Ensure that agreements describing the ticket ordering and sales process are concluded between the OCOG and the NOCs. Such agreements shall comply with all laws and regulations pertaining to the relevant NOC and the host country, and be approved by the IOC before their signature. The documents shall be in English and French.
- Ensure that a reasonable number of tickets are made available, free of charge, through the NOCs, particularly to accredited athletes to attend competitions in sports other than their own, to team officials and other team personnel, throughout the Games.

TKT 11 - Athletes' friends and family tickets

- Develop solutions to ensure that tickets are held aside for eventual sale to competing athletes so that the athletes' respective friends and families can attend the sessions where the athletes are competing at the Games.

TKT 12 - Ceremonies tickets for NOC delegations,

- Ensure that, for the Opening and Closing Ceremonies, there is reasonable space available in the main stadium, free of charge, for non-marching accredited athletes, team officials and other team personnel

TKT 13 - NPC standard contract

- Ensure that a NPC ticket sales agreement is drawn up between the OCOG and the NPC, to outline the ticket ordering and sales process, for the IPC's approval.

TKT 14 - Client integrity reporting

- Ensure that reporting is provided to the IOC about specialty client ticket management in terms of the relevant ticketing guidelines and policies. This includes items such as: overall client compliance with rules, policies, terms and conditions; proposed disciplinary actions for non-compliance; and tracking of client's successes and challenges.



TKT 15 - General public payment methods

- Ensure that the OCOG's ticketing programme complies with all requirements related to the IOC's marketing partner for payment services.

TKT 16 - Ticket data reporting

- Provide reports to the IOC, on an ad hoc basis and at Games-time, on ticket quantities, requests, allocations, sales, returns, usage and attendance of all clients for all Olympic tickets and the venue seating bowl inventory.

TKT 17 - Quota and market segment

- Submit all quotas and market segments to the IOC for review.

TKT 18 - Paralympic quota

- Present a proposal for a quota allocation, based on previous Paralympic Games practices or Olympic standards, to the IPC for approval.

TKT 19 - Allocations and seat assignments

- Submit to the IOC all ticket allocations and seat assignments by stakeholders at all events.

TKT 20 - Allocation for contractual clients at Paralympic Games

- Submit the proposed initial allocation, as well as the final allocation of Paralympic tickets, to the IPC for review and approval. The approval of this initial allocation shall occur before the ticket launch to the general public.

TKT 21 - General public access opportunities

- Ensure that the OCOG's ticketing programme supports the opportunity for the world's general public to have access to the Olympic Games. The OCOG shall provide effective solutions in order to achieve this result with the NOCs.

TKT 22 - Competition schedule

- Ensure that the session-by-session competition schedule is finalised in agreement with Sport, Ticketing and other relevant FAs before commencing the ticket sales phase with the stakeholders.

Requirements related to ticketing operations

TKT 23 - Paralympic ticket design and layout

- Submit the design and layout of all Paralympic tickets, including the back-of-ticket terms and conditions to the IPC for approval.

TKT 24 - Ticket printing and delivery

- Provide the planning, testing and implementation process for ticket printing and delivery, including the appointment of the relevant providers, to the IOC for approval.



TKT 25 - Ticket management systems provider

- Ensure that the ticket management systems used are those provided by the IOC appointed ticket management systems provider(s). Should the IOC not appoint any such provider, the OCOG's appointment of a ticket management systems provider is to be approved by the IOC.

TKT 26 - Pricing changes from Candidature File

- Submit any deviation from the Candidature File, especially on revenue levels and gross/ net sellable venue capacities to the IOC for review. This is particularly important with regard to ticket pricing and the portion of OCOG revenues to be raised from ticket sales.

TKT 27 - Ticket distribution principle

- Start from a position that all Olympic tickets distributed are paid for (at face value).

TKT 28 - Ticket prices and price zoning

- Submit all Olympic ticket prices and price zoning plans to the IOC for approval.

TKT 29 - Approval of accreditation seating plan

- Submit the accreditation seating plan (number and locations) to the IOC for approval.

TKT 30 - Paralympic accredited seating plan adjustments

- Present and explain to the IPC the plans and venue-by-venue capacities of accessible seating. The OCOG shall update all accredited seating plans and present a Paralympic-specific version to the IPC.

TKT 31 - Spectator venue access plan

- Ensure that spectators' access into Olympic venues is exclusively governed by the ticketing programme, as overseen by the IOC.

TKT 32 - Redistribution solutions

- Support full stadiums and maximise clients' ticket usage by making efficient redistribution solutions available to minimise unused tickets.



Requirements specifically related to the Paralympic Games

TKT 33 - Paralympic ticketing programme contractual arrangements

- Develop and sign contractual terms with each contractual client which would like to benefit from the preferential ticket sales process.

TKT 34 - IPC-OCOG Ticketing Agreement

- In order to ensure that tickets can be purchased worldwide in the most efficient way possible, the OCOG and the IPC (and, if applicable, the IPC ATR) shall. Enter into an agreement with the IPC (and, if applicable, the IPC Authorised Ticket Resellers (ATR)), whereby the rights to sell tickets will be granted to the IPC for many territories and which provides that the IPC (or its ATR) has the right to return at least 35 per cent of the entire ticket allocation before the final ticket allocation (approximately six months before the Games).



Annexes

The HCC Operational Requirements are completed by the following annexes.

The annexes with a (*) are stand-alone documents, which are provided separately.

Ceremonies

- CER Annex 1 - Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games [205](#)
- CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts (June 2015) *
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Medical Services

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Brand, Identity and Look of the Games

- BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners Workforce at the Olympic Games (February 2015) *

Ticketing

- TKT Annex 1 - Specifications on Client Ticket Portal (June 2015) *



CER Annex 1

Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games

I. Introduction

These specifications on intellectual property rights in relation to the Ceremonies and other events of the Olympic Games constitute an annex to the HCC Operational Requirements on Ceremonies. They are contractually binding upon the Host City, the Host NOC and the OCOG and aim to provide a general understanding of the IOC requirements with respect to intellectual property and other proprietary rights in relation to the ceremonies of the Games (which include, without limitation, the Opening Ceremony of the IOC Session upon the occasion of the Games, the National Olympic Committees' Team Welcome Ceremonies at the Olympic Village(s), the Opening and Closing Ceremonies of the Olympic Games and the Victory Ceremonies (collectively the "Ceremonies"). They may also apply to other Olympic events and activities, including sports presentations for all competition events included in the Programme of the Games and the Olympic Torch Relay, as directed by the IOC. Certain requirements related to clearances of music rights in the context of broadcasting are addressed in the "Host City Contract Operational Requirements – Media", including the relevant appendices thereto.

Please note that these specifications are updated from Games to Games and, as a result, their content may vary from the version contained in this CER Annex 1. Please contact the OCOG Legal Department to obtain the latest and updated version of such specifications. These specifications are not exhaustive and more detailed requirements may apply depending on specific circumstances of a particular Games edition, Ceremony or event. The IOC Department of Legal Affairs is available to discuss and assist for any issue arising during implementation of the present specifications.

II. General principles

In conformity with the Olympic Charter and the HCC, all intellectual property rights (including but not limited to copyright and trademark rights) and all other proprietary rights of every kind and nature in all graphic, visual, artistic and intellectual works or creations, developed by or on behalf of or for the use of the Host City's Candidature Committee, the Host City, the Host NOC or the OCOG with respect to the Games (the "Games-Related Properties") shall automatically, upon the creation thereof, vest in and remain in the full ownership of the IOC throughout the world and for the full term of such intellectual property (including all renewals, reversions and extensions thereof) and thereafter in perpetuity. Again, this requirement is to protect the integrity of the Olympic intellectual property and the image and reputation of the Games and the Host City. This requirement applies in particular to all musical works and performances specifically commissioned in connection with the Olympic Games.

As part of its intellectual property-related requirements, the OCOG must ensure in particular that:

- i. the procedure for designation of the IOC as owner of the copyright on any musical works specifically commissioned in connection with the Olympic Games occurs to the satisfaction of the IOC as per the IOC's contractual requirements;
- ii. appropriate contractual instruments or other documents are executed with all performers at the Ceremonies, the Olympic Torch Relay and other events organised by the OCOG; and that
- iii. the OCOG obtains all rights and clearances (including, without limitation, with respect to recorded music, live music, musical compositions, photos, audio-visual recordings and other content of Ceremonies or other Games-related events and make such payments, in connection



therewith, in each case as necessary for the public performance at the venues and their broadcast/ making available.

III. Image rights

All persons accredited at the Olympic Games (i.e. holders of an Olympic Identity and Accreditation Card, as defined in the HCC) are bound by the terms applicable to such accreditation (i.e. extract from Accreditation Card: “[.]By using this Card, I agree to be filmed, televised, photographed, identified and otherwise recorded during the Olympic Games under the conditions and for the purposes now or hereafter authorised by the IOC in relation to the promotion of the Olympic Games and the Olympic Movement.[.]”). Such terms must also apply to all persons involved (in any capacity) at all Olympic venues, including in particular all artists taking part in the Ceremonies. If, for any reason, artists have access to Olympic venues without being holders of an Accreditation Card, the OCOG is responsible ensuring that these persons undertake to be bound by similar requirements (e.g. by signing some other document and/ or contract to such effect).

IV. Commissioned works

The IOC must be designated as the owner of all intellectual property rights (including, without limitation, copyright and related rights) and other property rights in and to all works commissioned in connection with the Ceremonies (and other events when applicable). Where applicable, the OCOG must also ensure that all necessary consents or authorisations by the different contributors to the commissioned works (hereinafter the “Artists”), with regard to their image/ publicity rights, have been secured for the benefit of the IOC, all IOC Controlled Entities (i.e. any entity or company, existing or to be created, which is owned or directly or indirectly controlled by the IOC, such as, without limitation, the Olympic Foundation for Culture and Heritage, IOC Television and Marketing Services S.A. and Olympic Broadcast Services S.A.), and others members of the Olympic Movement.

The OCOG shall further ensure that all Artists and other persons (either physical or legal) involved in the creation of the commissioned works in connection with the Ceremonies have confirmed in writing that (i) the creation of such works and all results and proceeds thereof are specially commissioned by the IOC and shall be considered a “work made for hire”, and (ii) such persons have full power to, and will, without any restriction whatsoever, enter into a rights assignment(s), in the form and substance requested by the IOC, before they start working on any projects. Further agreement(s) with the Artists or their representatives shall be executed at any time upon request of the IOC as necessary to secure the full assignment of all copyright and other intellectual property right to the IOC.

V. Pre-existing works

For all pre-existing works used in the Ceremonies (and other events when applicable), the OCOG should at least obtain from the relevant rights owner, and provide the IOC with, an irrevocable, sub-licensable, royalty-free license, without any limitation of time or territory, to use, reproduce, translate, publicly perform, communicate to the public, distribute, broadcast, rebroadcast and make available whether live, near live, delayed or repeat, on all transmissions means then known or thereafter developed, including without limitation internet, VOD, etc., all pre-existing works, as well as their performance or interpretation (together with the image and likeness of all performers), within the framework of the Ceremonies (and other events when applicable), as well as for the purpose of promoting the Olympic Games, the IOC, any IOC Controlled Entity and the Olympic Movement in general and any similar purposes (such as commemorative books, films, programmes, volumes, videos, DVDs, audio albums or other media compilations).

VI. National anthems

The IOC has commissioned arrangements of the national anthems of most NOCs participating in the



Games (the “IOC Arrangements”) and has secured the necessary rights for allowing the OCOGs to us such IOC Arrangements in the context of the Olympic Games at no cost.

The OCOG will be responsible for the re-arrangement and re-recording of national anthems of participating countries for which no IOC Arrangement is available or which have demonstrated legitimate reasons preventing the use of the IOC Arrangement of their national anthem during the Games. In such cases, the OCOG will be responsible for securing the rights to the original compositions and for obtaining full assignment of the rights to their re-arrangement and re-recording (where such re-arrangement and re-recording is necessary), including the lyrics, in the name of the IOC so as to ensure that the IOC, any IOC Controlled Entity, as well as the IPC (and their respective successors, assigns, designees) will have the irrevocable right to exploit this new arrangement throughout the world, on all media and in perpetuity, including in the staging of the Olympic Games, Paralympic Games or Youth Olympic Games and of any other IOC- or IPC-sanctioned event or release and in all broadcasts, recordings (whether audio, audio-visual or visual), transmissions and depictions thereof. All agreements and contractual documentation related to the re-arrangements and re-recording of national anthems by the OCOG shall be submitted to the IOC for prior written approval.

VII. Other general requirements

For any event taking place at an Olympic venue other than Ceremonies (including, as the case may be, concerts performed before or after Victory Ceremonies), all rights should be cleared as defined in the present specifications. In particular, the OCOG must at least ensure: (i) that the right to broadcast and make available the relevant content is guaranteed to the IOC and its RHBs; and (ii) the right for the IOC and all IOC Controlled Entities to use, free-of-charge, the performances worldwide for the promotion of the Olympic Games and the Olympic Movement is guaranteed. In addition, Artists should undertake not to use their performance, work or creation in any way, in particular for the promotion of any third party or third party’s products or services, without the prior written approval of the IOC.

In any case, and for an unlimited period, no Artist is allowed to use, or authorise the use of, any Olympic Properties in connection with their name, performance, creation or work for promotional or commercial purposes, without the prior written approval of the IOC (additional confidentiality undertakings may be required from the Artist in the context of the secrecy surrounding the Ceremonies in general). Furthermore, all Artists should provide the usual guarantees applicable to works subject to intellectual property rights (e.g. the work is original and does not infringe any third parties’ rights, waiver of eventual collection societies, etc.) and should undertake not to cause or permit anything susceptible to bring the Olympic Movement into disrepute, or which is in contradiction with the Olympic Charter.

The OCOG must provide the IOC with a complete and detailed status of the clearance of rights with respect to each and every creation/ performance/ work used in or in connection with the Ceremonies, with sufficient anticipation prior to their use.

All templates of contractual/ legal documentation regarding the Artists in relation to the Ceremonies, must be submitted for the IOC’s approval, no later than eighteen (18) months prior to the Games and before any hiring is made. Any changes to the IOC-approved contract templates should be submitted to the IOC for prior written approval.



IOC Music Reporting Instructions – Notes

1. **Cue No.** – For the sake of clarity, please give a number to each of the music cues.
2. **Segments.** – Please identify to which segment/ part of the event programme the music cue corresponds.
3. **Music Cue Title.** – All Music Cues must be named. For specially commissioned score music, the terms "**Opening Music**" and "**Closing Music**" may be used where applicable.

For non-score pre-existing music, the full title of the music should be given. Always use the **Music Use Codes** stated below under 9.

4. **Writer(s)/ Arranger(s)** - Please **give** the full name(s) in the following format: **Given Name, Middle Name** (if applicable) **and Family Name**. The name should be followed by a bracketed indicator of the individual's role using the following codes:

Composer (C)

Author (A)

Composer/ Author (CA)

Arranger (AR) - **N.B. This is only required when the music is an arrangement of a non-copyright work.**

Should the work be **out of copyright and in the public domain**, document it as '**PD**'

CAE No. is a unique code indicating the identity of a composer, author or publisher. Please add this number where available.

5. **Publisher(s)** - Please give the full name(s) of the music publisher(s). Where the work is not published, indicate with the designation "**Unpublished**" in the column.
CAE No. - See Note 4 (above)

6. **Performer(s)** - Full details to be given.

7. **Record Company** – Please provide the name of the recording company.

8. **Music Origin Code** - These are codes used to indicate the source of the music, as follows:

P - Live performance

C - Commercial record/ CD/ Digital Format (e.g. MP3, Wav file, etc.)

X - Specially commissioned score



9. **Music Use Code** - These codes are used to identify featured and background usages. The **Use-Codes*** are:

MT:	Main Title
VI:	Visual Instrumental: when an Instrumentalist is on camera performing the song
VV:	Visual Vocal: when a vocalist is on camera singing the song
VD:	Visual Dance: when a dancer is on camera dancing the song
VS:	Visual Source: when you can see the source of the music cue (e.g. you can see the radio that the music is supposed to be coming from)
BV:	Background Vocal: when there is a visual or non-visual vocal source (e.g. a song playing at a club during a scene); when a song is performed and the lyrics are audible to the listening audience, even though there may be some dialogue in the foreground of the scene
BI:	Background Instrumental: the performance of a work (or works) used as dramatic underscore to a scene where the music is not the focus of audience attention yet nonetheless is used to set the mood of the scene
OT:	Open Title: Start/ opener title theme
ET:	End Title: End/ closer title theme

10. **Music Cue Duration** - This should be the **exact length of the music cue** expressed in minutes and seconds. Half-seconds should be rounded up to the nearest whole second.
11. **Year** – Please provide the year when the recording was produced (if available).
12. **Notes** – Provide any additional/ relevant information (i.e. contract's status, limitations of use, etc.).

* * * * *



CER Annex 3

Specifications on protocol elements for ceremonies

Introduction

These specifications are contractually binding upon the Host City, the Host NOC and the OCOG and aim to provide a general understanding of the IOC requirements with respect to the protocol elements in relation to the Ceremonies of the Olympic Games, which include Opening, Closing, Victory Ceremonies and Team Welcome Ceremony (the “Ceremonies”).

Please note that these specifications have been compiled in this document following the revisions implemented post-Sochi 2014 Olympic Winter Games.

Please contact the OCOG Ceremonies team to obtain the latest and updated version of such specifications. These specifications are not exhaustive and more detailed requirements may apply depending on specific circumstances of a particular Olympic Games edition. The IOC Ceremonies team is available to discuss and assist for any issue arising during the implementation of the present specifications.

Protocol elements for Opening Ceremony

This section specifies the required protocol elements related to the Opening Ceremony. Additional elements related to protocol at the Opening Ceremonies can be found in the IOC Protocol Guide and the Olympic Games Guide on Ceremonies.

Language requirements for Opening Ceremony

The OCOG must present all matters of protocol in three languages, except when the host country’s language is French or English. In such an instance, only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English, and third in the host country’s language (if it is other than English or French). If the host country’s language is French it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic Protocol requirements, order and elements

To promote Olympic values, there are required elements of protocol in an Olympic Games Opening Ceremony, as referenced in the Olympic Charter, in the Olympic Games Guide on Ceremonies and in the IOC Protocol Guide.

While artistic segments may be interspersed between these protocols elements, they must be placed in the following order:

Order	Action
1	<p><u>Head of State and IOC President’s Entry:</u></p> <p>The Head of State of the host country is received at the entrance of the stadium by the IOC President. The IOC President then meets the Head of State in the official stand. The IOC President, together with the Head of State, then enter the Presidential Box under the official announcement. It is customary for this to occur at the beginning of the Opening Ceremony.</p>



Order	Action
2	<p><u>Playing the National Anthem:</u></p> <p>After the introduction of the Head of State, the national anthem of the host country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a reverent raising of the national flag, close attention should be given to the staging.</p>
3	<p><u>Parade of Athletes:</u></p> <p>The Parade of Athletes is the next required element of protocol and Olympic tradition. At the Games of the Olympiad, the athletes enter the stadium after the artistic programme and remain in the centre of the field. At the Olympic Winter Games, the athletes' march takes place at the beginning of the Ceremony, and the athletes take seats reserved for them in the audience. The OCOG shall give particular attention to ensure that the athletes can follow the Ceremonies and feel the atmosphere (using video screens, live entertainment, etc.) when waiting back of house for their entrance into the stadium.</p> <p>Each delegation, dressed in its formal official uniform (in accordance with the Olympic Charter), must be announced in three languages (French, English and the host country's language – in this order), then must be preceded by a name-board bearing its name (in three languages - French, English and the host country's language) and must be accompanied by its flag, to be carried by a member of the delegation. The flags of the participating delegations, as well as the name-boards, shall be provided by the OCOG and shall all be of equal size. The name-board-bearers shall be designated by the OCOG. The flag-bearers shall be designated by the NOC. Those involved in the preparation of the Parade should ensure that the list of names remains confidential until the Ceremony. The flag-bearers place their flags in a semi-circle adjacent to or behind the rostrum and thereafter join their national teams.</p> <p>The delegations parade in alphabetical order according to the language of the host country, except for Greece, which leads the parade, and for the host country, which enters the stadium last. The order must be approved by the IOC NOC Relations team. Only those athletes participating in the Olympic Games with the right to accommodation in the Olympic Village may take part in the parade, led by the NOC flag-bearer, the athletes and followed by a maximum of six officials per delegation.</p> <p>It is customary for the delegation to pass the Presidential Box upon entering the stadium, and then proceed 360 degrees in view of the live audience around the entire field to its seat or position on the field. At the Olympic Winter Games, each delegation, after completing its march, proceeds to the seats that have been reserved for it in order to watch the Ceremony, with the exception of its flag-bearer, who remains on the field. At the Games of the Olympiad, the athletes march to a designated position in the field.</p>
3 (cont.)	<p>No participant in the parade is permitted to carry flags, banners, banderols, cameras or hand-held video recorders or other visible accessories or objects which are not part of his/ her uniform. Any change to this policy must have the prior approval of the IOC. An information note will be distributed by the IOC prior to each Ceremony.</p> <p>With the exception of the marching order, all delegations, including the host country's delegation, shall be treated equally. Their flags, name-boards, entry music, announcements and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.</p>
4	<p><u>Dove Release:</u></p> <p>A symbolic release of doves acknowledges the peaceful intent of the Games. This release may be fashioned creatively but should clearly acknowledge its origins in Olympic tradition. Live animals should not be used. The symbolic release of doves may take place at any time after the entry of the athletes but before the lighting of the Olympic cauldron.</p>



Order	Action
5	<p><u>OCOG President's Speech:</u></p> <p>After the athletes have all entered, the IOC President, accompanied by the OCOG President, proceeds to the rostrum positioned on the field in front of the Official Stand. The OCOG President gives a speech, which is a maximum of three minutes in duration, then adds these words: "I have the honour of inviting ... (Name), President of the International Olympic Committee, to speak."</p>
6	<p><u>IOC President's Speech:</u></p> <p>The IOC President then gives a speech in which he refers to Pierre de Coubertin and further declares: "I have the honour of inviting ... (the Head of State) to proclaim open the Games of the (number) Olympiad of the modern era (or the ..(number) Olympic Winter Games)."</p>
7	<p><u>Opening of the Games:</u></p> <p>Without any further comments or speeches, the Head of State then proclaims the Games open by saying: "I declare open the Games of ... (name of City) celebrating the ... Olympiad of the modern era (or the ... Olympic Winter Games)." I.e. for Vancouver: "I declare open the Games of Vancouver celebrating the XXI Olympic Winter Games."</p>
8 & 9	<p><u>Raising the Olympic Flag and Playing the Olympic Anthem:</u></p> <p>After the Head of State opens the Games, the Olympic flag, unfurled horizontally, is brought into the stadium accompanied by dignified music of national origin. It is customary for the Olympic flag to be carried 360 degrees in view of the live audience around the stadium field's perimeter. The flag should pass the Official Stand upon entry, and then proceed around the stadium. By custom, the flag is carried by eight to ten people. When the flag reaches the base of the flagpole, the Olympic anthem is performed as it rises to the top of the pole. The Olympic flag is of larger dimension than any other flag (as a guide: 4.1 x 2.7 metres). The Olympic flag must fly for the entire duration of the Games on the most prominent flagpole placed on the most prominent position in the Olympic Stadium, until the end of the Closing Ceremony.</p>
10	<p><u>Athletes' Oath:</u></p> <p>After the Olympic flag has been raised, a competitor of the host country mounts the rostrum. Holding a corner of an Olympic flag in his left hand, and raising his right hand, he recites the following solemn oath: "In the name of all the competitors I promise that we shall take part in these Olympic Games, respecting and abiding by the rules which govern them, committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams."</p> <p>(French) "Au nom de tous les concurrents, je promets que nous prendrons part à ces Jeux Olympiques en respectant et suivant les règles qui les régissent, en nous engageant pour un sport sans dopage et sans drogues, dans un esprit de sportivité, pour la gloire du sport et l'honneur de nos équipes."</p> <p>The creative team should look at the possibility of involving all athletes in this unique moment.</p>



Order	Action
11	<p><u>Officials' Oath:</u></p> <p>Immediately after the athletes' oath, a judge from the host country mounts the rostrum and, in the same manner, recites the following oath:</p> <p>"In the name of all the judges and officials, I promise that we shall officiate in these Olympic Games with complete impartiality, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship."</p> <p>(French) "Au nom de tous les juges et officiels, je promets que nous remplirons nos fonctions pendant ces Jeux Olympiques en toute impartialité, en respectant et suivant les règles qui les régissent, dans un esprit de sportivité."</p> <p>The creative team should look at the possibility of involving all officials in this unique moment.</p>
12	<p><u>Coaches' Oath:</u></p> <p>Immediately after the officials' oath, a coach from the host country mounts the rostrum and, in the same manner, recites the following oath:</p> <p>"In the name of all Coaches and other members of the athlete's entourage, I promise that we shall commit ourselves to ensuring that the spirit of sportsmanship and fair play is fully adhered to and upheld in accordance with the fundamental principles of Olympism."</p> <p>(French) « Au nom de tous les entraîneurs et des autres membres de l'entourage des athlètes, je promets de faire respecter et de défendre pleinement l'esprit de sportivité et le fair-play selon les principes fondamentaux de l'Olympisme. »</p> <p>The creative team should look at the possibility of involving all coaches in this unique moment.</p>
13	<p><u>Lighting of the Olympic Flame:</u></p> <p>The last requirement of Olympic protocol is the lighting of the Olympic cauldron. The Olympic cauldron should be located at the Olympic stadium of the host city. This is the location where the Olympic flame will be lit during the Opening Ceremony and extinguished during the Closing Ceremony.</p> <p>The Olympic torch, carried from Olympia, Greece, is brought into the stadium by runners relaying it to each other. The flame should pass the Official Stand upon its entry into the stadium, and then be relayed all the way around the perimeter of the field in view of the spectators. The last runner is customarily an Olympic athlete and should be the one who lights the cauldron.</p> <p>The cauldron, which should be lit by a human action and not by a mechanical process, should be positioned so that all the spectators in the Olympic stadium can see it and, because of the high expectations of the public, wherever possible in a prominent location visible to the public outside the stadium during the period of the Games.</p> <p>As the cauldron is the key element of the Opening and Closing Ceremonies of the Olympic Games, it must be free of any references or commercial association, thus respecting the Olympic Charter (Rule 50).</p> <p>The flame must not be extinguished until the closing of the Olympic Games.</p>



Protocol elements description for Closing Ceremony

This section specifies the required protocol elements related to the Closing Ceremony. Additional elements related to protocol at the Closing Ceremonies can be found in the IOC Protocol Guide and the Olympic Games Guide on Ceremonies.

Language requirements for Closing Ceremony

The OCOG must present all matters of protocol in three languages, except when the host country's language is French or English. In such an instance, only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English, and third in the host country's language (if it is other than English or French). If the host country's language is French it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic Protocol requirements, order and elements

To promote Olympic values, there are required elements of protocol in a Closing Ceremony, as referenced in the Olympic Charter, in the Olympic Games Guide on Ceremonies and in the IOC Protocol Guide.

While artistic segments may be interspersed between these protocols elements, they must be placed in the following order:

Order	Action
1	<p><u>Head of State and IOC President's Entry:</u></p> <p>The Head of State of the host country or her/ his designee is introduced and acknowledged together with the IOC President and the OCOG President from his/ her box in the Official Stand. The IOC President, together with the Head of State, then enters the Presidential Box, which is officially announced. It is customary that this occurs at the beginning of the Closing Ceremony.</p>
2	<p><u>Playing of the National Anthem:</u></p> <p>After the introduction of the Head of State, the national anthem of the host country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a reverent raising of its national flag.</p>
3	<p><u>Entry of Nations' Flags:</u></p> <p>The entry of the nations' flags is the next element of the Closing Ceremony. Preceding the Parade of Athletes, all of the nations' flags enter the Olympic stadium. Led by Greece, these flags enter in alphabetical order according to the language of the host country. The host country's flag enters last. An athlete representative of that country carries each flag alongside a name-board-bearer. The name-boards shall be provided by the OCOG and shall all be of equal size with the country name displayed in three languages: French, English and the host country's language. The name-board-bearers shall be designated by the OCOG. The flag-bearers place their flags in a semi-circle adjacent to or behind the rostrum and join the other athletes.</p>



Order	Action
4	<p><u>Parade of Athletes:</u></p> <p>Immediately after the entry of the nations' flags, the Parade of Athletes is the next required element of protocol and Olympic tradition. In the Closing Ceremony, the athletes enter the stadium "en masse" without any groupings whatsoever (in accordance with the Olympic Charter). At the Games of the Olympiad, the athletes enter the stadium after the artistic programme and remain in the centre of the field. At the Olympic Winter Games, the athletes' march is at the beginning of the Ceremony, and the athletes take seats reserved for them in the audience.</p> <p>No participant in the parade is permitted to carry flags, banners, banderols, cameras or hand-held video recorders or other visible accessories or objects, which are not part of his or her uniform. Any change to this policy must have the prior approval of the IOC. An information note will be distributed by the IOC prior to each Ceremony.</p> <p>All delegations, including the host country's delegation, shall be treated equally. Their flags, name-boards, entry music, announcements and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.</p>
5	<p><u>Victory Ceremony:</u></p> <p>Immediately after the Parade of Athletes, a Victory Ceremony is the next required element of protocol. The IOC will define which competition will have its Victory Ceremony taking place at the Closing Ceremony. The Ceremony must be set up in accordance with the IOC requirements for the Victory Ceremonies Staging and Announcement Scripts (see CER Annex 2 Specifications on Victory Ceremonies staging and announcement scripts for details). The IOC President will present the medals on this occasion.</p>
6	<p><u>Introduction of the IOC Athletes' Commission's newly elected members and recognition of the Volunteers:</u></p> <p>Immediately after the Victory Ceremony, the next required element of protocol is the introduction of the IOC Athletes' Commission newly elected members and the recognition of the volunteers. This moment is set up on the central stage. A limited number of volunteers representing all volunteers of the Games proceed to the stage. Then, the Athletes' Commission newly elected members, introduced by an announcement and on the video boards, proceed to the stage where they present flower bouquets to the volunteers on behalf of all the athletes participating in the Games to thank and recognise all the volunteers for their contribution.</p>
7	<p><u>Playing of the Greek National Anthem:</u></p> <p>To the sounds of the Greek national anthem, the Greek flag is hoisted on the pole that stands to the left of the Olympic flag's central pole.</p>
8	<p><u>Lowering the Olympic flag:</u></p> <p>While the Olympic anthem is being played, the Olympic flag is slowly lowered from the flagpole and carefully folded in a dignified manner at the base of the pole. The attention of the audience is shifted to the Flag Handover Ceremony entrance at the end of the Olympic anthem.</p>
9	<p><u>Flag Handover Ceremony:</u></p> <p>The mayors of the host city and next host city join the IOC President on the rostrum for the flag handover ceremony. From the field access to the rostrum, the mayors will take the same path as the IOC President. The mayor of the host city returns the Olympic flag to the IOC President who then passes and entrusts it to the mayor of the host city of the following Olympic Games. This flag must be displayed in the latter city's main municipal building until the Closing Ceremony of the next host city's Olympic Games. The flag of the host country of the next Olympic Games is hoisted on the pole to the right of the Olympic flag to the strains of its national anthem.</p>



Order	Action
10	<p><u>Next Host City Artistic Segment:</u></p> <p>Immediately after the flag handover ceremony, the next host city presents a brief artistic segment introducing their Games. The artistic segment should focus on extending an invitation to the youth of the world to congregate in the host city of the next edition of the Games, supported by a simple thematic or visual statement. Close cooperation and collaboration between the incumbent and future OCOG in presenting the next host city's artistic segment is necessary. Requirements for and information on this segment are available under Signature events, chapter 2.2 from the Olympic Games Guide on Ceremonies.</p>
11	<p><u>OCOG President's Speech:</u></p> <p>The President of the OCOG gives a speech of no more than three minutes wherein he/ she thanks the athletes and volunteers and concludes with these words: "I have the honour of inviting ... (Name), President of the International Olympic Committee, to speak."</p>
12	<p><u>IOC President's Speech:</u></p> <p>Immediately after the address by the President of the OCOG, the IOC President gives the closing speech of the Olympic Games, which he ends with these words: "I declare the Games of the (number)... Olympiad (or the ... (number) Olympic Winter Games) closed and, in accordance with tradition, I call upon the youth of the world to assemble four years from now at ... (if the city has not yet been chosen, the name of the city is replaced by the words: "the place to be chosen"), to celebrate with us the Games of the ... (number) Olympiad (or the ... (number) Olympic Winter Games)."</p>
13	<p><u>Extinguishing the Olympic Flame:</u></p> <p>At the conclusion of the protocol element of the Closing Ceremony, a solemn fanfare or music is played as the Olympic flame is extinguished. The exact moment of extinguishing the Olympic flame should be highlighted.</p>

Protocol elements description for Victory Ceremonies (including "Medals Plaza")

This section specifies the required protocol elements related to the Victory Ceremonies (including "Medals Plaza"). Additional elements related to protocol at the Victory Ceremonies can be found in the IOC Protocol Guide and the Olympic Games Guide on Ceremonies.

Language requirements for Victory Ceremonies (including "Medals Plaza")

The OCOG must present all matters of protocol in three languages, except when the host country's language is French or English. In such an instance, only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English and third in the host country's language (if it is other than English or French). If the host country's language is French it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic Protocol – Medal and Flower Presenters

In preparation for the Victory Ceremonies, the IOC determines the list of IOC members who will present the Olympic medals. This list is subject to change prior to the Victory Ceremony and any variation is at the exclusive discretion of the IOC. The Victory Ceremonies is a traditional and dignified celebration, reserved for the Olympic Games.



Olympic Protocol requirements / Olympic Protocol order and elements

The IOC provides the scripts for announcements made during all Victory Ceremonies (individual and team). For further details, refer to CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts. All announcements for the Victory Ceremonies are prescriptive and are not to be altered without the approval of the IOC.

The OCOG must ensure that the Victory Ceremonies are dignified and respectful of Olympic Protocol and traditions. No one other than a victorious athlete should ever be awarded with an Olympic medal or step onto an Olympic podium. There are required elements of protocol in an Olympic Victory Ceremony, as referenced in the Olympic Charter and in the IOC Protocol Guide.

These protocol moments must take place in the specified order during the Ceremony:

Order	Action
1	<p><u>Entrance of the Medallists and Presenters:</u></p> <p>Athlete escorts lead the medallists to the back of the podium where they stand with the gold medallist positioned between the silver and bronze medallist. (The silver medallist always stands on the right side of the gold medallist.)</p> <p>The presenter escorts lead the IOC (for medals) and IF (for flowers) presenters to their positions.</p> <p>Traybearers carrying the medals and flowers enter and take their positions.</p> <p>Ceremonial music is played to underscore the entrance of the medallists and presenters.</p> <p>Note: All music played during the Victory Ceremonies is subject to the requirements detailed in the "Copyright and Intellectual Property Rights" section and is subject to the approval of the IOC at least three months before the Games.</p>
2	<p><u>Introduction of the Presenters:</u></p> <p>The medal and flower presenters are announced, as specified by the IOC. Their names and titles are also shown on the LED screens.</p>
3	<p><u>Introduction of the Medallists:</u></p> <p>Medallists are announced, as specified by the IOC, and their names and country also appear on the LED screen in the order of bronze, silver and gold medallist. The names of the medallists are only spoken after the language announcement in order to delay the applause until the end of the entire announcement.</p>
4	<p><u>Medal and Flower Presentations:</u></p> <p>Upon hearing their name in the language of the host country the medallist(s) should step onto the podium to receive their medal(s). The medal presenter will present the medal(s). Then, the flower presenter will present the bouquets. For the specific order of announcements, please refer to CER Annex 2 - Specifications on Victory Ceremony staging and announcement scripts.</p>



Order	Action
5	<p><u>Raising of the National Flags and Playing of the Gold Medallist Anthem:</u></p> <p>The anthem of the Olympic champion is announced. The medallists remain on the podium as the anthem is played and three equal-sized flags are raised.</p> <p>The flagpoles should be positioned so that the medallists are able to face them when the anthem is played without turning their backs to the presenters or the Olympic Family Tribune. The flag for the Olympic champion is raised higher than those for the silver and bronze medallists, which are raised at the same level. The flag of the silver medallist is raised to the left of the gold medallist's flag while the flag for the bronze medallist is raised at the right.</p> <p>In the event that the venue does not allow for the installation of flagpoles (i.e., indoor venues), the flags will be raised on a trapeze rigged from the ceiling of the venue. Careful consideration must be given to the positioning of the trapeze so that the medallists are facing the flags as they are raised and that the flags are in their direct view. All other protocol regarding the placement of the flags mentioned above remains the same. When considering the location of the flagpoles/trapeze, attention should also be given to the backdrop offered to the spectators, broadcasting and still photography.</p> <p>It is highly recommended that people responsible for raising the flags have been properly trained to ensure a smooth and level hoist up the flagpole. A protocol expert should coordinate with the NOC Services team to verify that the flags and national anthems of each NOC are correct.</p> <p>For Olympic Winter Games: at competition events where only flowers are presented and the medals will be awarded later at an Olympic Medals Plaza, no national flags are raised and no anthems are played. These two acts of protocol happen only when a medal is awarded.</p>
6	<p><u>Conclusion of the Victory Ceremony:</u></p> <p>An announcement is made to present the Olympic medallists and provide a cue to the audience for final applause.</p> <p>The Gold medallist customarily invites the other medallists to the top level of the podium for a victory photo opportunity.</p> <p>At the end of the Victory Ceremony, the presenter-escorts lead the presenters to their off-stage exit. The athlete-escorts invite the medallists to step off the podium and typically lead them in a procession allowing the opportunity to wave to the audience and to pause in front of still photographer positions.</p> <p>The medallists will then be escorted to the Mixed Zone where they will be interviewed by accredited press.</p>

Protocol elements description for Team Welcome Ceremonies

Each Olympic team is welcomed to the Olympic Village by the Village Mayor with a flag-raising ceremony, the date of which should be agreed with the Chef de Mission of the respective country during the Delegation Registration Meeting, but which must occur before the Opening Ceremony of the Olympic Games. Many Ceremonies may be held each day.

Each NOC should have a number of team members parade at the ceremony. Up to four countries may be welcomed in one ceremony. NOCs may invite a limited number of officials, diplomats, national representatives and their national media to this ceremony.



Language requirements for Team Welcome Ceremony

The Team Welcome Ceremonies must be delivered in French and English.

Playing of the anthem for Team Welcome Ceremony

The national anthem of the country is played (abbreviated, in a recorded version of no more than 90 seconds, no live performance by orchestra and/ or singers) as the nation's flag is hoisted.



BRS Annex 1

Operational specifications for Broadcasting services and facilities

In order to deliver Broadcasting services in line with the Host City Contract Operational Requirements and in accordance with the Host City Contract - Principles, the following shall be implemented by the Organising Committee for the Olympic Games (OCOG) within the milestones and other timelines set out in the Games Delivery Plan:

Planning phase

01. Broadcast master plan timelines and milestones

- Ensure strict adherence and timely progress to the broadcast master plan timelines (see BRS Annex 2 - Broadcast Master Plan - Timelines). These timelines and milestones are also extracted from the Games Delivery Plan and will be reflected in the Olympic Broadcast Services (OBS) / OCOG Agreement. Also ensure integration with OCOG-OBS Games-time timelines.

02. Venue planning process

- Manage the venue planning process through the Broadcast Functional Area (FA), including procedures, meetings, workshops and surveys related to broadcasting, in full consultation and coordination with OBS.
- Make all original source Computer Aid Design (CAD) files for the International Broadcast Centre (IBC) and venues (in English) available to OBS. These CAD files shall detail the various infrastructure requirements of OBS and Rights-Holding Broadcasters' (RHBs') for the Games' broadcast.
- Design all broadcast-related facilities and venue overlays based on information, specifications and guidance provided by OBS. These designs, both interim and final, shall be approved and signed off by OBS prior to implementation.
- Provide information on the health and safety regulations regarding the construction and interior layout of the IBC, broadcast compounds, announce positions, camera platforms, warehouse and catering facilities. The OCOG shall be responsible for providing this information to OBS and the RHBs in the planning phase to guarantee appropriate preparation (e.g. necessary partitions, mandatory dedicated toilets). The health and safety regime should be consistent across all venues.

03. Operation planning of venues

- Implement a consistent approach to operational venue planning including policies and procedures, provided in a timely manner, in conjunction with various OCOG FAs.
- Manage all broadcast-related venue operation processes, procedures and meetings in full consultation with OBS and submit any related decisions to OBS for prior approval.

04. Development of the competition schedule with OBS

- Coordinate the details and development of the competition schedule with OBS and relevant FAs.



05. Venue access for OBS and RHB

- Establish a standard procedure to provide OBS and RHB personnel and vehicles with access to venues during the planning phase.

06. Broadcaster meetings / briefings

- Participate in briefings/meetings with RHBs in which the OCOG and OBS update their plans for the Games and provide relevant information as required by OBS.

07. Delivery of technology information/services

- Ensure that the delivery of results; data and timing; commentary information system (CIS); remote CIS; real time data system (RTDS); Olympic data feed (ODF); graphical virtual enhancement elements; and any other technology information/services, are subject to OBS specifications. Results, data and timing processes shall be integrated with OBS, to ensure reliability of the television graphics interface.

08. Insurance policies

- Procure the insurance as specified in FIN Annex 1 - OCOG Insurance Specifications.

**Operations phase facilities and services - International Broadcast Centre (IBC)/
Mountain Broadcast Centre (MBC)**

09. Building / venue capabilities

- Provide an existing exhibition centre-type facility, new construction or large building shell (e.g. warehouse) that can be easily retrofitted, in a convenient location close to the competition venues and with proper access to public services (transportation, accommodation, restaurants, etc.). A minimum of 10m of circulation space should surround the building.
- Submit any proposal for such buildings (either to be constructed or existing) to OBS for prior approval and ensure that the building complies with OBS's IBC and, for Olympic Winter Games, with the Mountain Broadcast Centre (MBC) building specifications, including those for the surrounding area.

10. IBC / MBC requirements

- Ensure and provide:
 - general air conditioning/heating for broadcast operations use;
 - access to domestic/technical power;
 - existing floor space - levelled off and graded (concrete and carpet);
 - cleaning/janitor services;
 - waste containers and removal of waste;
 - 24/7 user pay food and beverage services for media.
 - clear ceiling height from the floor to the lowest of any services to be a minimum of 9 metres. Services include: heating, ventilation and air conditioning (HVAC) ducts, cable trays and other protruding structural elements;
 - summer – gross area of approximately 75,000m², with a net space of at least 55,000m², fully clean and conveniently shaped for the internal fit-out of broadcast facilities;
 - winter – gross area of approximately 43,000m², with a net space of at least 35,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities;



- for Olympic Winter Games, MBC/secondary broadcast centre – gross area of approximately 9,000m², with a minimum net space of at least 5,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities;
 - gross area to include the internal fit-out of broadcast facilities for both OBS and the RHBs, as well as the necessary common areas for people circulation, welfare etc; and
- Further details on these requirements are provided in the specifications that follow.

11. Possession, handover and services

- Take full possession of the facility and hand it over to OBS, allowing sufficient time for fit-out and overlay. The timing of this handover will depend on the type of facility but should be a minimum of 12 months before the Games of the Olympiad and no less than nine months before the Olympic Winter Games.
- Ensure that the MBC is made available no less than three months before the Olympic Winter Games. Any later dates shall be approved in writing by the IOC. The facility should also be the IBC and MBC for the Paralympic Games unless otherwise agreed with the IOC and IPC.
- Ensure that the following minimum periods are allowed for move-out and retrofitting, from the date of the Closing Ceremony of the Paralympic Games:
 - a minimum period of two-and-a-half months for the Games of the Olympiad; and
 - a minimum period of one-and-a-half months for the Olympic Winter Games.
- Ensure that the building is returned in its pre-Games state following demolition of IBC and MBC, after RHBs have removed own equipment and facilities where necessary;

12. OCOG facilities and services

- Provide space that is dedicated to OCOG-provided facilities and services within the IBC and MBC, including common services and other areas such as telecommunications and power rooms. The OCOG shall define these areas and provide clear specifications to ensure that OBS can properly plan the entire facility.
- Provide OBS with all architectural and installation drawings of the building, for final approval of the space planning within the building.

13. Compound/satellite farm

- Provide space immediately adjacent to the main IBC and MBC buildings for compound operations/satellite farm, with unobstructed access to the satellite horizon and ensure the delivery of the following:
 - technical and domestic power supply, backup (twin packs and UPS) and distribution;
 - cable paths from compound/satellite farm to the interior of IBC and MBC with geographical diversity and secure above-ground cable path implementations (e.g. cable bridges and cable trays);
 - similar specifications to the broadcast compound including double fencing, toilets and lighting for night-time operation; and
 - cabins and temporary facilities similar to the broadcast compound:
 - o summer – 6,000m² minimum;
 - o winter – 4,000m² minimum; and
 - o MBC (for Olympic Winter Games only) – 1000m² minimum.



14. Loading dock

- Provide space within or adjacent to the building to provide the necessary truck staging areas, as well as loading docks for deliveries (pre-Games) and services (pre-Games/Games-time/tear down).
- Guarantee OBS control over specific docks during pre-Games/Games-time/tear down in order to ensure expedited installations/de-installations.

15. OBS motorpool

- Provide parking facilities within or adjacent to the IBC/MBC structure, with nearby office spaces (cabins if proper offices are not available).
- OBS motorpool specifications for the Games of the Olympiad:
 - total size: From 1500m² to 2000m²;
 - bus parking stalls: 3;
 - car parking stalls: 75/90;
 - front desk cabin: 20m²;
 - drivers cabin: 120m²;
 - dispatcher cabin: 80m²;
 - toilets cabin: min 24m² or according to host city regulation (separate men and women); and
 - fencing and lighting for night time operations.
- OBS Motorpool specifications for the Olympic Winter Games:
 - total size: From 1000m² to 1500m²;
 - bus parking stalls: 2;
 - bar parking stalls: 60/80;
 - front desk cabin: 20m²;
 - drivers cabin: 80m²;
 - dispatcher cabin: 60m²;
 - toilets cabin: min 24m² or according to host city regulation (separate men and women); and
 - fencing and lighting for night time operations

16. Logistics services

- Provide complete logistics services to OBS and RHBs during the construction, load-in, Games-time and load-out periods. These logistics services shall include management, personnel, material handling equipment (MHE)/service vehicles (forklifts, small delivery vehicles, pallet jacks, scissor lifts, golf buggies etc.) and cartage.
- Ensure that on-site space (over and above the net space requirements for fit-out purposes) is available to store equipment boxes, crates, etc., located in an unfinished/secure area of the building, with adequate access for loading and unloading. This space shall be equipped with the necessary power and lighting.

17. Parking facilities and drop off areas

- Provide sufficient parking facilities for the exclusive use of OBS and RHBs (P5 parking code as specified in ACR Annex 1 - Accreditation at the Olympic Games – Detailed specifications) within or adjacent to the IBC and MBC structure (no more than 250m from the entrance). The specific minimum number of spaces shall be:



- summer – 800 spaces;
 - winter – 600 spaces; and
 - MBC (for Olympic Winter Games only)– 150 spaces.
- Provide an Electronic News Gathering (ENG) drop-off area, conveniently located near the IBC main entry (no more than 50m from the entrance), allowing easy access for equipment and personnel.
 - Agree the dates of first availability and final capacity of the parking areas and ENG drop off points with OBS.

18. IBC/MBC security and access control

- Ensure and provide:
 - 24-hour site security (including compound/satellite farm, Guest Pass Office(s), parking and any other areas considered part of the IBC).
 - Fencing/perimeter control, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cable as a means of a cable path.
 - Monitoring of all access points.
 - Access control, along with necessary equipment and access control devices, to all IBC and MBC (for Olympic Winter Games only) entry points and any other areas considered part of the IBC and MBC.
 - Asset protection.
 - Internal roaming/control points.
- Security services/access control shall be available from the day of handover to OBS, prior to the beginning of the OBS fit-out works, until after fit-out dismantling and the return of the building by OBS.
- Additional security requirements from RHBs for their individual space at the IBC and MBC shall be coordinated by OBS; they will be at the sole expense of RHBs.
- Additional access control requirement for their individual IBC and MBC space shall be coordinated separately from OBS; they will be at the sole expense of RHBs

19. Cleaning operations

- Ensure and provide:
 - Deep cleaning before delivery of each area and after delivery daily cleaning, trash collection and vacuuming in common areas (lobby, stairs, corridors, lifts, etc.) and private areas (OBS and RHB spaces).
 - All necessary waste and recycling containers (including food waste) and waste bins in all broadcast areas.
 - Daily removal of all waste (packaging waste, plastic banding, wooden pallets, cables, etc.) from OBS and RHB installation throughout all phases to tear down.
 - Regular cleaning of all toilets and all broadcast areas outside the building (satellite farm, motor pool, TV Tower/Studios, Guest Pass office, temporary toilets, staging area, etc.).
 - For Olympic Winter Games, the OCOG shall provide snow removal services on vehicle and pedestrian areas and accesses, including cabin roofs and temporary buildings located outside the IBC.



20. HVAC

- Provide a HVAC system that ensures a comfortable working environment throughout the building, from the construction/fit out phase through to tear-down. The HVAC system shall include water chillers, air handling units, exhaust fans, sound attenuators, fire dampers, grilles and registers in finished spaces, horizontal high-level ductwork covering all the RHB and OBS areas, piping and control and monitoring systems.
- Ensure redundancy of N+1 in air handling units (AHUs), chillers and pumps.
- Ensure that there is humidity control between 40% and 50% - relative humidity.
- Secure access for modifications to the horizontal ducting system for the required vertical extensions, if needed.
- Ensure that the HVAC system is sufficient to service the common areas of the building and all of OBS and RHB areas with or without ceilings, keeping temperature levels between 19- 23°C and operating at less than 35 dB(a). If required, OBS shall extend the HVAC ductwork vertically to reach certain parts of the fit-out areas. Such vertical extensions will be part of the fit-out works. The horizontal ductwork, delivered as part of the IBC building, shall have evenly and densely installed spigots to be used for the purpose of this vertical extension.
- Guarantee the following noise levels inside the building before the delivery of spaces to OBS for fit-out (regardless of noise origin and taking into account any backup generator noise):
 - Concurrently meet all three of the following maximum noise level requirements: 35 dB(a), 50 dBC and NR-30, measured under the following conditions:
 - within the empty space available for the fit-out works, from measuring points spread across the entire empty area;
 - when the spaces are ready to be delivered for the fit-out phase and with the AC fully operational, as per the Games requirements.
 - Ability for OBS to augment and supplement building HVAC system if required.
 - Provision of electrical supply and backup (twin packs) for common heating and air conditioning and supplemental system, if required.

21. Fire services and egress

- Ensure that fire prevention infrastructure is provided, as per the local code (fire/smoke detection, extinguishers, emergency announcement systems etc.).
- Develop, in consultation with OBS, an integrated Fire and Major Emergencies Strategy compliant with local regulations. The strategy shall be made available before the design of the fit-out areas.
- Ensure that fire prevention services are provided, from the construction phase until tear-down, and are enhanced at Games time to include a 24-hour fire brigade on-site and central fire detection panel with amplifying panel. A sprinkler system, dry where required, shall be provided with the building. No low-level sprinkler system should be required for low-level fit-out rooms.
- Coordinate with the fire authorities for any code variances for OBS constructed spaces due to the specialist nature of their intended use (broadcasting).

22. Disabled facilities

- Provide disabled facilities (toilets, access (ramp), lifts, etc.) that meet first-tier international standards and codes, and fully comply with all applicable laws and regulations.



23. Power distribution for broadcast applications and operations

- Provide all power and power distribution for all requested loads for the broadcasting applications and operations for both OBS and the RHBs, including HVAC power. Such power shall be supplied from the grid with full redundancy (e.g. main and synchronised backup medium voltage power from geographically independent substations, with diverse cabling and automatic sub-second transfer switching).
- Ensure that the full power for broadcast loads described above, including HVAC power, is locally backed up by standby twin pack generators. Generators and interconnection switchgear sets shall be able and configured for automatic and manual synchronised engagement and disengagement with the grid power. All medium to low voltage transformers shall be available with N+1 or N-1 redundancy. By-passable isolation transformers are required for all the technical power distribution.
- Deliver power for the use of OBS and the RHBs in a number of strategically placed power rooms via a number of demarcation panels, provided by OCOG and in accordance with the specifications provided by OBS. Specifications regarding the location of the power rooms and the configuration of the demarcation panels, shall be provided by OBS.
- Provide uninterrupted power supply (UPS) to the OBS technical area.
- Ensure a total of approximately 25 MW of power, as a minimum, as typically required for the entire IBC, and in line with previous Games experience.
- Ensure that, regardless of total building power load, a minimum of 15 MW is available for distribution to RHBs and OBS as per their requests for the Games of the Olympiad and 9 MW for Olympic Winter Games. Any power required for HVAC and/ or other general services for the house power load will need to be calculated in addition to these figures and provided by the OCOG.
- Ensure that the backup generator operating procedures be implemented as determined by OBS.
- Ensure that power supply and delivery for the MBC (for the Olympic Winter Games only) is designed, implemented and operated following the same principles as the IBC, but scaled according to size.

24. Cable paths and infrastructure

- Provide all infrastructures to cable and cable paths to install OCOG-provided services (i.e. information technology, telecommunications, CATV, cable path to the main press conference room in the MPC).
- Ensure the provision of a secondary grid, fit for purpose, as specified by OBS.
- Deliver the necessary cable path designs, infrastructure and installations, under the overall coordination and approval of OBS.



25. General telecommunications specifications

- Provide the required general telecommunications services for RHBs through the DOS, at users' cost.
- Ensure appropriate mobile phone and operational radio coverage throughout the IBC, via an appropriate system of in-building antennae system or equivalent.

26. Broadcast telecommunications fibres

- Provide all the optical fibre strands required by OBS for the establishment of the broadcast telecommunications network to service the different competition and non-competition venues.
- Deliver the fibres as dedicated fibre cables to the demarcation points. The demarcation points for each venue will be identified by OBS and shall be provided by the OCOG.
- Install, terminate, test and make available the fibres in full accordance with the technical and operational specifications provided by OBS. Provide maintenance and repair in the event of fault after the handover to OBS.
- Ensure that each venue is accessed by at least two fully geographically diverse and fully redundant set of fibre optic cables installed in underground and geographically diverse conduits from origin to destination. The connections between each venue and the IBC/MBC and between the IBC and MBC are implemented by at least two geographically independent and redundant sets of cables that follow fully geographically diverse paths from origin to destination. The individual fibre strands that are used as part of the broadcast telecommunications network are only spliced and not patched and are installed in underground conduits, following international telecommunication practices.

27. Information technology requirement

- Provide all technology equipment (computers, printers, copiers, CIS and Info/printers) for common areas, all OBS facilities and all office areas, including installation, operation and maintenance.

28. Look of the Games/signage

- Provide external and internal Look of the Games elements and signage in accordance with Games Look, including maps of internal flow, room designations, etc.
- Ensure that the IBC is treated as an OCOG venue, with a similar amount, size and quality of Look as other venues and incorporating specific OBS/RHB Look elements as specified by OBS.
- Ensure that Look includes any necessary painting of OBS office space, RHB studios, daily briefing room, IBC lobby, etc., based on OBS requirements.
- Ensure that Look/signage is fully complete prior to the IBC soft opening, or one month prior to the Opening Ceremony, whichever is first.
- Signage toward the IBC, including and around the Olympic Park when applicable, and the Guest Pass Office(s), must be sufficient and define the different client flows and accesses points (pedestrian and vehicles).
- Should OBS choose to develop an OBS specific Look of the Games, the production will be at OBS cost. The OCOG will be responsible for producing and applying it.



29. Furniture, fittings and equipment

- Provide all FF&E for common circulation areas, break out areas, restaurants, OCOG-provided areas and all OBS offices and technical areas, in accordance with OBS specifications and detailed requirements for all its offices and technical areas.
- Make FF&E available to RHBs through the DOS (at users' cost).

30. Guest Pass Office requirements

- Provide a tent or office space, located as close as possible to the IBC entrance, to serve as a Guest Pass Office. If multiple Guest Pass Offices are needed (i.e. if there are multiple entrances) additional facilities (tent, space, etc.) will be required. These areas shall be easily accessible for accredited and non-accredited personnel (including ramps for wheelchair access) as well as access for vehicles without Vehicle Access and/ or Parking Permits (VAPPs).
- Provide facilities, infrastructure and technology, to suitably equip the office including furniture and telecommunications equipment, power, lighting, air conditioning, heating, phones, fax, signage, Internet access and local networking, etc.

31. Food service facilities

- Provide all of the food service facilities required, including coffee points in the IBC building (Broadcast); food courts (Press and Broadcast); and à la carte restaurants, during the planning and operational phases:
 - Early food and beverage services should be available from the building hand-over date to OBS and shall increase progressively based on broadcaster presence.
 - Post-Games food and beverage services should decrease progressively, according to occupancy numbers, until the end of decommissioning.
- Ensure that RHBs have the right to bring food and beverages for daily consumption into the IBC and MBC. RHBs also have the right to choose their own caterer and provide/bring food into their own IBC space at their own expense.
- Submit a food service plan to OBS for approval.

32. OBS dedicated commissary at the IBC

- For the OBS dedicated commissary, provide all electro-mechanical infrastructure for the kitchen and dining area including: main power panel; based build HVAC; kitchen ventilation and exhaust; water connection points and drainage points where required; construction lighting; and construction power.

33. Integration of Building Management Systems

- Provide all maintenance and facility management of the building and its services, including the use of integrated building management systems (BMS) to monitor and control mechanical (including detailed environmental conditions in IBC areas), electrical (including grid power status and backup power status and operations) and plumbing systems etc.



34. Lighting

- Provide, from the beginning of the fit-out period, lighting to common areas and general overhead lighting for all areas reserved for the fit-out works, the building services areas and the IBC compound/satellite farm area and parking facilities. Areas without ceilings are covered by the OCOG's general lighting. General lighting should be a minimum of 400 lux.

35. Plumbing

- Provide water supply piping and soil/waste piping to locations such as restrooms, kitchens and other possible wet spaces including all IBC break areas, satellite farm and motorpool.

36. Portable facilities

- Provide cabins, trailers, structures and partitioning complete with power, heating and air conditioning (19-23°C), etc.
- Provide office facilities in the compound/satellite farm and areas around the IBC and MBC to manage compound/satellite farm, motor pool operation and provide any overflow office facilities for OBS and RHBs.

37. Common facilities and services in IBC and MBC

- Provide common facilities and services, including in particular:
 - banking services, ATM;
 - business centre;
 - customs broker;
 - information desk, providing both Olympic Games-related and general information;
 - medical services (doctors & nurses), first aid, ambulance on stand-by;
 - newsstand;
 - facsimile/photocopy equipment;
 - shipping and receiving services;
 - sundries and souvenir shop;
 - technology support;
 - telecommunications support;
 - transportation information desk;
 - travel agency;
 - postal and courier services;
 - photo services;
 - pharmacy;
 - restaurants/bars;
 - language services;
 - laundry service;
 - OCOG rate card office;
 - coffee shops;
 - supermarket; and
 - others.
- Ensure that the start of operation for these facilities and services and their rates are approved by OBS. The minimum service levels shall be based on the expected RHB presence in the facility, with adjustment measures where necessary.
- Agree IBC (& MBC for the Winter Games) and MPC common service levels between OBS and the Press FA.



38. CATV

- Provide CATV distribution infrastructure, the required equipment, monitors and installation for all common and other required areas within IBC and MBC (for Olympic Winter Games only).

39. Daily briefing

- Provide sufficient space, furniture, podium and audio/visual equipment for OBS to host daily briefings with broadcasters.
- Attend daily briefings and provide updates prior to and during the Games.

Operations phase – Venues (competition and non-competition)

40. Broadcast compound space

- Ensure that each venue contains a broadcast compound to host OBS technical facilities and, within reasonable limits, unilateral RHBs' production vehicles. Such a compound should include the services and facilities consistent with levels at previous Games and in particular should have the following features:
 - Delivery of the necessary power supply, including backup equipment (twin-pack generators and UPS) and other facilities and services.
 - Compound space located as close to the field of play (FOP) as possible, to be fenced and able to accommodate the broadcast mobile units, trailers, generators, catering and other facilities required for the Games broadcast.
 - The compound should be established within the overall back-of-house (BOH) area of the venue and in close proximity to the areas of camera deployment within the venue and with short and easy access to those same locations.
 - Space inside the compound should be sufficiently graded (hard standing, level, paved with proper drainage and with hard surfaces) to ensure proper pedestrian pathways and vehicle pathways.
 - Mobile units and other facilities shall have easy access into and out of the compound.
 - Operational vehicles shall have access 24/7 to the compound area.
 - Dependent upon venue, the size range shall be 2,000m² to 10,000m² (note: size could increase if the compound areas are shared with multiple venues).
- Further OBS requirements regarding the compound space include the following:
 - OBS mobile technical and production vehicles and other technical facilities including the Technical Operations Centre (TOC) where all video and audio interface with unilateral production facilities at the venue;
 - RHB mobile technical, production vehicles and office trailers;
 - OBS office space;
 - food and beverage;
 - storage;
 - generators;
 - restrooms, some of which are wheelchair accessible;
 - Winter – heated facilities
 - Number of toilets (rate) as required by local legislation for both men and women;
 - proper fencing;
 - lighting;
 - anti-lightning protection;
 - security/24-hour access control;
 - sanitation (sewage, grey water and potable water connections for catering and toilets);



- trash containers and removal; and
- snow removal when necessary.
- Upon OBS request based on specific needs, secondary compounds may also be required at selected venues (i.e. outside race venues - marathon, walks, cycling road, etc. for the Games of the Olympiad; and Alpine and Nordic venues for Olympic Winter Games).

41. Provision of containers/cabins/trailers/tents

- Provide containers/cabins/trailers/tents to serve as offices, technical facilities, catering facilities (dining and kitchen) and storage. The minimum number of cabins required is eight per venue depending upon the venue and its size.
- Provide weather protection covers for the Outside Broadcast (OB) vans for protection from the elements.
- Provide air conditioning and/ or heating as per OBS requirements.

42. Furniture, Fixtures & Equipment

- Provide FF&E for all OBS offices, meeting rooms, dining and technical areas including printers, copiers and computers.
- Make available FF&E to RHBs through the DOS (at users' cost).

43. Commentary Control Rooms (CCR)

- Provide a room, container or cabin in close proximity or adjacent to the commentary positions along with required FF&E to serve as the CCR at each venue. These facilities shall all be secure, enclosed and acoustically insulated.
- Provide the CCR with the necessary power (from the same distribution for all broadcast loads - domestic with backup, technical and UPS), lighting, heating and air conditioning (19-23°C), and telecom demarcation point. The size ranges of the CCRs shall be from 30-110m² depending upon venue.

44. Broadcast Information Office (BIO)

- Provide a room, container, cabin or tent in close proximity to the commentary positions (often adjacent to the CCR) to serve as the BIO. The BIO shall be secure and enclosed and shall require power, lighting, heating and air conditioning, FF&E, CIS, signage and INFO.
- The size ranges of the BIO shall be from 30-110m² depending upon the venue.

45. Technical and domestic power

- Ensure and supply:
 - Technical and domestic power with full-time back-up generators (twin-packs) for 100% load, and UPS for critical equipment (OB vans, TOCs, CCRs), safety ground, technical power with filtering and common technical ground within the venue perimeter, or outside the venue perimeter, as long as this is used for the live TV coverage in that venue.
 - Integrated power distribution to all broadcast areas, disconnect panels, power distribution boards, outlets, etc. as required and specified by OBS.
 - Provision of fuel, refuelling and usage costs for backup generators (twin-packs).



- Anti-lightning protection for the full compound area and any other exposed broadcast equipment in the venue.
- Ensure and supply:
 - Technical Power: Provided to all broadcast operations that require the utmost reliability (i.e. production and technical facilities, equipment racks, flash units, robotic cameras, uplink equipment, CCR, etc.).
 - Domestic Power: Used for container/trailer/cabin office air conditioning, utility lighting, heating, catering (both kitchen & dining facilities), concessions and various ancillary services.
 - Catering Domestic Power connectors, to be agreed with OBS and be consistently applied across all venues.
- Power is, in particular, required for the following facilities:
 - compound;
 - camera platforms/ positions;
 - CCR;
 - commentary positions;
 - BIO;
 - mixed zones;
 - occasional presentation positions;
 - announce positions;
 - data and timing hub;
 - RF receive point;
 - specialty and robotic cameras;
 - beauty camera locations

46. Facilities and parking space requirements

- Provide sufficient parking space for the OBS and RHBs, to be managed and allocated by OBS, to comply with the following:
 - The parking facilities shall be as close as possible to the venue/compound (no more than 250m from the media entry) with appropriate supplementary access devices (VAPPs) for vehicles provided.
 - Parking areas, ranging from 50 to 300 spaces, depending on the size and location of the venue. Parking can be located either outside or within the security perimeter, based on the distance to venue media entrance.
- Define and locate electronic news gathering (ENG) drop off points at each venue, according to the size or classification of the venue.
- Locate the ENG drop area conveniently close to the venue media entry (and no more than 50m from the media entry at the security perimeter border, allowing easy access for equipment and personnel drop off).
- If the distance between the security perimeter and the venue media entrance is extensive, a secondary ENG drop off point should be made available in front of the venue media entrance, inside the security perimeter. ENG vehicles will be allowed to reach and drop off, only after going through vehicle screening areas (VSA) and security checks.



47. Heating and air conditioning

- Supply heating and air conditioning to all broadcast areas identified by OBS in order to heat and cool these areas to 22-24°C.
- Provide heating for commentary positions for the Olympic Winter Games.

48. Cleaning

- Ensure and provide:
 - Daily cleaning of all broadcast offices, cabins, temporary tents, technical rooms, waste containers and restroom facilities inside the compound.
 - Provision of all necessary waste and recycling containers (including food waste) and waste bins at an agreed point inside the broadcast compound.
 - Daily removal of all waste (including packaging waste, cables, etc.) from OBS and RHB installation through all phases to tear-down.
 - Regular cleaning of all toilets and all broadcast areas outside the broadcast compound: BIO, CCR, commentary positions, mixed zones, camera platforms, secondary compounds, etc.
 - For Olympic Winter Games, the OCOG will provide snow-removal services on vehicle and pedestrian areas and accesses, including container/trailer roofs, camera positions/platforms and mixed zone.

49. Venues security and access control

- Ensure and provide:
 - 24-hour site security for the broadcast compound.
 - Fencing/perimeter controls, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cables as a means of a cable path.
 - Monitoring of all access points.
 - Access control to all broadcast areas within the venue (i.e. compound, commentary positions, CCR, BIO, mixed zones, interview areas, camera positions/ platforms), including proper access control for the venue during high-demand events.
 - Asset protection.
 - Internal roaming/control points including all broadcast facilities throughout the venue and along courses (e.g. marathon, race walks, etc).
- Ensure that service begins with venue occupancy and through load-out in all OBS areas, as per the OCOG security plans.

50. Lighting

- Provide lighting of the highest quality at each competition venue for television and photographic coverage, to comply with the detailed specifications set out in the BRS Annex 3 - Specifications on lighting (applicable to both the Games of the Olympiad and the Olympic Winter Games).

51. Cable infrastructure

- Provide all broadcast cable infrastructure including poles, bridges, ducts, conduits, hooks, fences, messenger wire, trays, underground diverse conduits connecting TOC to metropolitan fibre networks, troughs, piping, culverts, core drilling, protection, maintenance, etc., as per OBS's specifications and approval, and delivered to all broadcast areas (compounds, offices, camera platforms/positions, microphone areas, etc.).



- Ensure that cable infrastructure is in place by the date specified by OBS's Games-time timelines for venue pre-cabling, i.e. 6 months prior to Games.
- For some mountain venues, cable paths may be required in the summer.

52. Cabling operations

- Provide the necessary cabling for CIS, Info, graphics, data/timing, telephony, CATV, etc.

53. Beverage services

- Supply beverage services (soft drinks, water and coffee) to the broadcast compound, commentary positions, CCR and BIO.

54. Information technology operations

- Provide CIS and Info with individual printers to OBS broadcast areas, including production/technical facilities, offices, commentary positions, CCR and BIO.
- Provide the number of terminals depending upon the size of venue, ranging from 10 – 30 CIS and Info's each – not including CIS for commentary positions.

55. Olympic Data Feed delivery to OBS areas

- Deliver the Olympic Data Feeds (ODF) to OBS areas, as per OBS's specifications. In order to provide television graphic interface, the feed shall be delivered to mobile units or other areas, as specified by OBS. The services shall be delivered with appropriate redundancy including diverse cabling etc.

56. Telecommunications devices and services

- Provide the necessary telecommunications devices and services, including long-distance if required (landlines, mobile, 2-way radios) for communication during Games time. Provide landlines for venue operational offices and mobile phones for key venue management personnel, 2-way radios digital and analogue for OBS staff to communicate on-venue and with OCOG staff.

57. Public address feed delivery to OBS areas

- Deliver the public address feed to OBS areas to provide for the integration of the public address system into television audio. The system shall be balanced and adequately zoned so as not to interfere with the commentary positions, broadcast coverage (including announce positions) or mixed zones.

58. Media interview room

- Provide a formal interview area, to be managed by OCOG Press Operations, to hold post-competition interviews/media conferences, equipped with television lighting, audio facilities (translation/microphone feeds) and a broadcast platform.

59. Commentary positions

- Provide commentary positions, built in accordance with BRS Annex 2 - Broadcast Master Plan – Timelines, to allow for appropriate setup and testing before the Games.
- Ensure that the commentary positions located at each venue have the best sightline to the FOP,



with easy access to the CCR. Outdoor positions for the Games of the Olympiad shall be protected from sun and rain; for the Olympic Winter Games, they shall be enclosed.

- Provide protection devices as necessary to avoid glare etc.
- Ensure that commentary positions are equipped, constructed and serviced with:
 - a table and three chairs;
 - CIS terminal, where applicable, with UPS;
 - desk lamp, when applicable;
 - power outlets for CIS, lamps, TV monitors, etc;
 - printed results distribution;
 - beverage service;
 - waste removal and general cleaning;
 - telephones (by request); and
 - cabling for all OCOG provided services.
- Ensure that commentary positions are sized and arranged as follows:
 - 2m x 2m (for all positions unless otherwise specified by OBS, except for at Olympic Winter Games outdoor venues).
 - 2.0m x 2.5m (for Olympic Winter Games outdoor venues).
 - The positions must be in cabins, to provide enclosed, acoustically isolated booths. Cabins may also be required for the sailing and golf venues for the Games of the Olympiad.
 - Positions separated from each other by clear Plexiglas or plastic screen
 - Selected positions may also be equipped with a camera and require additional space.
 - Adjacent positions may be combined to create customised shapes/sizes.
 - Account for a division of the commentary position for one or two persons.

60. Broadcaster seats

- Provide broadcaster seats located adjacent to the commentary positions, providing RHBs with the opportunity to work with or assist the commentators during the competition.

61. Camera positions/ platforms

- Provide locations and infrastructure/ construction for OBS/RHB cameras that provide clear sightlines and are reserved exclusively for the broadcasters, for which construction and seat removal may be required. The size normally required is 1.8m x 1.8m per position. Dedicated unilateral camera positions should be provided with power.
- Positions may be within venues, along courses or located outside venues (beauty cameras, RF receive points).
- Provide infrastructure for specialty camera (rail, cable, vertical) installation, including support structures, anchor points and rigging.
- Provide towers, scissor lifts, cherry pickers, cranes, etc. for certain positions that require maximum height. Ensure that geo-tech studies and all necessary permits and authorisations shall be provided by the OCOG.
- Ensure that the required platforms are stable, constructed in accordance with OBS specifications, without vibration and separate from the temporary stands, with the necessary safety rails. OBS camera platforms shall be freestanding and physically separate from RHB camera platforms.



62. Mixed Zone

- Provide an interview area at venues where athletes “mix” with the media to conduct interviews. These areas shall be located immediately adjacent to the FOP and have a venue backdrop. Television lighting power and Look of the Games barriers are required.
- Provide barriers/dividers to separate individual broadcasters; broadcast and press; and broadcast/press from the athletes. Mixed Zone barriers/dividers should be modular, with suggested dimensions of 1.1m high x 1m long. These barriers should be dressed in Look of the Games. At some locations where there is a roll-out mixed zone, e.g. football venues, the barriers / dividers should be retractable belt type barriers.
- Ensure lighting for all booked positions and for mixed zones located in the FOP. Please refer to BRS Annex 3 – Specifications on lighting for complete details.
- Supply a sufficient number of television monitors with the CATV feed, as defined by OBS for broadcasters unable to view competition at selected venues.
 - Television monitors require sun protection so that they can be viewed in sunny weather and rain protection for wet weather.
- For the Olympic Winter Games, provide rubber matting on all the flooring to stop RHBs slipping on snow/ice while carrying heavy equipment.

63. Announce/presentation positions/studios

- Provide an area for bookable stand-up presentation/interview positions immediately adjacent to the commentary area and with a view of the FOP at each venue. Referred to as the Occasional Presentation Position (OPP); the OPP shall require lighting and power and is typically 2m x 4m.
- Provide areas to be used by RHBs to conduct presentations by their commentators. These announce positions usually require the construction of a camera platform type that is larger than normal or an existing suite which can be converted to a studio.
- Ensure that positions have sufficient lighting and power, are located at the back of the grandstands, on top of the commentary position cabins (for Winter outdoor), use existing suites when applicable and are free-standing. These positions are typically 4m x 4m per position.

64. Distribution of information

- Deliver printed results and other informational material to broadcast areas in the venue (compound, area near commentary positions, BIO, etc.) as defined by OBS.

65. Water, sewage, drainage

- Provide drinkable water delivery and connections; appropriate waste water, sewage removal and drainage to agreed locations (normally to the external wall of the kitchen tent/s) in the broadcast compound.
- Provide connections, with agreed and consistent types across all venues connectors, to all toilets, OBS and RHBs catering facilities within the compound.



66. Logistics service/support vehicles

- Provide dedicated service vehicles (4-wheel drive pickup trucks, cargo vans, snow cats, snowmobiles, 4-wheel gators, golf carts, quads of varying types which OBS shall define, ATVs etc.) for equipment load-in/load-out, movement and television coverage. Additional scissor lifts, cherry pickers, etc. shall be required for installations and cabling. The OCOG shall also provide material handling equipment (MHE), a limited amount of which shall be dedicated to OBS, and logistics support for broadcast deliveries to the venues.
- Provide access and relevant logistical support for refuelling across all venues and sites, in and around the host cities.

67. Signage

- Provide wayfinding, identification and transportation signage in all broadcast areas including compounds, offices, commentary positions, observer seats, mixed zones, platforms, announce positions, commentary control rooms, broadcast information offices, occasional presentation positions, etc.

68. Heliports

- For the Games of the Olympiad, provide one helipad near the sailing venue, two helipads within close proximity to the outside race courses (marathon, race walk, cycling road, etc.) and a heliport at the Olympic Park. Additionally, OBS may require airport parking space for OBS's fixed-wing aircraft.
- For Olympic Winter Games, provide one helipad at the Mountain Cluster and one helipad in the proximity of the IBC/warehouse.
 - These facilities are required for equipment movement during set-up and competition with 24-hour access. Additionally, the OCOG shall ensure the availability of areas for helicopter landing at the IBC/MBC.

69. Look of the Games

- Design the Look of each venue with broadcast considerations taken into account (in particular, the announce positions and ComCam positions should be considered when placing Look, as they will require Look elements).
- Provide the Look of the Games in close coordination with OBS.

70. Sports presentation requirements

- Ensure that the use of theatrical lighting is integrated with venue planning and coordinated with OBS and RHBs, taking into consideration the requirements for Broadcast.
- Submit the lighting plans to OBS as per BRS Annex 2 – Broadcast Master Plan – Timelines and refer to BRS Annex 3 – Specifications on lighting for complete details on lighting specifications.



Operations phase – other facilities and services

71. Warehouse / field shop

- Provide warehouse/field shop facilities for OBS to store, assemble, test and stage equipment, as well as ship and receive goods. The facilities should include both internal and external space and respect the following specifications:
 - Maintenance provisions shall be in place for all aspects of services that are contained in the facility for the entire period to support electrical issues, plumbing, building maintenance, IT, MHE, etc.
 - Space to be located within a shared OCOG facility with direct and separate access, complete with loading docks and an external yard according to OBS requirements (loading, parking space) and centrally located to the venues and IBC.
 - Design as a warehouse with a high roof and a single large open space that can be designed and fitted out to function as a warehouse and a field shop (including storage areas, offices, workshop areas, break areas dining facilities, changing rooms and sufficient toilets).
 - Equip with normal utilities and services including HVAC at normal working levels (18-23°C) and with humidity control to properly store various sensitive broadcast equipment.
 - Minimum size for summer: 15,000–20,000 m²/ Winter: 7,500 – 12,000 m².
 - Security (access control and asset protection) must be provided at least to the level required by the OCOG to comply with any "clean site" conditions, including CCTV surveillance cameras for the entire area and 24/7 guard patrolling, with enhancements as may be requested by OBS for the protection of OBS assets.
- Additional requirements for this facility include:
 - technical and domestic power and distribution (with backup generator and UPS);
 - warehouse shelving and racking;
 - lighting;
 - perimeter fencing;
 - internal movable fencing that separates various areas inside the warehouse;
 - gypsum walls for all offices and technical areas where required;
 - service vehicles (forklifts, scissor lifts, trucks, golf carts, etc.);
 - all FF&E required;
 - required telecommunications (service, usage and equipment for telephony, internet and broadcast telecommunications, i.e. video fibres, WiFi, cabling), etc.;
 - cleaning services, waste management and recycling provided at various levels from the time of occupation of the building; and
 - parking and outdoor available space for storage containers.
- Conduct a full risk assessment of the facility based on the final construction drawings and following the completion of construction, and ensure that all permits are provided in accordance with applicable regulations and local law.
- Ensure that the fitting-out of the building includes all health and safety elements necessary under applicable regulations and in compliance with the requirements communicated by OBS (signage, emergency exits, fire suppression - extinguishers only etc.).
- Deliver the facility according to OBS timelines and based on detailed requirements provided by OBS.



72. Accreditation

- Provide pre-Games, Games-time and post-Games (including transition) accreditation, supplementary devices (including those for high-demand events etc.) and any other access passes and devices necessary for personnel and vehicles to access the controlled venues (based on the supplementary device numbers, types and specification needs provided by OBS) as defined in ACR Annex 1 - Accreditation at Olympic Games – Detailed specifications). The following elements shall be respected:
 - For RHBs accredited under the code RT. All accreditations, numbers and categories for RHBs shall be coordinated by OBS with the totals based on previous Games and RHB contracts.
 - For planning purposes, the OCOG shall account for a minimum of 13,000 RHB accreditations for the Games of the Olympiad and 8,000 for the Olympic Winter Games not including the requirements of OBS.
 - Accreditations for personnel of Rights-Holders, including contractors, suppliers, drivers, etc. shall be included in the RT allocation.
- Host Broadcaster
 - OBS staff shall be accredited under the code of “HB”. For planning purposes, a sufficient number of accreditations including those for support staff, shall be set aside.

73. Transport

- Provide Media Transportation according to BRS Annex 4 – Transport Media Table and the transport related requirements included in this document.

74. OBS Transport Services

- Provide a direct and dedicated transportation system (DDS), to be used exclusively by OBS, to transport OBS personnel from their accommodation to venues and the IBC. The service level should be no less than for previous Games (or consistent with) and in any case, sufficient to meet OBS's production requirements. The DDS system cannot be considered as a replacement for the Transport Media System. The system shall be developed based on OBS' requirements. The OCOG Transport FA shall coordinate and agree with OBS regarding specific policies for the provision of these services, that may include:
 - Service scheduling for competition days: two services at the start of each shift (from accommodation to venues and the IBC) and also at the end of each shift (from venues or the IBC to accommodation).
 - Service scheduling for non-competition days: one service from accommodation to venues and the IBC and one service from venues and the IBC to the accommodation provided each day according to the OBS crew daily working schedule.
 - On all days, schedules may change and require longer service hours. In these instances, the OCOG shall be flexible and work with OBS to ensure the required service parameters are met.
- Provide an agreed number of contingency buses for the DDS services. These may also, by request, be utilised for ceremonies or arrivals and departures services. The dates of DDS operations shall follow the Transport Media System dates (-14days/+3days).
- A separate DDS service level agreement shall be produced by the OCOG for OBS final approval, following the same deadlines of the Media Transport Principle Service Level Agreements (PSLA)



and Detailed Service Level Agreements (DSLAs).

75. OBS allocated vehicles

- Provide OBS with a number of vehicles for its exclusive use to enable smooth operations. The vehicle types and numbers are to be agreed between the OCOG and OBS, and should be consistent with previous Games provision.
- The estimated/planned vehicle numbers are listed in the table below:

Games of the Olympiad	275 – 325 vehicles
Olympic Winter Games	150 – 200 vehicles
Paralympic Games	Approximately 70 - 80 vehicles
Paralympic Winter Games	Approximately 30 - 40 vehicles

- Produce VAPPS and provide to OBS for distribution to OBS and RHBs, based on previous Games provision, allocated in the following three primary categories: IBC, ENG & ACT (All Competition and Training Venues). There may be additional and specific VAPPs required for ceremonies, deliveries, compound access, etc.

76. Operational permits / licences

- Provide all working, construction, installation (including temporary) and occupancy permits at venues and the IBC (including health related and all the associated necessary permits required for food services).

77. Work permits / visas

- Assist with the approvals for RHBs' and OBS's planning and Games-time personnel work permits and visas, to be issued in an expedited and simplified manner, for a period beginning no later than one year before the Games and running until at least one year after the Games (in accordance with Host City Contract (HCC) requirements).
- Coordinate with the relevant authorities and obtain their guarantee that the application of labour laws and regulations of the host country for accredited persons will not prevent or hinder the performance by such accredited persons whilst performing their Olympic functions, in accordance with the specific needs and requirements of such functions.
- Provide assurances that foreign broadcasting companies may employ local personnel, outside of the Olympic Identity and Accreditation Card (OIAC) validity period, without constituting a permanent establishment in the country within the meaning of the host country tax legislation.

78. Games ticket plans

- Provide access to OBS Games ticket plans and grant OBS the right to order tickets.



79. Rooms for broadcasters' production teams and OBS

- Ensure the availability of 18,500 rooms for the Games of the Olympiad and 12,500 rooms for the Olympic Winter Games, for media including broadcasters' production teams.
- Within this allocation, provide the following rooms to accommodate OBS staff:
 - summer – 4,000 to 4,500 single rooms with private (en suite) full bathroom; and
 - winter – 2,500 to 3,000 single rooms with private (en suite) full bathroom.

80. TV studio building

- Provide a fully constructed and operational facility to house a number of RHB mid-sized studios (e.g. 50 to 100 m² each) and ensure that the following parameters are respected:
 - The design of such facility shall be based on specifications provided by OBS, with the final design and location approved by OBS before construction.
 - The number of RHB studios should not exceed 20. A multi-story construction shall be acceptable as long as the view provided is adequate for all studios and that elevators and vertical material lifting devices are provided.
 - The TV studio building shall have a back-of-house fenced area (compound) and be provided with a similar level of security and access as any internal venue location.
 - Power and HVAC shall be provided, in line with the venue/compound OBS standards. The OCOG shall also provide standard compound operational services (cleaning, janitor, etc.).
 - The TV studio building shall be accompanied by a number of stand-up positions with a similar view to the individual studios, either in close proximity to the TV studio building or as an integral part of the building; the back-of-house compound shall be shared. Stand-up positions shall be open but with a canopy, as well as lighting and power.
 - The TV studio building should be erected in a location that allows for an unobstructed view towards an area of Olympic or host city interest. A location close or adjacent to the IBC, inside the Olympic Park, or facing an iconic area of the host city is preferred.

81. Commemorative medals & certificates

- Provide commemorative medals and certificates, traditionally given to all members of the media and OBS staff as a keepsake souvenir of the Games, in the following amounts:
 - summer – approximately 20,000; and
 - winter – approximately 12,000.

82. Frequency coordination

- Organise and coordinate with the relevant authorities regarding the Games-time frequency allocations and coordination for cameras, microphones, air-to-ground communications, microwaves, satellites and general 2-way communications.
- Provide assurances that adequate frequency spectrum is available, with the required number of frequencies, in order to ensure a state-of-the art broadcast of the Games.
- Accommodate OBS radio frequency requests, ensuring that OBS and RHB requests are appropriately managed

83. Music rights clearance

- Provide clearance of musical rights for music to be used as part of international television and radio (ITVR) signals. Such clearance to be provided in a timely manner so that RHBs can manage clearance in their own territories.



84. Graphics standards manuals and elements

- Provide manuals containing the various OCOG graphic specifications and requirements, in quantities defined by OBS.

85. Vendor Certification Programme

- Ensure the availability of a Vendor Certification Programme (VCP) for OBS, RHBs and RHB vendors if required.

86. Venue rehearsals

- Conduct a full test of all systems during the rehearsal of the venue.
- Agree with OBS and all other stakeholders, during the planning phase, on the dates for the full test dress rehearsals for all venues.

87. Opening and Closing Ceremony media guides

- Supply a sufficient number of media guides for the IBC daily briefing held in the days prior to the Opening Ceremony and Closing Ceremony.

88. Filming policies and procedures in host city and co-host cities

- Submit generic filming policies and any required generic licences, or procedures to obtain licences, for OBS and RHB filming in the host city and co-host cities, to OBS for review and approval. This shall include assistance with licences and parking agreements for any state, local authority and selected private premises.

89. Filming access

- Provide access to OBS cameras for filming of key phases and elements related to the staging of the Games, for example, but not limited to, ceremony rehearsals, the making of medals, select planning meetings.



BRS Annex 2

Broadcast Master Plan – Timelines

Planning phase timelines: key deliverables/ milestones

	Responsibilities		
	IOC	OCOG	OBS
Seven years out: HCC signed by IOC and OCOG	x	x	
Six years out: Initial contracts between OBS and OCOG		X	X
<ul style="list-style-type: none"> OBS reviews OCOG's General Plan: Confirming IBC, optimisation of venues and resources G –72 		x	x
<ul style="list-style-type: none"> Initial brief on IBC (MMC) conducted G –72 			

Five years out	Responsibilities		
	IOC	OCOG	OBS
<ul style="list-style-type: none"> OBS begins negotiations for major elements required for the Directory of Services (Part A – OBS) including broadcast telecommunications, IBC construction company, furniture and for other key contracts required for production such as mobile units and production teams/ crews and technical equipment, etc. G–60 		x	X
<ul style="list-style-type: none"> OCOG Preliminary IBC Plans Version 1.0 (to incorporate basic broadcast requirements) G–54 		x	
<ul style="list-style-type: none"> OCOG and OBS agree on contract G–54 		x	x
<ul style="list-style-type: none"> OCOG and OBS agree on formal coordination structure/ procedure with OBS. G–54 		x	X



Planning phase timelines: key deliverables/ milestones (continued)

Four years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG Preliminary Venue Plans Version 1.0 (to incorporate basic broadcast requirements) G-48		x	
• OBS continues negotiations for major elements required for the Directory of Services (Part A – OBS) including broadcast telecommunications, IBC construction company, furniture and for other key contracts required for production such as mobile units and production teams/ crews and technical equipment, etc. G-48		x	X
• OCOG/ OBS CAD revisions procedures agreed upon and in place G-48		x	x
• OBS conducts initial venue surveys and reviews. G-48		x	x
• OBS prepares first budget. G-45			x
• First Venue Survey Report produced by OBS and confirmed by OCOG G-44		X	x
• OBS Preliminary Production Plan in place G-44			x
• Establish accredited seating working group and distribute block plans of accredited seating G-42	X	X	X
• Preparations for 1st World Broadcaster Briefing (WBB). The following items must be developed and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBB; G-38		x	x
• Initial detailed venue plans; compound locations/ sizes, commentary positions, mixed zones, multilateral camera positions G-38		x	X
• Initial IBC plans G-38		x	x
• An introduction to Logistics, Accommodation, Accreditation, Transport G-38		x	
• Technology - IT (CIS, Info, RF) and Telecommunications G-38		x	
• Initial power, lighting plans G-38		x	x
• Other general information G-38		x	X



Planning phase timelines: key deliverables/ milestones (continued)

Three years out	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts 1st World Broadcaster Briefing (3 years out) G-36			X
• OBS starts unilateral meetings and surveys with RHBs G-36		X	X
• OCOG gathering source/pricing information in order to prepare/develop their respective parts of the Directory of Services (elements of Part A, all of Part B). OCOG to supply necessary information for the Directory of Services G-36		X	
• Telecom Video transmission – requirements approved G-36		X	X
• 1st draft of competition schedule (daily competition schedule w. medals.) G-33	X	X	X
• OBS/ RHBs initial accommodations requirements finalised G-30		X	X
• Session competition schedule drafted and submitted to IOC Administration, OBS and IFs for review G-30	X	X	X
• Obtain IOC in principle agreement to proposed numbers and layouts G-27	X		
• OBS finalises negotiations for major elements required for the Directory of Services (Part A – OBS) including broadcast telecommunications, IBC construction company, furniture and for other key contracts required for production such as mobile units and production teams/ crews and technical equipment, etc. G-28			X
• Preparations for 1st World Broadcaster Meeting (WBM). The following items must be developed and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBM; G-26		X	X
• Venue Plan (including detailed CADs/overlays) for compounds, commentary positions, mixed zones, camera positions, cable paths G-30		X	X
• Rate Card, Part A (OBS+OCOG) G-28; Part B (OCOG) G-26		X	X
• IBC Plan (Winter: MBC) G-26		X	X
• Detailed logistics plans (Accommodation, Accreditation, Transportation) G-26		X	
• IT (CIS, Info), Telecommunications, RF spectrum allocation and management plan. G-26		X	
• Power System Design (IBC & venues) G-26		X	X
• Lighting plan G-26		X	X
• Other general information G-26		X	X



Planning phase timelines: Key deliverables/ milestones (continued)

2 years out - Kick off for RHBs planning	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts 1st World Broadcaster Meeting. G-24			X
• Opening Ceremonies, Initial concept G-24		X	
• Final design of pictograms (G-24), including pantones and draft of LOG.		X	
• Service Level Agreement (for both TM and DDS): OCOG submits PSLA draft to IOC/ OBS for discussion/ review (to OBS only for DDS PSLA) (G-24)		X	
• Competition Event Schedule finalised and shared with IOC and relevant FAs G-20.	X	X	X
• Service Level Agreement (for both TM and DDS): OCOG submits PSLA Final to IOC (to OBS only for DDS PSLA) (G-18)		X	
• Final design of Look of the Games including FOP G-18		X	X
• OCOG Media Transport Guide and OBS direct and dedicated plans available. G-18		X	X
• Air space rules and regulations for helicopter coverage. G-18		X	
• Warehouse to be delivered to OBS for the Games of the Olympiad G-16 and for Winter Olympic Games G-9		X	
• OBS and RHBs confirm and secure their accommodations requirements G-16		X	X
• First draft of detailed Competition activity schedule (DCAS) developed G-16.	X	X	
• Broadcaster final unilateral requirements submitted to OBS G-15			X
• Final Venue Operations policies and procedures G-15		X	X
• Final Broadcast Games-time timelines G-14		X	X



Planning phase timelines: key deliverables/ milestones (continued)

1 Year Out	Responsibilities		
	IOC	OCOG	OBS
• Service Level Agreement (for both TM and DDS): OCOG submits DSLA Draft to IOC/ OBS for discussion review (to OBS for DDS DSLA) (G-12)		X	
• OBS submits final unilateral broadcast requirements to OCOG G-12		X	X
• OCOG to provide OBS with preliminary script for Ceremonies G-12		X	
• Final World Broadcaster Meeting G-12			X
• OBS IBC Fit-out construction starts G-12			X
• OCOG Accreditation, zoning plans finished G-12		X	
• OCOG Supplemental device access control plans finished G-10	X	X	X
• Final sports presentation scripts and running order G-12		X	

G- 9 Months (minimum)	Responsibilities		
	IOC	OCOG	OBS
• OCOG to provide certain services at the IBC (HVAC, Power, etc) related to the OBS move to their offices at the IBC at G-9.		X	X
• Telecom Video transmission – solution implemented G-9		X	X
• Service Level Agreement (for both TM and DDS): OCOG submits final DSLA to IOC (to OBS for DDS DSLA) (G-8)		X	
• Creation of a monitoring taskforce for Games time engineering, facilities and service deliverables. Taskforce to include all relevant constituents (OBS, ATOS ORIGIN, OMEGA, OCOG Technology, Construction and Overlay departments)	X	X	X



Broadcast Games-time timelines

As per agreed timelines, all items shall be delivered, installed and functional at venue level throughout the venue operational phase.

Games-time Timelines: OCOG Key Deliverables	Responsibilities		
	IOC	OCOG	OBS
• Final Accredited Seating Sign Off by the IOC G-6	X		
• Final Detailed Competition Activity Schedule (DCAS) completed G-6	X	X	
• Venues exclusive use with all permits and licenses available (Including RF)		X	
• Compound and Venue Security, Access Control and fencing installed.		X	
• Pre-cable paths and other cable paths available and accessible		X	
• Domestic and Technical Power available		X	
• Venue temporary buildings installed/operational (TOCs, offices, CCRs, BIOs, commentary positions), including shades, kitchens, dining tents, toilets, etc.		X	
• Venue IT (Voice + Data, CIS, INFO) installed/available including terminals/other equipment.		X	
• Venue trash removal/janitor services (Winter: snow removal)		X	
• Venues camera platforms built, powered and available.		X	
• Venues PA, Results/Timing feeds, FOP lighting, MZ lighting + LOG installed/ready.		X	
• Media Transport and Broadcast Parking available.		X	

From a minimum of eight weeks out until the start of the Games (earlier for the Olympic Winter Games) and continuing through the Games, all items must be delivered, installed and functional at venue level through the Venue Operations Phase.

Games-time timelines: OBS Key Deliverables	Responsibilities		
	IOC	OCOG	OBS
• IBC operations starts (Winter – MBC)		X	
• Games-Time Food & Beverage services operational in the IBC (G-50 days)		X	
• All IBC common facilities & services to be provided & operational (G-1 month)		X	
• Venue cabling (OBS and RHBs)		X	X
• TOC installation and test at venues		X	X
• Technical equipment installation at venues			X
• RHB installations			X
• OBS mobile units arrival at venues			X
• OBS crew deployment			X
• Rehearsals		X	X



BRS Annex 3

Specifications on Lighting

General

The lighting at each competition venue must be of the highest quality for television and photographic coverage.

The following information outlines only certain generic broadcast lighting requirements. There are ongoing advancements in the art and science behind high-end broadcasting (of the nature required for the Olympic Games) and also the implementation of lighting for high-end sports competition. Thus it is almost impossible to fully project all of the exact requirements in terms of proper lighting for the best possible television coverage several years before the actual events take place. This does not, however, alter the significant importance that high-quality lighting has in ensuring the best possible live broadcast of the Olympic Games. The OCOG, in close cooperation with OBS, should take all necessary measures to ensure that the lighting at each competition venue is of the highest quality for television and photographic coverage. Thus, the provided specifications should be used as guidelines and guaranteed minimums whereas the final aim should always remain the best possible television coverage of the Olympic Games.

OBS reserves the right to instruct and approve final changes to installed lighting during live camera rehearsals or other suitable times required by the OBS Lighting Director.

Technical specifications and placement for lighting will also depend on the specific sports competition and venue itself and are to be established in consultation with the IF, OBS and Press Operations (Photographers). These more detailed requirements will be provided by OBS to the OCOG and will be a superset that will take precedence over the generic information of this text. Some revision to the requirements may also be needed following, for example, test event outcomes, detailed lighting surveys and after further information is supplied by the OCOG.

Additional theatrical lighting that may be required for some sports, events and ceremonies will need to be fully agreed with OBS.

The lighting design must take into consideration the sport to be covered and the desired effect on the television production and photographic coverage without disturbing the sports activity.

Special care must be taken to match colour temperature in the case of venues where there is a mix of artificial light and daylight.

All indoor venues will need to be blacked out and no natural light shall be allowed to enter the venue.

These requirements and specifications cover the FOP, all areas in general where competition takes place or is initiated, temporarily adjourned or completed such as the athletes' entrance and exit routes (start houses, kiss-and-cry, etc.), the run-off area around the FOP, the spectators' area, the mixed zone, the occasional presentation positions, medal ceremonies area, venue dress and media conference rooms/ areas.

Venue lighting designs that meet the OBS specifications provide an initial starting point for the proper creation of appropriate broadcast lighting plans. It is important that these designs are provided to OBS. After installation and commissioning, live Games-time OBS camera tests will then serve as the final and conclusive confirmation of the broadcast lighting.



FOP lighting

- The lighting should approximate a television studio environment.
- FOP includes all the areas where the competition takes place. For television lighting purposes the FOP may extend beyond the area defined by the OCOG. Generally the 'lighting' FOP extends to either 1m or 2m outside the official marked competition area.
- The specification incorporates the production requirements of OBS and the RHBs; these are informed by extensive experience of delivering television coverage for past Olympic Games, the lighting requirements and specifications of IFs and also other organisations with expertise in Lighting and Lighting for Television Coverage (e.g. IESNA, CIE, the EBU etc.)
- All lighting performance criteria are minimums during the Olympic Games.
- The lighting shall remain unchanged throughout the Olympic Games competition schedule. No adjustments of any nature by the OCOG or the lighting designers or any other party are permitted.
- Light Source: All lamps (bulbs) shall have a [correlated] colour temperature (Tk) of 5600K and have a CIE colour rendering index (CRI) Ra of ≥ 90 ; low wattage lamps are preferred.
- Design Calculation and Measurements: Light levels (vertical illuminance) calculated to the cameras at 1.5m above the FOP; light levels (horizontal illuminance) on the FOP surface; all calculated/ measured on a 2m grid.
- Minimum Illuminance (light level): The minimum light level (vertical illuminance) at any point of the FOP is to be not less than 1,600 lux towards the main cameras and $\geq 1,200$ lux towards the four directions facing the sides of the FOP. Minimum vertical illuminance to the SSM and HSSM cameras should be about 2,000 lux, without compromising the uniformity. Certain specific sports will require higher minimum illuminance levels, in the area of 1,800 lux; these will be communicated by OBS to the OCOG in due time.
- High-definition television demands highly uniform light over the FOP surface and across the virtual vertical planes to the cameras.
- A maximum to minimum ratio not to exceed 1.5:1.
- A ratio of average horizontal to average vertical not to exceed 2:1.
- A minimum ratio of 4:1 vertical between the FOP and audience areas.
- A uniform colour temperature (example 5600K) from all sources.
- A colour rendering index greater than 90 from all sources.
- Co-Efficient of Variation (CV) should be between 0.13 and 0.15.
- Uniform Gradient (UG) should be between 1.5 and 2.
- Good modelling with a suitable contrast between the subject and the background. In the case of flying athletes, the FOP and all the requirements that pertain, its lighting design should be considered as inclusive of the body of the flying athlete.



- Lens Flare and Glare: Lighting equipment is to be positioned to ensure that the direct glare and reflected glare (“skip light”) off the ice or a polished floor towards the cameras is eliminated; and the reflected glare off the snow towards the cameras is minimised. The designed Glare Rating, GR, to be ≤ 40 for the cameras.
- Reflections of polished or icy FOPs: The luminaires (FOP and other lights within camera shot) are to be located such that their reflected image is not within the ice sheet or the polished floor with respect to the main cameras. Non-FOP lights should be suitably screened.
- If a stationary camera is within a zone made by horizontal lines 25° either side of the horizontal aiming angle of the luminaire and either:
 - the vertical angle between a horizontal plane through the luminaire and the camera lens is $< 25^\circ$; or
 - the luminaire is aimed $> 40^\circ$, then the luminaire shall be constructed, or fitted, with a glare-controlling device, such that the light-emitting area of the lamp is shielded from the camera’s field of view or fitted with barndoors, louvres or similarly acceptable devices.
- Flicker-free or ‘tungsten-type’ technology for super slow motion of at least 600 frames-per-second along with Colour Rating Index (CRI) > 90 is mandatory for lighting of the FOPs in all venues, both indoor and outdoor. This should normally be achieved by the use of electronic ballasts or other high speed power supply systems for all sport fixtures, LED lighting or an equivalent alternative solution.
- Back-up of Lighting: In the event of a power failure, OBS requires that the OCOG provide 50% of the lighting backed up. OBS, in addition, requires the 50% to be uniformly distributed.
- Lighting Operation: Full live competition lighting available from two-and-a-half hours ($2\frac{1}{2}$ h) before the start of competition, to be fully operational until 2 hours after competition.

Luminaries and Aiming Logic

- The luminaire (floodlight) elevation aiming angle (away from downward vertical) shall be $\leq 65^\circ$.
- Light should reach any point of the FOP from at least three directions.
- There is to be a clear path between any luminaire and any point of the total FOP – no structure or material (flags, banners, video boards etc.) to obstruct the light path.

Lighting for TV Coverage areas outside the FOP

- There should be at least two lighting control settings (corresponding to different zones) at each venue as a minimum requirement that will allow for significant flexibility during final adjustments. The FOP would be the first zone and the first 20 rows would normally be the second of these separate control zones.
- Spectator Area: The average illuminance level, towards the cameras, over the first 12 rows shall be $\geq 25\%$ and $\leq 30\%$ of the FOP; and reduce uniformly beyond the 12th row to a minimum of 10% at the last row.
- Run-Off Area (just around the FOP): The light levels outside the FOP or corral or FOP-surround shall reduce uniformly.
- Flags of Nations, Protocol and Medallists’ Flags: The flags are to be illuminated.



- Start House; Finish Area; Athlete FOP Entrance/ Exit; Warm-up Area; Kiss & Cry; Heat Box; Leader Box; Coaches' area; Gun Check; Ski check; Mixed Zone; Occasional Presentation Positions; Studios, Stand-ups & Announcement Positions; Presentation Platforms; Medals Dais; Medallists' processional route and Media Interview/ Media Conference Room:
 - In general the requirement is for a minimum vertical illuminance $\geq 1,000$ lux towards the camera(s) but not less than the background. If cameras have to be placed a long distance from the covered objects/ people (e.g. Media Conference Rooms) higher illumination will be required ($\geq 1,400$ lux). Details to be further defined by OBS for each specific venue.
 - The lighting to be operational at the same times as the FOP lighting.
- The lighting requirements for these areas may be adequately (and preferably) met by the venue FOP lighting (except back-of-house areas). Where this cannot be achieved the following are the requirements for additional lighting:
 - Luminaires shall be constructed or fitted with purpose-made glare controlling devices – snoot, louvre, barn-door etc., and located/ aimed such that the flashed area cannot be seen from anywhere on the competition area of the FOP; and such that to the main cameras, the luminaires shall appear to be “off”.
 - Luminaires should be fixed to the ceiling or building or to a truss suspended from the building in some way. Lights should not be mounted on floor-mounted 'light-stands'.
 - The lamps shall have the same colour temperature (Tk) and shall match, or be colour-corrected to, the Tk of the FOP and be within the IEC and manufacturer's tolerances. They have a colour rendering index (Ra8) of ≥ 90 and be from the same manufacturer and from the same production batch.
 - Low wattage lamps should be preferred
 - Incandescent lamps (tungsten halogen), if used, shall not be dimmed – run only at 100%.
 - The lighting of these areas shall be pre-planned and fixed before the first day of competition. Additional portable or temporary lighting (stands, etc.) shall not be brought in and used during the duration of competition days.

Sports Presentation Lighting

Sports Presentation Lighting should not affect television coverage lighting, as specified herein. If transitions are required between television coverage lighting and some special sports presentation lighting, then these transitions should be done out of the live coverage schedule and should not affect it.

Other Lighting-related issues

Indoor Venues

- “Look of the Games” elements should be suitably illuminated.
- Decorative lighting shall, as a general rule, not be the primary colours of light (RGB) when used over large areas (wash) or when used as a dominant saturated source.



Outdoor Venues

- Shadows on the FOP should be avoided, day or night – in particular at or near the finish line.
- To alleviate shadow issues, lights may be required to be operational during outdoor daytime competition.
- Late afternoon finish or bad weather may require lighting of the finish line area at some daytime venues.
- Spill and obtrusive light – the choice of equipment, glare control and aiming logic shall meet the following:
- Spill light control – light should be contained within the venue
- Luminaire beam distribution at 10% of maximum intensity in the vertical plane above the aiming angle (top of the 'field angle') shall be:
 - 10° below the horizontal
 - 100,000cd

Luminaires should be fitted with louvres or other intensity limiting devices to restrict spill and obtrusive light.

- Apart from aerial sports, in principle the luminaires should be designed and installed such that there is no light projected above the horizontal.

Broadcast Work Areas

Additionally, safety/ security/ work lighting in all broadcast compounds and the Satellite Farms is required.



BRS Annex 4 - Transport Media Table

Airport(s) - Accommodation Airport(s) - MPC/IBC (MBC)	Start from 14 days before the Opening Ceremony and for 3 days after the Closing Ceremony. Some crews will arrive earlier than this. The OCOG should ensure that public transport options are available and information on these services communicated to the Media arriving early.	According to operational hours of the Airport(s) (at scheduled frequency) and reinforced according to information provided by RHBs through the Arrivals and Departures System (ADS). To increase efficiency, the OCOG will give the possibility to groups (min 20 people) arriving/departing together and staying in close proximity accommodation, to book a bus to cover their airport transfers
Accommodation - MPC / IBC (MBC)	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony.	24 hours, with variations in frequency. Reduced frequency when lower client demand expected; overnight, during non- competition days and during daytime hours (media expected to travel to/from IBC/MPC at beginning and end of day). Transport services from accommodation to the MPC / IBC during morning peak periods should have enough passenger capacity to ensure that all media personnel are able to make their journey quickly, comfortably and on time. The transport schedules need to consider working shifts for world time-zones and transmission schedules and not only local times.
MPC / IBC (MBC) – Olympic Village	Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening. Ceases the day after the Closing Ceremony.	Operates daily 08h30 to 21h30. Frequency can be lower during pre-competition days.
MPC / IBC (MBC) – Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session.	Operates according to the Executive Board and IOC Session hours. This may/may not be required- OCOG should discuss with Press Operations and OBS
MPC / IBC (MBC) – training venues	Operates according to the 'open to media' training schedule.	Operates according to the training schedule. Services operate –1/+1 hours from the start and finish of training with reduced frequency during the actual training session. As required
MPC / IBC (MBC) – Competition Venues	Must be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the venue media centre. Services cease to each competition venue on the last day of competition at each venue. Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the venue media centre operating hours. The Venue Media Centre generally operates –3/+3 hours from the start and finish of competition. This timeframe could be increased or decreased by the IOC according to need. Transport services need to operate to allow media to reach the venue 3 hours before competition. Should the Venue Media Centre remain open longer than 3 hours from the finish of competition, transport services must be provided until the Venue Media Centre closes and all media have left the venue. Reduced hours and frequency on non-competition days Some routes (e.g. Olympic Park shuttle if existing or route to Ceremony Stadium) may be requested to start earlier.
Between Competition Venues, where appropriate	Operates according to the competitions in the venues being connected.	Same service hours as the MPC / IBC - Competition Venue Services (above).
Accommodation direct to Venues, where appropriate	Operates according to the competitions in the venues being connected.	Same service hours as the MPC / IBC – Competition Venue Services (above).



VIL Annex 1

Specifications on NOC office space

Team office (team size 1 – 24)

To ensure NOCs can operate correctly, the OCOG must provide NOCs with the minimum requirements of FF&E including:

- desk and chair;
- table and four chairs;
- recycling bins for paper, PET bottles etc;
- one computer;
- one printer;
- Telephone Olympic Network (free of charge)*;
- internet connection;
- climate control;
- fax machine;
- electronic kettle;
- office consumables; and
- television with Olympic feed.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).

Team office (Team Size 25+)

The minimum requirements of FF&E for team offices (team size 25+) include:

- desk and chair;
- four-drawer filing cabinet;
- climate control;
- coat rack;
- internet connection;
- television with Olympic feed;
- recycling bins for paper, PET bottles etc.;
- Telephone Olympic network (free of charge)*;
- info System;
- lockable cabinet;
- fax machine;
- copier machine;
- one computer;
- one printer;
- office consumables; and
- electronic kettle.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).



Meeting room

Meeting rooms should be equipped with:

- one conference table;
- eight folding chairs;
- blackboard or whiteboard with markers and eraser set;
- coat rack;
- recycling bins for paper, PET bottles etc; and
- climate control.

Medical space

Each Doctor's room and massage room should be equipped as follows:

Doctor's room	Massage room
- disposable paper cups	- disposable paper cups
- small refrigerator/ freezer	- storage unit for ice
- climate control	- climate control
- at least 6 electrical power sockets	- at least 4 electrical power sockets
- enough direct light (ceiling)	- enough direct light (ceiling)
- wash basin (nearby)	- wash basin (nearby)
- pillows, blankets and towels	- pillows, blankets and towels
- disposable covers	- disposable covers
- trolley	- trolley
- examination table	- massage table
- movable partition	- movable partition
- chairs	- chairs
- locking drug cabinet	- large lockable cupboard to store tapes, bandages, dressings, etc.
- waste bins - standard and for recyclables	- waste bins – standard and for recyclables
- waste receptacle - hazardous	
- sharps disposable container	
- desk with drawers - lockable	

Medical spaces must be lockable and be private spaces. The medical space should be equipped with laundry services for towels, linens and blankets as well as with housekeeping and waste removal and the safe handling of medical waste and sharps. Ice machines must be readily available, usually at the Resident Centre and Polyclinic.



MED Annex 1

Specifications on office space for the IOC Medical Commission (MC)

Offices and meetings rooms

The OCOG should provide offices for the IOC MC base of operations in the Olympic Family Hotel as well as in the Olympic Village Polyclinic. The OCOG shall liaise with the IOC Medical and Scientific Director for full details of these office facilities.

- Outline for IOC MC offices in the Olympic Family Hotel is as follows:
 - closed Office for the Chairman of the IOC MC, secure with audio-visual privacy;
 - closed Office for the IOC Medical and Scientific Director, secure with audio-visual privacy;
 - office for the IOC TUE applications reviewer;
 - closed office for the doping control forms reviewer, secure with audio-visual privacy;
 - office for the OCOG Chief Medical Officer;
 - working area for the IOC MC Secretariat; and
 - meeting room large enough to accommodate 15 persons.

- Outline for IOC MC offices in the Olympic Village Polyclinic is as follows:
 - office for the Injury and Illness Surveillance Team to be located in quiet area; Equipment to include Wi-Fi and six work stations with computers with full access to the medical encounter system, the internet and a printer/ scanner;
 - nearby meeting room large enough to accommodate ten persons;
 - two rooms near the entrance to the Polyclinic, easily visible to Team Doctors;
 - one office/ reception with telephone and WiFi and three work stations equipped with computers with full access to internet and printer; and
 - nearby secure meeting room large enough to accommodate six people with WiFi and fax.

NOC Team doctors', physiotherapists' and IF MC chairpersons' meeting rooms

A meeting room should be scheduled for the NOC Team Doctors' and physiotherapists' meeting, to be held in the afternoon on the day before the Opening Ceremony. This is a one-time need, and requires meeting space for approximately 400 individuals for the Games of the Olympiad, 200 for the Olympic Winter Games and 50 for the Paralympic Games, with appropriate language services and audio-visual equipment required. This meeting room should be located in the Olympic Village, for the convenience of the NOC team doctors and physiotherapists.

The IF MC Chairpersons need to be provided with the necessary accreditation so they may access the Olympic Village for this meeting.



Educational programme workshops

A meeting room, located in the Olympic Village Polyclinic should be scheduled on a daily basis for workshops within the IOC MC educational programme for NOC medical staff. Workshops require seating space for 30-40 individuals with an area for practical demonstration (sufficient space to allow for a minimum of three treatment plinths and adequate circulation space).

Ideally this room should be in a quiet area within the Polyclinic (an open area or corridor are not sufficient), in order to provide a suitable learning environment.

PowerPoint projector and screen are required. Adjacent office facilities are required (for printing attendance certificates, etc.). Please see the Olympic Games Guide on Olympic Family and Dignitary Services for further information.



FIN Annex 1

Specifications for OCOG insurance

Introduction

In accordance with the HCC, the OCOG is responsible for procuring and maintaining, at its expense, all the necessary insurance policies required to comply with the laws of the host country applicable to its activities (e.g. Employer's Liability and Employment Practices Liability) and with the requirements set forth below in respect of all risks associated with the planning, organising, financing, staging and host broadcasting of the Olympic Games and Paralympic Games (including Test Events).

I. Key insurance policies to be procured by the OCOG

The OCOG shall procure and maintain the insurance policies described in this section, in accordance with the compulsory insurance terms and conditions (see Section II. below). The list below is not exhaustive and the IOC reserves the right to require the OCOG to procure and maintain other types of insurance policies depending upon the outcome of the OCOG's risk assessment (as further described in the HCC Operational Requirements of Games Management).

a) Third party liability insurances

1. Public or general liability

- This policy shall be written on an "occurrence" basis, or on a "claims-made" basis and for a duration of a minimum of two years after the dissolution of the OCOG or more if it is required by the law. This policy must at least cover the following risks: bodily injury, property damage (to any property that is leased, rented, and/ or in the care, custody, or control of the OCOG), personal injury, pure financial loss, advertising liability, premises and operations liability, products and completed operations, loss adjustment expenses, pollution liability, contractual liability, and independent contractor operations. This insurance must also include cover for acts of terrorism.
- Inception date: from the creation of the OCOG.
- Limit: USD 10m when the OCOG is formed and increasing to (i) at least USD 250m, if it is on a "claims-made" basis, or (ii) at least USD 100m, if it is on an "occurrence" basis. The latter limits should be in force by the date of the first Test Event.

2. Product and completed operations liability

- To cover claims arising in connection with the sale of products specifically bearing the OCOG's emblem or other OCOG's trademarks or products otherwise licensed or authorised by the OCOG.
- Inception date: from the date the OCOG's products are for sale or otherwise distributed.
- Limit: is part of the limit of the public or general liability (see above).

3. Professional liability

- To cover costs related to the defense and indemnification of claims in connection with actual or alleged negligent acts/ omissions of the OCOG in the planning, organising and staging of the Olympic Games and Paralympic Games. This policy shall include cyber liability.
- Inception date: within 6 months of the creation of the OCOG.



- Limit per claim and in the annual aggregate: at least USD 10m for the first two years, increasing to (i) at least USD 100m, if it is written on a “claims-made” basis, or (ii) at least USD 30m if it is written on an “occurrence” basis. The latter limits should be in force at least four years before the Opening Ceremony.

Depending on the local market, each of the three covers indicated above can be procured on a stand-alone basis or written globally on the same insurance policy.

In addition, they should be written with a worldwide territorial definition.

4. Directors and Officers liability (D&O) insurance

- To cover claims arising from the actions of the Directors and Officers of the OCOG. It is payable to the directors and officers of a company, or to the organisation itself, as indemnification (reimbursement) for losses or advancement of defense costs arising out of criminal and regulatory investigations/ trials as well.
- Inception date: within six months of the creation of the OCOG.
- Limit per claim: no less than USD 5m.

5. Medical malpractice insurance

- To cover claims arising from the medical activities of all of the OCOG’s medical workforce (including the staff at Olympic and Paralympic competition and non-competition venues and at OCOG Polyclinics) to the extent that such workforce is not already covered by other means (hospital insurance cover and/ or by the host country’s health system or provider).
- The OCOG, in cooperation with the local health authorities, must ensure that all medical staff working in designated hospitals are covered by medical malpractice insurance (hospital’s insurance cover and/ or by the host country’s health system or provider).
- Inception date: three months before the first Test Event.
- Limit: according to local laws and regulations but, in no event, less than USD 25m, per occurrence and on aggregate, during the Olympic Games and Paralympic Games.

b) Medical treatment and repatriation insurance

- To cover the medical expenses relating to all injuries and illnesses that require treatment before the accredited person is able to return home. This policy must include repatriation. However, if medical treatment is delivered at no cost by the government health service and this level of service is agreed as suitable by the IOC, medical insurance is not required. In such cases, repatriation has to be covered on a stand-alone basis.
- Inception date: three months prior the first Test Event.
- Limits: (i) medical treatment, gradually increasing with the number of people to cover. No limit per person, annual limit of no less than USD 7.5 m; (ii) repatriation has to be covered at real cost.



c) Property insurance

- To cover damages to all property owned, leased or in the care, custody and control of the OCOG, or for which the OCOG is contractually responsible, including subsequent financial loss of income. Subject to local market conditions, a mutual waiver of subrogation between the IOC and its affiliates on one side and the OCOG on the other side has to be mentioned in the policy(ies).
- Inception date: immediately after the OCOG leases, rents, buys buildings or property.
- Limit: the value of the relevant property.

d) Construction all risk insurance

- To cover risks related to the OCOG's responsibility for specific construction projects (including equipment and overlay).
- Inception date: one month prior the beginning of construction projects.
- Limit: value of the construction(s) including taxes and fees.

e) Motor liability

1. Automobile / motor liability

- To provide defence and indemnification against claims for bodily injury and property damage for all registered and non-registered vehicles used on-road or off-road (e.g. golf carts, snow mobiles, motorcycles, ATVs, forklifts) by the OCOG, during its entire lifecycle. Non registered vehicles can also be included in the public or general liability policy.
- Inception date: when the OCOG assumes the responsibility of vehicles.
- Limits: (i) USD 5m per occurrence for liability towards third parties, including the driver and the persons being transported; (ii) an excess limit of USD 10m per occurrence as an underlying schedule of the public/ general liability policy or as a stand-alone insurance contract.

2. Watercraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any watercraft vehicle owned, rented, borrowed, chartered, or leased by the OCOG.
- Inception date: one month prior to the first Test Event where watercrafts will be utilised for the Games of the Olympiad.
- Limit: USD 5m combined single limits for bodily injury and property damage per occurrence and in the annual aggregate minimum limits. This insurance cover may be included within the public or general liability policy where permitted by law.

3. Aircraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any aircraft owned, rented, borrowed, chartered, or leased by the OCOG. Policy includes use of drones if provided and/ or regulated exclusively by local/ government supplier.
- Inception date: at the latest on the first day prior to the use of the aircraft.
- In case the policy is placed by the owner of the aircraft, the OCOG must ensure that the relevant



contract with the owner includes a waiver of recourse/ subrogation against the OCOG, the IOC and IOC Controlled Entities.

- Limit: limit will depend on the size of the aircraft but no less than USD 25m combined single limits for bodily injury and property damage in the annual aggregate.

f) Personal accident including permanent disability

- To provide compensation in the event of death or disability of accredited persons following an accident occurring in connection with their activities at the Olympic Games and Paralympic Games (including terrorism).
- Limit: subject to laws and practice in the host country but at least USD 80,000 in case of death or if the percentage of disability is higher than 59%, otherwise pro rata of that amount if the disability percentage is comprised between 1% and 59%.

g) Crime, fidelity and fraud

- To cover the loss arising from theft and robbery of assets or fraud (crime).
- Limit: dependent upon the risk exposure.

II. Terms and conditions applicable to OCOG's insurance policies and risks

The following terms and conditions shall apply with regard to all insurance and risks described in the present Annex and the OCOG is responsible to take any necessary measures so that these terms and conditions are respected at all times.

a) Notification to the IOC

- The insurance policies mentioned in Section I. above, including the extent and level of coverage, shall be submitted to the IOC for its prior written approval, prior to any contract being entered into between the OCOG and the relevant insurer. The approval of the IOC shall not relieve the Host City, the Host NOC or the OCOG of their responsibilities under the HCC or this Annex.

b) Insurance certificates

- The OCOG must provide to the IOC written proof in English of each insurance policy in place (copy of the insurance policy or certificates of insurance) when the relevant insurance policy is placed.

c) Alternative risk coverage mechanisms

- Certain OCOG insurance policy requirements listed in the Section I. above may be waived in whole or in part, with the prior written consent of the IOC, if the OCOG demonstrates to the IOC's satisfaction that the concerned requirements are already provided and/ or that the relevant risks are already covered by private or public third parties, in particular in case of any medical/ health public system in force in the host country.
- The OCOG may, with the prior written consent of the IOC, decide to cover the risks described in Section I, paragraphs f) and g) above, through other means than insurance policies (e.g. self-financing). In such case, the OCOG must inform the IOC of all measures and arrangements to be implemented by, or on behalf of the OCOG, to cover these risks and, upon request of the IOC, take all necessary measures to further address these risks to the satisfaction of the IOC.



d) Deductibles

- Any policy with a deductible or self-insured retention along with the amount and descriptive condition is subject to the approval of the IOC. In addition, the IOC reserves the right to require a security deposit to be posted in cash, letter of credit, or guarantee of an acceptable to the IOC third party equal to the amount of any deductible or self-insured retention on a per policy basis. Should any guarantee be used, the OCOG is required to immediately restore the guarantee to the original amount.

e) Non-cancellation provision

- Insurance covers must contain a non-cancellation provision. The OCOG's insurance arrangements should be in full force and effect from the date the OCOG is formed to execute the Olympic Games and Paralympic Games operations through to its dissolution. Should, for any reason, a policy be cancelled or the cover be restricted, the IOC shall be informed as soon as practically possible.

f) Insurers

- All insurance policies must be underwritten by insurers who are licensed, admitted, authorised and/ or approved to underwrite the specific line of insurance in the host country and have a minimum A.M. Best's Rating of A- VII. The approval of any policy or underwriting insurer shall be obtained from the IOC.

g) Additional insureds

- The OCOG shall designate and maintain, at a minimum, the following entities as additional named insureds in all liability insurance policies listed in Section I. a) above:
 - The IOC, as well as OBS and all other IOC Controlled Entities, including their respective subsidiaries (as defined in the HCC).
 - The Host NOC.
- All such additional insureds must be considered as third parties one towards the other (cross liability).

h) Failure to procure

- Should the OCOG fail to procure or maintain the policies of insurance required herein, then the OCOG grants to the IOC the right to procure, or to have any IOC Controlled Entity or any third party procure on its behalf, any insurance policies at the OCOG's sole cost and expense. It is agreed and understood between the parties that the right granted to the IOC to procure said coverages on behalf of the OCOG or if the OCOG fails to comply with the procurement and/ or maintenance of the policies of insurance required herein, does not impose any obligation (legal, financial or otherwise) on the IOC to do so. The failure or refusal of the IOC to procure or maintain said policies on behalf of the OCOG does not waive, diminish or reduce the indemnification requirements of the OCOG to the IOC. If the IOC does procure and effect (bind) coverage for the OCOG, the latter shall be responsible for reimbursing the IOC any premium, all fees and expenses invoiced to the IOC (or any third party acting on the IOC's behalf) by the IOC's insurance broker or the insurance company underwriting the insurance policies related to the placement of the OCOG's insurance contracts.



PRT Annex 2

Protocol detailed specifications

1. Flags and national emblems

All flags need to be produced according to IOC, NOC and IF specifications regarding colour, design and orientation. The quality of the material of the flag has to be appropriate for its use.

At Olympic venues, the Protocol FA ensures that the flags displayed are accurate and reflect as specified in the IOC Protocol Guide. The Protocol FA also manages issues such as damaged flags.

There are three flag sets for each venue:

- Protocol set;
- Participating NOC set; and
- Victory Ceremony set.

The details related to the use of sets is described in the IOC Protocol Guide.

All flags should be displayed from the official opening of the IOC offices until the end of the Paralympic Games.

Flag proportions

A standard 2:3 ratio (2 height x 3 length, e.g. 1.5m x 2.25m) has been applied as the standard ratio for flags during the Olympic Games. All NOCs have consented to this proportion to comply with the Olympic Protocol. Any variation to this rule needs to be submitted to the IOC for approval.

Olympic flag

The [Olympic Charter](#) states that “the Olympic flag has a white background, with no border. The Olympic symbol in its five colours is located in its centre”.

At the Opening Ceremony of the Games of the Olympiad, the Olympic flag presented and raised in the stadium is the historical flag of the Olympic Games in Antwerp (1920). This is the only flag with a border that can be used.

At the Opening Ceremony of the Olympic Winter Games, the flag of the Olympic Winter Games in Innsbruck (1964) is the one brought and raised in the stadium.

All these versions of the Olympic flag are “handed over” during the Closing Ceremony from the current host city Mayor to the Mayor of the next host city. The flag remains the property of the IOC in trust to the city of the Olympic Games.



Placement and precedence at venues

When viewed from the front, flags should be displayed from left to right. Within competition venues, the left to right sequence is assumed to be taken from the perspective of the Olympic Family seating area towards the field of play.

All flag displays begin with the Protocol set. Where possible, the view of the flags should be unobstructed and there should then be a space of one flag, followed by the NOC flags displayed in alphabetical order (in the language of the host country) from left to right. As host, the flag of the host country should fly last in the set of competing NOC flags. In general, all flags should be evenly spaced and displayed at the same level.

The names to be used when compiling the flag order should follow the country's actual name and not the political system or attribute (i.e. Republic) that precedes the name.

For cases not included refer to the IOC for approval.

Order of Precedence of Flags

- Olympic flag
- Flag of the host nation
- Flag of the OCOG/LOC or city (depending on circumstances)

Opening and Closing Ceremonies

During the athletes' parade at the Olympic Games Opening Ceremony:

- Greek flag
- Flag of each country in alphabetical order according to the language of the host city
- Flag of the host nation

Victory Ceremonies

If a tie occurs in an Olympic medal event, at the Victory Ceremony two flags may be flown from the same pole during medals ceremonies. The flags will be hung in alphabetical order from top to bottom. Two flags should not be flown from the same pole under any other circumstances.

At the Olympic Stadium and Olympic Village(s)

- Olympic flag
- United Nations flag
- OCOG flag
- Greek flag
- National flags in alphabetical order according to the language of the host city
- Flag of the host nation



Competition and Training Venues

During sports competitions, the flag of the International Federation concerned shall also be displayed.

- Olympic flag
- IF flag
- Flag of the host nation
- OCOG flag

Olympic Family Hotels, Olympic Medals Plaza (Winter Games), MPC, IBC and airport

- Olympic flag
- Flag of the host nation
- OCOG flag

At all competition venues, only the flags of NOCs qualified to compete at that venue should be displayed, in line with the Protocol set. Flags of NOCs are not displayed at training venues.

Should the host country belong to the European Union (EU), the EU flag may be added depending on the constitutional requirements of the host nation.

IOC Events

The OCOG should provide the IOC flag at IOC events, which includes the Executive Board meeting and the IOC Session.

2. Opening and Closing Ceremonies

Presidential Box at the Olympic Stadium

For the Opening and Closing Ceremonies taking place in the Olympic Stadium, the 'order of precedence' in the Presidential Box is as follows: the IOC President, the IOC Honorary President, the IOC Vice-Presidents and the IOC members in the host country, the IOC Executive Board members and their accompanying guests.

Protocol order at the Opening Ceremony

The protocol elements in the Opening Ceremony are ordered as follows, with the understanding that artistic segments may be interspersed between protocol elements:

1. entrance of Head of State and IOC President;
2. playing of the national anthem;
3. parade of athletes;
4. dove release;
5. OCOG President's speech;
6. IOC President's speech;
7. opening of the Games proclamation;
8. 8/9) raising the Olympic flag and playing the Olympic anthem;
9. athletes' oath;
10. officials' oath;



11. coaches' oath; and
12. lighting of the Olympic flame.

Protocol order at the Closing Ceremony

The protocol elements in the Closing Ceremony are ordered as follows, with the understanding that artistic segments may be interspersed between protocol elements:

1. entrance of Head of State and IOC President;
2. playing the national anthem;
3. entry of nations' flags;
4. parade of athletes;
5. Victory Ceremony;
6. introduction of the Athletes' Commission's newly elected members and recognition of the volunteers;
7. playing of the Greek National Anthem;
8. lowering the Olympic flag;
9. flag handover ceremony;
10. next host city artistic segment;
11. OCOG President's speech;
12. IOC President's speech; and
13. extinguishing the Olympic flame.

3. Victory Ceremonies

Victory Ceremonies must take place following the conclusion of each sports event in order to present the medals to the athletes.

At the Olympic Winter Games, as indicated in the HCC Principles, the medals shall be awarded to the competitors in certain events at the Medals Plaza.

The following protocol must be followed for all Victory Ceremonies:

1. entrance of the medallists and presenters;
2. introduction of the presenters;
3. introduction of the medallists;
4. medal and flower presentations;
5. raising of the national flags and playing of the gold medallist's anthem; and
6. conclusion of the Victory Ceremony.

All scripts and routines for the Victory Ceremonies must be submitted to the IOC for its prior approval.

Medals are awarded by IOC Members.



4. Opening Ceremony of the IOC Session

The Opening Ceremony of the IOC Session before the Games is usually planned by the OCOG Protocol team in collaboration with the IOC Protocol, the events and hospitality teams. The Ceremonies team is often required to plan and deliver the ceremony segment of the event.

The OCOG is responsible for the design and printing of invitation cards, which should be in French and English.

A Protocol flag set should be placed on the stage, if possible behind or next to the podium where the official speeches are held.

The flags to be displayed are the following:

- Olympic flag;
- Flag of the host nation; and
- OCOG.

5. IOC Session

The IOC Session room should be laid out such that the IOC Executive Board members, the Honorary President and the Director General are seated on the stage facing the IOC members.

The IOC members are seated in Protocol order, followed by honorary members and the honour member. The IOC flag should be on the stage next to the speaker's podium.

6. Team Welcome Ceremonies at the Olympic Village

Team Welcome Ceremonies are organised at the Olympic Village in the international zone in order to welcome Olympic athletes and team officials to the host city.

The main steps are the following:

1. welcome by the Village Mayor;
2. nation's flag-raising ceremony while the anthem of the team is played (abbreviated, no more longer than 90 seconds);
3. short artistic programme (max 10-15 minutes); and
4. small symbolic gift presentation to the team.

The Team Welcome Ceremonies should be delivered in French and English.

7. Medals, diplomas, pins and floral bouquets

Introduction

The medals and diplomas distributed to athletes should adhere to specific guidelines relating to their production, approval and distribution.



Individual sports

For the individual events, the first prize should be a silver gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a diploma. Competitors placed fourth, fifth, sixth, seventh and eighth should also receive a diploma, but no medal. In the case of a tie for a first, second or third place, each competitor is entitled to a medal and a diploma.

Team sports

For team sports, and for team events in other sports, each athlete member of the winning team is entitled to a silver gilt medal and a diploma, each such member of the second team to a silver medal and a diploma, and each such member of the third team to a bronze medal and a diploma. Prior to the Olympic Games and after consultation with the IFs concerned, the IOC Executive Board should decide the extent to which such athlete members should include those athletes who have not taken part in at least one match or competition during such Olympic Games. The members of a team placed fourth, fifth, sixth, seventh and eighth should receive a diploma.

If an Olympic competitor is disqualified, his/ her medal(s) and diploma(s) should be returned to the IOC.

IOC copyright for medals

The OCOG should ensure that a valid assignment of all property rights is made, which should automatically be the recognised owner of the copyright. If the law of the country requires that an assignment should be made in writing, the OCOG is obliged to draw up the necessary document and to submit it for signature to the IOC, who should thereupon be the sole holder of such copyright as the OCOG will cease to exist soon after the Games.

Requirements for producing medals

Size

The medals should be at least minimum 70mm - maximum 120mm in diameter and minimum 3mm - maximum 10mm thick.

Weight

The weight of each medal should be between 500 and 800 grams.

Material

The medals for first and second places should be of silver of at least 925-1000 grade; the medal for first place should be gilded with at least 6g of pure gold. The medals should be easily recognisable as gold, silver and bronze. The medals should be of the same "finish", whether matte or highly polished.

Mould

In principle, the medals should be round in shape.



Ribbon

Each medal should be provided with a ribbon to give the athletes the possibility to wear the medal around the neck. The ribbon could be decorated with the emblem and OCOG Look of the Games elements.

Special attention should be made in the production of the ribbon to ensure high quality and that the closing mechanism, holding the medal in place, is re-enforced and secure.

Design

The same design applies for all medals. The design of the medals should be in line with the vision and Look elements of the OCOG, reflecting its cultural and aesthetic elements but at the same time respecting and expressing the values of the Olympic Movement. The lines should be simple and clean, and the text (engraved or in relief) should be appropriate for the dimension.

Themes

Each medal should include the following elements:

For the Games of the Olympiad:

- Front side (obverse):
- Nike standing in the Panathinaiko Stadium.
- Full name of the Games edition (Games of the (number) Olympiad).
- Back side:
- Name of the sport (or discipline as appropriate) and event
- OCOG emblem.

For the Olympic Winter Games:

- Front side:
- Olympic emblem; and
- full name of the Games edition (number) Olympic Winter Games.
- Back side:
- name of the sport (or discipline as appropriate) and event; and
- OCOG emblem.

Before going into production, the text to be engraved on medals needs to be approved by the IOC.



Box

A box for the medals should be produced. The design of the box should be coordinated with the design of the medal.

Requirements for producing victory diplomas

Material/shape

The diploma should be printed on a card of at least 4-ply quality. The format should be "landscape".

Design

The look of the diploma should be in-line with Look elements of the OCOG, simple and clear to read.

Text

The text should include the following elements:

- Olympic symbol and edition of the Games;
- emblem of the Olympic Games;
- French, English and host nation official language (if neither French nor English);
- athlete's family name, followed by given name;
- name of the NOC that the athlete represents;
- sport, discipline and event name;
- signature and title of:
 - IOC President - lower left-hand side;
 - OCOG President - lower right-hand side;
 - for 1st place - Olympic Champion and Gold medallist;
 - for 2nd place - Silver medallist;
 - for 3rd place - Bronze medallist; and
 - positions from 4th to 8th place should be indicated by - 4th place, 5th place, 6th place, 7th place and 8th place respectively.

Requirements for floral bouquets

Floral bouquets are presented to athletes during Victory Ceremonies. The specifications of the floral bouquets are defined in collaboration with the IOC.



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