



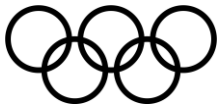
INTERNATIONAL
OLYMPIC
COMMITTEE

5.1

Olympic Winter Games Strategic Review Working Group Recommendations (26.07.2016)

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INTRODUCTION

The Olympic Winter Games serve as a global showcase for the Olympic values and a wide range of winter sports. They are the pinnacle of excellence for athletes who compete on snow and ice, and thrill spectators and sports fans worldwide. More than two billion people, across all continents, watched at least part of the Olympic Winter Games Sochi 2014. The close link to nature and spectacular mountain environments give the Olympic Winter Games a special character that generates widespread interest, even in countries with no winter sports tradition. The Games also provide a high-profile platform for relatively new events with strong appeal to young people.

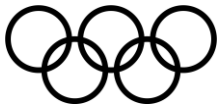
The approach of the centennial anniversary of the Olympic Winter Games in 2024 and the implementation of the International Olympic Committee (IOC)'s Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement, make this an opportune time to consider ways to build on this record of success. The Olympic Winter Games Strategic Review is a collaborative effort to take a fresh look at the Games with a view to ensuring their continued relevance and popularity in the context of the IOC's strong focus on sustainability and legacy.

The reforms of Olympic Agenda 2020 addressed many challenges of hosting and seeking to host the Olympic Games. The changes gave host cities for the Games of the Olympiad and the Olympic Winter Games more flexibility to design Games that meet the host cities' long-term development plans, and ensured that cities seeking to host the Olympic Games receive more support and assistance from the Olympic Movement.

Background

Recognising the opportunities and challenges facing the Olympic Winter Games, and inspired by the example of Olympic Agenda 2020, the IOC Executive Board and the Association of International Olympic Winter Federations (AIOWF) agreed at a joint meeting in June 2015 to engage in further discussions on the future development of the Olympic Winter Games.

At a subsequent meeting in November 2015, the IOC, the seven Winter International Federations (IFs) and the International Paralympic Committee (IPC) agreed to establish a Working Group to support a strategic review of the Olympic Winter Games, along with representatives from other Olympic Movement organisations and external winter sports experts. Although the Working Group focused primarily on the Olympic Winter Games, its members were also mindful of the need to maintain the unique attributes of the Paralympic Winter Games. Many of the Working Group's recommendations apply to both the Olympic Winter Games and the Paralympic Winter Games.



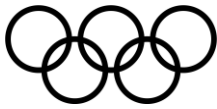
Working Group Objective

As agreed by the IOC and AIOWF, the objective of the Working Group was to develop recommendations for the IOC Session focused on enhancing the value of the Olympic Winter Games, especially for candidate cities and host cities, and making them more sustainable and less impactful in financial, operational and environmental terms. The Working Group paid particular attention to issues related to sustainability, legacy and the process of applying for and hosting the Games.

Methodology

The process began with the appointment of a 26-member Olympic Winter Games Strategic Review Working Group that included IOC Members, representatives from the seven Winter IFs, National Olympic Committees (NOCs), winter-sport Olympians and TOP partners, and was supported by the IOC administration and advisors. (For a full list of the Working Group membership, please see Appendix 1).

To gain a broader perspective on the Olympic Winter Games, the Working Group sought the views of a wide range of individuals, including representatives from city governments, former candidate cities, former Games Organising Committees (OCOGs), legacy organisations and the mountain resort and ski industries, as well as sustainability experts, broadcast partners and sporting event organisers. They shared their candid opinions in one-on-one interviews and position papers that informed the Working Group's deliberations over the recommendations in April.



RECOMMENDATIONS

Venue Concept

Recommendation 1

Encourage sustainable, creative and cost-effective venue solutions to further support legacy goals.

1. The IOC, with the IFs, to actively promote the maximum use of existing, temporary and demountable venues, and to encourage creative and innovative solutions for all Games-related facilities, including Villages, media centres and sporting venues (e.g. modular, transportable).
2. The IFs to support the IOC in approving the organisation of preliminary competitions at existing venues outside the host city/mountain region, or the host country, notably for reasons of sustainability¹.
3. The IFs to support the IOC in allowing the organisation of entire sports, disciplines or events at existing venues outside the host city/mountain region or the host country, notably for reasons of geography and sustainability², whilst maintaining the quality of the athletes' experience. The International Bobsleigh and Skeleton Federation, and the International Luge Federation have shown leadership in this regard by endorsing this concept in recognition that there are adequate existing venues to support the continued development of their sport.
4. Potential candidate cities considering the options provided under 2 and 3 above to consult with the IOC and the relevant NOC(s) during the Invitation Phase before making a formal proposal. If considered to be technically feasible by the IOC, after consultation with and agreement of the relevant IF(s), a clear joint statement to be provided by the IOC and the IF(s) to the city and to the Evaluation Commission that the proposal is sustainable and an asset of the candidature.
5. The IFs to support the IOC in making clear to candidate cities and OCOGs that there is no obligation to build new permanent venues if there is no clear legacy plan and value. The onus is on Games organisers to state that there is no legacy case supporting the construction of a new permanent venue.
6. The IOC to require the use of existing sports or other venues for opening and closing ceremonies.

¹The inclusion of the mountain region and the support from IFs are new elements compared to Rule 34 of the Olympic Charter.



Impacts – Recommendation 1	
<input checked="" type="checkbox"/>	Legal impact <ul style="list-style-type: none">• Change to the candidature questionnaire and Host City Contract.
<input checked="" type="checkbox"/>	Financial impact <ul style="list-style-type: none">• Additional resources to review proposals related to venue concept.
<input type="checkbox"/>	Organisational impact <ul style="list-style-type: none">• None foreseen.
<input checked="" type="checkbox"/>	Human Resources impact <ul style="list-style-type: none">• Extra volume of work to be assessed depending on the amount and the level of assistance required for potential candidate cities, especially from the Olympic Games and Sports Departments.
<input type="checkbox"/>	Other impact <ul style="list-style-type: none">• None foreseen.



Candidature

Recommendation 2

Tailor the candidature process to reflect the specific nature and character of the Olympic Winter Games, and provide more flexibility and support to prospective hosts.

1. The IOC to ensure that the candidature documentation further reinforces the importance of sustainability.
2. The IOC to customise the Invitation Phase to address the particular sports, economic, social and environmental long-term planning needs of potential candidate cities.
3. The IOC to increase communication about the candidature process to the public, and assist candidate cities' communications efforts by providing access to the IOC's communications channels and offering support for national/local campaigns, including by means of fact-based material.
4. The IOC to engage with the relevant NOCs, as well as IFs, National Federations (NFs), the IPC and other stakeholders, to assist potential candidate cities during the Invitation Phase.
5. The IOC, IFs and IPC to ensure that sustainability and legacy are determining factors in setting venue capacities, while ensuring the best competition environment for the athletes.
6. During the candidature process, the IOC to further highlight the specific operational requirements of the Olympic Winter Games (e.g. climate).
7. The IOC to reduce Candidature File requirements for technical aspects while maintaining the required guarantees that protect all parties (e.g. accommodation and venue use agreements).
8. The IOC and relevant IFs, after consultation and, if in agreement, to provide joint pre-approval for venues that are used regularly for high-level competitions and are determined suitable for the Olympic Winter Games, as well as certification to that effect. For these certified venues, the level of detail to be provided by candidate cities can be reduced.
9. The IOC to review the level of detail to be provided for other elements whereby a candidate city can demonstrate, from the outset, sufficient capacities (e.g. airport, accommodation facilities, energy requirements).
10. Considering the overall reduction of requirements and early validation of venues, the IOC to reduce the candidature process timeframe.



Impacts - Recommendation 2	
<input checked="" type="checkbox"/>	Legal impact <ul style="list-style-type: none">• Review of Candidature File requirements.
<input checked="" type="checkbox"/>	Financial impact <ul style="list-style-type: none">• Customisation of the Invitation Phase.
<input type="checkbox"/>	Organisational impact <ul style="list-style-type: none">• None foreseen.
<input checked="" type="checkbox"/>	Human Resources impact <ul style="list-style-type: none">• Extra volume of work to be assessed depending on the amount and the level of assistance to be provided to candidate cities, especially from the Olympic Games, Sports and Communications Departments.
<input type="checkbox"/>	Other impact <ul style="list-style-type: none">• None foreseen.



Games Organisation

Recommendation 3

Optimise assistance and support to the OCOGs from all stakeholders (IOC/Olympic Broadcasting Services (OBS), IFs, NOCs, TOPs, IPC).

1. The IOC and IFs to continue to review, with the relevant stakeholders, the current Olympic (sports) programme, including events, competition formats and number of athletes/teams, with the goal of reducing the overall number of venues (competition, training and warm-up). When doing so, cost, complexity and added value for the Olympic Games to be taken into account.
2. The IPC to continue to review with the relevant stakeholders, the current Paralympic (sports) programme, including events, competition formats and number of athletes/teams.
3. The IOC to take the lead in considering, with the relevant stakeholders, further and specific Olympic Winter Games turnkey solutions common to all Olympic Games Organising Committees (OCOGs) across all operational functions.
4. The IOC, in agreement with the IFs, to encourage the involvement of the NFs throughout the Games organisation phase whenever they can contribute relevant expertise or other support.
5. The IOC to develop and implement an enhanced model to manage TOP–OCOG supply engagement. This model will include cross-functional processes at the IOC, OCOG and Partner level, with consideration of specific implementation of supply for particular Partners as necessary.
6. The Coordination Commission to form a steering group to determine action priorities and take urgent management decisions, should circumstances require.
7. To ensure that Games organisation is the most cost-effective, the IOC to schedule the engagement of necessary expertise with the OCOGs at the appropriate time.



Impacts - Recommendation 3	
<input checked="" type="checkbox"/>	Legal impact <ul style="list-style-type: none">• Review implementation of turnkey solutions from a legal standpoint.
<input checked="" type="checkbox"/>	Financial impact <ul style="list-style-type: none">• Funding development of various turnkey solutions from feasibility studies to contractual implementation.
<input type="checkbox"/>	Organisational impact <ul style="list-style-type: none">• None foreseen.
<input checked="" type="checkbox"/>	Human Resources impact <ul style="list-style-type: none">• Development of turnkey solutions and provision of assistance to the OCOGs, especially for the Olympic Games and Sports Departments, and Television and Marketing Services.• Extra volume of work to be assessed depending on the amount and the level of assistance required to develop turnkey solutions and help OCOGs implement them.
<input type="checkbox"/>	Other impact <ul style="list-style-type: none">• None foreseen.



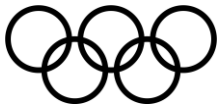
Recommendation 4

Reduce cost and complexity.

1. The IOC to review the operational and technical requirements, as well as the service levels, with the goal of reducing cost and complexity.
 - For this purpose, the IOC to appoint an independent working group (composed of winter sports experts, in areas such as former Olympic Games organisation, environment and sustainability, finance, sport, logistics and construction) to study planning assumptions, level of acceptable risks and mitigation measures in comparison to actual delivery and consumption during Games time.
2. The IOC and IPC to further increase collaboration with the goal of finding common solutions for operational matters, including Games management, service levels, and brand and look of the Games.
3. The IOC and OCOGs to consider a reduced Games planning period for specific functional areas and venue development.

Impacts – Recommendation 4

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | Legal impact <ul style="list-style-type: none">• None foreseen. |
| <input checked="" type="checkbox"/> | Financial impact <ul style="list-style-type: none">• Funding of activities of independent working group needed. |
| <input type="checkbox"/> | Organisational impact <ul style="list-style-type: none">• None foreseen. |
| <input type="checkbox"/> | Human Resources impact <ul style="list-style-type: none">• None foreseen. |
| <input type="checkbox"/> | Other impact <ul style="list-style-type: none">• None foreseen. |

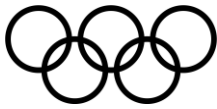


Positioning

Recommendation 5

Define and uphold the specific nature and values of the Olympic Winter Games and their various components, especially the programme.

1. The IOC and IFs to continue the evolution of the Olympic (sports) programme to maintain its global appeal and relevance, while maintaining the approximate number of 2,900 athletes, 2,000 coaches and athlete support personnel and 100 events.
 - For this purpose, the IFs and organisers are encouraged to seek innovation and be creative in the evolution of their sports, disciplines, events and formats.
2. The IPC and IFs to continue the evolution of the Paralympic (sports) programme to maintain its global appeal and relevance.
3. The IOC to establish guidelines for branding, communications and promotional activities that express the specific nature of the Olympic Winter Games, highlighting key differences from the Games of the Olympiad. Guidelines to be prepared for use by OCOGs, IFs, NOCs, Rights-Holding Broadcasters and TOPs to support their communications efforts.
 - Guidelines should capture the identity and specific nature of each of the seven Olympic Winter Games sports and their athletes.
 - Guidelines should specify how IFs may use Olympic marks in selected events and activities for cross-promotion that are beneficial for the Olympic Winter Games and the IFs.
4. The IOC to ensure that Olympic Winter Games branding guidelines are reflected in all activities that influence the perception of the Games, including:
 - The Olympic (sports) programme
 - Look and design of the Games and Games materials
 - Sports presentation
 - Uniforms (OCOG, IFs, OBS and other stakeholders)
 - Torch Relay
 - Ceremonies



Impacts – Recommendation 5	
<input checked="" type="checkbox"/>	<p>Legal impact</p> <ul style="list-style-type: none">• Review of guidelines and documentation for branding, communications and promotional activities.
<input checked="" type="checkbox"/>	<p>Financial impact</p> <ul style="list-style-type: none">• Additional external resources to develop guidelines and documentation for branding, communications and promotional activities.
<input type="checkbox"/>	<p>Organisational impact</p> <ul style="list-style-type: none">• None foreseen.
<input checked="" type="checkbox"/>	<p>Human Resources impact</p> <ul style="list-style-type: none">• Extra volume of work to be assessed depending on the amount and the level of assistance required to develop and implement guidelines for branding, communications and promotional activities, especially for Olympic Games and Corporate Development, and Brand and Sustainability Departments.
<input type="checkbox"/>	<p>Other impact</p> <ul style="list-style-type: none">• None foreseen.



Benefits & Legacy

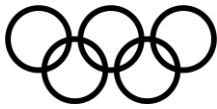
Recommendation 6

Actively promote the benefits of applying for and hosting the Olympic Winter Games

1. The IOC to develop and implement a consistent and unified communications strategy on the specificities of the Olympic Winter Games and their positive impact on economic, social and environmental development, including positive legacies related to sport and health, in the host city:
 - Games stakeholders, third parties and ambassadors to play a role in delivering the strategy internationally;
 - NOCs and NFs to lead this communication within their country;
 - The IOC to utilise the Olympic Channel;
 - IFs and NFs to play a more active role in communicating the legacy value of the Games, from the grassroots to the elite level, in their territories.
2. The IOC, with assistance from third-party experts as needed, to develop fact-based material (case studies and other reference materials) that address misconceptions and document the benefits of applying for and hosting the Olympic and Paralympic Winter Games, including an assessment of the:
 - Long-term financial impact and return on investment from government-funded capital investments related to the Games;
 - Net financial impact of government-funded expenses for Games-related operational costs and the offsetting impact of government revenues generated by the Games;
 - Social impact of the Paralympic Winter Games.



Impacts – Recommendation 6	
<input type="checkbox"/>	Legal impact <ul style="list-style-type: none">• None foreseen
<input checked="" type="checkbox"/>	Financial impact <ul style="list-style-type: none">• Additional resources to:<ul style="list-style-type: none">- develop and implement a unified communications strategy;- produce fact-based materials by third party experts.
<input type="checkbox"/>	Organisational impact <ul style="list-style-type: none">• None foreseen.
<input type="checkbox"/>	Human Resources impact <ul style="list-style-type: none">• None foreseen.
<input type="checkbox"/>	Other impact <ul style="list-style-type: none">• None foreseen.



Appendix 1

Olympic Winter Games Strategic Review Working Group membership

Chair	
John D. Coates	IOC Vice-President
Members	
Ottavio Cinquanta	President, International Skating Union (ISU) IOC Member
Phil Craven	President, International Paralympic Committee (IPC) IOC Member
René Fasel	President, International Ice Hockey Federation (IIHF) IOC Member
Gian Franco Kasper	President, Association of International Olympic Winter Sports Federations (AIOWF) President, International Ski Federation (FIS) IOC Member
Adam Pengilly	Member, IOC Athletes' Commission IOC Member
Sigi Asprien	Mayor of St Moritz
Anders Besseberg	President, International Biathlon Union (IBU)
Kate Caithness	President, World Curling Federation (WCF)
Josef Fendt	President, International Luge Federation (FIL)
Ivo Ferriani	President, International Bobsleigh and Skeleton Federation (IBSF)
Peter Franklin	Group Director, Coca-Cola Company
Raymond Johansen	Mayor of Oslo
Alexei Krasnov	Deputy Chairman of the Board of Directors of JSC – Gazprom Media Holding (former Senior Vice President, Sochi 2014 Organising Committee)
John McLaughlin	Chief Financial Officer, Concept Properties Ltd and Concert Infrastructure (former CFO, Vancouver 2010 Organising Committee)
Andrea Shaw	Founder and Managing Partner, TwentyTen Corp. (former Vice President of Sponsorship, Sales and Marketing, Vancouver 2010 Organising Committee)
Karl Stoss	President, <i>Österreichisches Olympisches Comité</i>
Cesare Vaciago	Director General, City of Turin (former CEO, Turin 2006 Organising Committee)
Michael Vesper	CEO, <i>Deutscher Olympischer Sportbund (DOSB)</i>



Ex Officio members	
Colin Grahamslaw	Secretary General, World Curling Federation (WCF)
Heike Groesswang	Secretary General, International Bobsleigh and Skeleton Federation (IBSF)
Sarah Lewis	Secretary General, Association of International Olympic Winter Sports Federations (AIOWF) Secretary General, International Ski Federation (FIS)
Horst Lichtner	Secretary General, International Ice Hockey Federation (IIHF)
Nicole Resch	Secretary General, International Biathlon Union (IBU)
Svein Romstad	Secretary General, International Luge Federation (FIL)
Fredi Schmid	Secretary General, International Skating Union (ISU)