HOST CITY CONTRACT
DETAILED OBLIGATIONS
XXIV OLYMPIC WINTER GAMES IN 2022
Host City Contract Detailed Obligations

XXIV Olympic Winter Games in 2022

24 July 2015
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<td>Youth Olympic Games Organising Committee</td>
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Foreword

I. Introduction

a) Purpose

The Host City Contract Detailed Obligations for the XXIV Olympic Winter Games in 2022 (the “Host City Contract Detailed Obligations”) include the essential requirements for delivering a successful Olympic Games. They consist of core elements of the project, providing an Olympic level field of play for the athletes, and allowing cities to best match their plans to their sports, economic, social, and environmental long-term planning needs.

b) Relationship with the Host City Contract for the 2022 Olympic Winter Games

This Host City Contract - Detailed Obligations document constitutes an annex to, and forms an integral part of, the Host City Contract for the XXIV Olympic Winter Games in the year 2022 (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 City and the NOC (as these terms are defined in the Host City contract) following the election of the host city of the XXIV Olympic Winter Games in the year 2022 (the “Games”) by the 128th IOC Session in Kuala Lumpur on 31 July 2015.

The Host City Contract sets forth the general principles governing the relationship between the IOC, the City, the 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 parameters applicable to the delivery of the elements necessary for the Games preparation.

This Host City Contract Detailed Obligations document further describes the key deliverables and other obligations to be performed by the City, the NOC and the OCOG, as part of their responsibility for planning, organising, financing and staging the Games pursuant to the Host City Contract.

All provisions of the Host City Contract apply to the Host City Contract Detailed Obligations, including, in particular, the provisions establishing the joint and several responsibility of the City, the NOC and the OCOG for all obligations and other commitments arising from the Host City Contract (Section 4) and the obligation to ensure the respect of all commitments undertaken by Host Country Authorities during the bid phase (Section 5). It is therefore important to read this document in parallel with the Host City Contract as all obligations and deliverables described herein shall be performed in compliance with the terms and conditions of the Host City Contract.

This Host City Contract Detailed Obligations document 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 Host City Contract. 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 Host City Contract.

c) Relationship with the Olympic Charter

In accordance with the Host City Contract, the obligations 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 Section 16 of the Host City Contract, the Parties will agree on the main milestones and timelines to be respected in the performance of their obligations under the Host City Contract and the Host City Contract Detailed Obligations document within 18 months following the execution of the Host City Contract. These timelines and milestones will be featured in the “Games Delivery Plan” which fully applies to the obligations and deliverables defined in the present Host City Contract Detailed Obligations. Before the Games Delivery Plan is finalized, the milestones and timelines included in the generic delivery plan communicated by the IOC to the City, the NOC and the OCOG will apply.

e) Other important documents

In accordance with the Host City Contract, certain other agreements or documents referred to in the Host City Contract will apply to the planning, organising, financing and staging of the Games. This includes, in particular, the Marketing Plan Agreement, or MPA, referred to in Section 49(c) Host City Contract, the cooperation agreement to be concluded between the OCOG and the Host Broadcaster of the Games (OBS), referred to in Section 54 paragraph ii) Host City Contract, and the agreement between the IOC and the International Paralympic Committee (IPC), referred to in Section 63 Host City Contract. The provisions of these agreements and other documents referred to in the Host City Contract apply to the performance of the obligations included in this Host City Contract Detailed Obligations document.

f) Definitions

All capitalized terms which are not otherwise defined in the present document shall have the meaning attributed to such terms in the Host City Contract.

II. Structure and scope of this document

a) Operational areas

This document lists out the key deliverables and obligations pertaining to the planning, organising, financing and staging of the Games. These obligations are grouped together into subject matters, referred to as “areas”, with an executive summary providing an introductory description of each area. The detailed obligations are provided in a numbered list for easy reference.

Many areas addressed in this document focus on the provision by the OCOG of certain services and facilities to Games stakeholders such as athletes, NOCs, IFs, Media, marketing partners, domestic and international dignitaries and spectators. Such services and facilities shall be provided in accordance with the parameters defined in the Host City Contract, the MPA and other relevant agreements or documents. Unless expressly stated otherwise in this Host City Contract Detailed Obligations document, the Host City Contract or in the MPA or other relevant agreement or documents, 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.

Across all areas, the OCOG must ensure the delivery of a consistent high quality “Games experience” for all constituent groups, which allows all people – with or without impairments - to access all Games venues and services provided there. To that effect, the OCOG must impress upon all Games stakeholders, staff and volunteers that universal accessibility is a core principle which should apply to all venues and services for the benefit of all Games participants and spectators as well as the Host City’s community. In practical terms, inclusion principles should apply to all aspects of the Games including policy, operation and construction.
b) **Paralympic Games**

The 2022 Paralympic Games shall be organised by the City, the NOC and the OCOG in accordance with the relevant provisions contained in the Host City Contract, this Host City Contract Detailed Obligations document and with the agreement signed between the IOC and the IPC. 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 picture of a given area and to promote an integrated planning approach, the majority of obligations related to the Paralympic Games have been integrated within the various sections of this document. As a result many obligations of general nature contained in this document apply to both Olympic and Paralympic Games (even though this may not be systematically mentioned) and certain Paralympic-specific obligations are also included at the end of each section. In addition, as not all obligations related to the Paralympic Games could be integrated in other sections of this document, a specific chapter contains the remaining obligations applicable to the organisation of the 2022 Paralympic Games.

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

In accordance with the Host City Contract, the OCOG is the entity created by the City and the NOC within five months following the election, to carry out all operational aspects of the planning, organising, financing and staging of the Games and the present document is therefore drafted primarily in view of its performance by the OCOG. However, a combined effort and a close cooperation by the City and the NOC, as well as Host Country Authorities or other private institutions of the Host Country are essential to the success of the Games.

e) **Application to other editions of the Olympic Games or Olympic Winter Games**

The obligations defined in this document have been drafted primarily in view of their application to the Games, as an integral part of the Host City Contract. However, the IOC may decide that the obligations contained in this document are, in whole or in part, also applicable to the Host City Contract for the Games of the XXXII Olympiad in 2020 and/or to the Host City Contract for the XXIII Olympic Winter Games in 2018, in accordance with the provisions of the said agreements.
Cross-reference matrix

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

#### XXIV Olympic Winter Games in 2022

<table>
<thead>
<tr>
<th>Responsible Areas (for the delivery of their obligations)</th>
<th>Dependent Areas (that need to be considered by the responsible areas)</th>
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<td>SPT, CER, LV, OTR, MPS, PRS, BRS, NCS, OFS, NRG, VEN, SIG, ACM, ACR, AND, FNB, LAN, MED, TEC, TRA, CTY, FIN, GAM, IKM, PRS, SUS, BIL, BRP, COM, DIG, BUS, TKT, PAR</td>
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*Image 56x513 to 105x538*

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1. Product & Experience
1.1. Sport

Executive Summary
The Olympic Games are the pinnacle sporting event in the world, gathering the best athletes from around the globe and attracting millions of spectators both within the venues and via worldwide broadcast coverage. Within the OCOG, Sport 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 International Federations (IFs) and National Federations (NFs).

Sport 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 Functions within the OCOG, as well as external parties involved in the provision of services for the athletes and IFs.

The relationship between Sport 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.

Sport is closely related to other areas addressed in this Host City Contract Detailed Obligations; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Sport in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

SPT 01 - Recruitment and training strategy

- Develop, through OCOG Sport managers, a recruitment and training strategy for the different categories of Sport workforce, National Technical Officials (NTOs) and sport volunteers and ensure that this strategy is developed in consultation with each IF for each sport.

SPT 02 - Identification 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 Host City Contract.
• Ensure that all proposed Sport managers are approved by the competent IFs. An experienced manager should also be recruited for each individual discipline of the relevant sports.

SPT 03 - 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 04 - Technical obligations for IFs
• 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 sport.

SPT 05 - OCOG-IF Agreement
• 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 06 - 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- and venue-specific documentation provided by each IF.

SPT 07 - 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 city and the NOC in their candidature documents, is implemented.
• If a competition venue location must be changed, the OCOG must be able to demonstrate to the IF and IOC that the change in venue enhances the Candidate City proposal.

SPT 08 - Camera and microphone positions on the FOP
• Obtain OBS’s and the IOC’s prior approval for all FOP 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 09 - 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 10 - 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 11 - Competition schedule

- Consult the IOC, OBS and IFs at all stages about the development of the competition schedule, which includes the following six phases:
  - 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 12 - 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 13 - Ski Racing Suppliers Association

- Cooperate with the Ski Racing Suppliers Association (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 14 - 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 WSFGI in accordance with the requirements communicated by the IOC following the previous edition of the Games.

SPT 15 - 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 such template to the IOC for approval.
SPT 16 - Delivery of sports equipment

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

SPT 17 - 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 18 - Games-time training

- Agree with each relevant IF on all technical requirements relating to training facilities identified for use before and during the Olympic Games.
- Provide training facilities 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).
- Ensure that such facilities are fitted out to meet the IF technical requirements. Any exception to this obligation shall be submitted to the IOC and to the respective IF for approval.
- Ensure that the level of services delivered to athletes during official training is equal to the services delivered during competition.

SPT 19 - Location of sports

- As a general principle and unless otherwise authorised by the IOC in accordance with the Olympic Charter, 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 20 - 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 Games prior to the opening ceremony.

SPT 21 - Provision of on-venue equipment for FOP preparation

- Provide all equipment needed for the preparation of the FOP (e.g. snowcats, ice resurfacing machines, inflatable power boats, etc.) for the test events and the Games.

SPT 22 - 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 that needs to be agreed between the OCOG and SRS.
SPT 23 - 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 24 - Pre-Games IF visits to the host city
- Cover the costs of round-trip air tickets, board and lodging of each IF Delegate for the pre-Games visits agreed between the OCOG and the IF.

SPT 25 - Technical Officials’ transport
- Pay for the travel expenses of the International Technical Officials (ITOs) for the Olympic Games. The total number of ITOs shall be within the total number confirmed by the IOC upon proposal of the IF concerned. Travel expenses shall be calculated to the host city from the ITOs’ place of residence and back.
- Pay the travel costs of the NTOs within the host country.
- Submit an ITO travel policy to the IOC for approval.

SPT 26 - 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 detailed obligations on accommodation.

SPT 27 - 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 is to be decided by the OCOG.

SPT 28 - 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 29 - **Tickets for IFs**
- According to the official duration of their mission, provide ceremony tickets to all Technical Officials who are in the host city during the opening and/or closing ceremony.

SPT 30 - **Required sports 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 31 - **Sport entries**
- Define and implement the official registration process for athletes qualified and selected to participate in the Olympic 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, the OCOG shall provide such entry forms to all NOCs.

SPT 32 - **Sport presentation**
- Develop and submit to the IOC for approval the overall sport presentation concept.

- 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 contribution). Songs and sounds should be varied to cover the style spectrum and ensure that appropriate music is available.

SPT 33 - **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 34 - Rule 50
- 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.

SPT 35 - 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 36 - Sport volunteer training
- 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 37 - 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 approval by the IPC.

SPT 38 - 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 39 - Paralympic pre-Games training guide
- Produce a specific Paralympic pre-Games training guide integrating all necessary information to assist the needs of the National Paralympic Committees (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.

SPT 40 - Paralympic training schedule projects
- Develop the Paralympic training schedule, the training booking procedures, the training office within the sports information centre and the transport plan in parallel with the corresponding Olympic project.

SPT 41 - Services for IF Games Officials and IPC Games Officials for the Paralympic Games
- The requirements and services for the IF Games Officials 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 cost of travel for the IF Games Officials and IPC Games Officials from their place of residence to the host city of the Paralympic Games.
• 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 place of residence. Any changes to this amount must be approved by the IPC.

• Provide accommodation to IF Games officials (ITOs and classifiers), in principle in stakeholder group hotels and at the same level of service as for the ITOs of the Olympic Games. However, subject to approval by the IPC and for the Paralympic Games only, IF Games officials may be accommodated in a separate and distinct zone of the Paralympic Village at the OCOG’s expense.

SPT 42 - 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.

SPT 43 - Games officials’ guide for the Paralympic Games

• Produce a sport-specific Technical Officials’ guide (called Games officials’ guide for the Paralympic Games) for referees, judges and officials attending and working at the Paralympic Games. The guide should contain specific competition officials’ information such as accommodation, accreditation, uniform, arrivals and departures.

SPT 44 - Classification Coordination Centre for the Paralympic Games

• Operate a Classification Coordination Centre, using dedicated desks in the Sport Information Centre (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 45 - Integration of sport entries and sport classification operational plans

• Apply the same process for the Paralympic Entries and Qualification System (PEQ) as previously implemented for the Olympic Games Sport Entries and Qualification System (SEQ), with the addition of the factor of sport classification, which is an integral part of the Paralympic sport entries process.

SPT 46 - 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 47 - Paralympic Results and Information Services

- Implement the requirements of the Paralympic Results and Information Services (PRIS) books for each sport/discipline, including operational processes for each Paralympic sport, printed results reports, their distribution output matrix, content of the results CDs 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.
1.2. Ceremonies

Executive Summary

The Ceremonies are a unique opportunity to highlight the Olympic values and the local culture. The creative development also offers a chance to reflect and establish the vision of the Games, their brand integration and messaging through the Ceremonies. It is recommended that the creative casts of the Opening & Closing Ceremonies, Victory Ceremonies, and Team Welcome Ceremonies schedule some 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 Host City Contract, the term “Ceremonies” shall include all Olympic-related ceremonies, including, 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, including medals and diplomas.

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.

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 together.

Team Welcome Ceremonies

Each Olympic team 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.

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

Ceremonies is closely related to other areas addressed in this Host City Contract Detailed Obligations; in order to have a full understanding of the content of the OCOG’s obligations, it is highly
recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

**Detailed Obligations**

In order to deliver Ceremonies in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**Obligations related to all Ceremonies**

**CER 01 - Organisation and scope of Ceremonies**

- Organise the Ceremonies, taking into account the following parameters:
  - The Opening Ceremony shall officially begin the celebration of the Olympic Games and it shall take place on the first day of the Games in a location within the host city itself.
  - The Closing Ceremony shall officially close the celebration of the Olympic Games and it shall take place on the last day of the Games in a location within the host city itself.
  - The Victory Ceremonies shall follow the conclusion of each sports event at the competition venue and, where applicable for the Winter Games, at the Medals Plaza, in order to present the medals to the athletes.
  - All Ceremony-related requirements (including the requirements for the medals for Victory Ceremonies) shall be observed in accordance with IOC protocol, as further detailed in the CER Annex 3 - Specifications on protocol elements for ceremonies and in the IOC Protocol Guide.

**CER 02 - Concepts and detailed production master plans**

- Submit concepts and detailed production master plans for all Ceremonies to the IOC for its approval. Thereafter, any substantive or thematic changes shall be resubmitted to the IOC for its prior approval.

**CER 03 - Creative approach and vision of the Ceremonies**

- Provide the IOC with the initial presentation on the general creative approach and vision of the Ceremonies.

**CER 04 - Protocol elements**

- 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 Opening, Closing and Victory Ceremonies**

- With respect to clearances and respect of third parties’ rights, take all necessary measures to 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 Specifications on intellectual property rights in relation to
the ceremonies and other events of the Olympic Games (CER Annex 1) must be fully respected and, in particular, all necessary clearances and authorisations must be obtained.

- With respect to use of creative elements including music in the Olympic 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 Host City Contract.
  - Report all musical content to be used in advance to the IOC in accordance with the “IOC Music Reporting Instructions” contained in the Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games (CER Annex 1).

Obligations related to Opening and Closing Ceremonies

CER 06 - Approvals of Opening and Closing Ceremony-related elements
- Submit to the IOC for its approval the following elements related to the Opening and Closing Ceremonies:
  - the overall concepts including integration of Olympic protocol elements and the use of the Olympic symbol;
  - the detailed creative concepts for the Opening and Closing Ceremonies along with a master plan including 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);
  - the final, detailed and complete script; all subsequent editions shall be submitted with changes clearly highlighted.

CER 07 - Olympic cauldron
- Given the engineering complexities of the Olympic cauldron, present the final design to the IOC for its 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.
  - The OCOG shall introduce a proposal with a visual of the design.
  - 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 at the end of the last competition day hosted in the co-host city.

CER 08 - Templates of contractual agreements
- 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 its approval before hiring the
artists, in accordance with the Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games (CER Annex 1).

CER 09 - 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.

Obligation related to Handover Ceremony

CER 10 - Handover Ceremony

- With respect to the Handover Ceremony, which shall take place during the Closing Ceremony of the preceding edition of the Olympic Games, and include a creative segment to be produced by the OCOG, ensure that:
  - All creative concepts comply with IOC requirements and are submitted to the IOC for its 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 Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games (CER Annex 1). These tasks shall be managed entirely by the Organising Committee for the next Olympic Games;
  - All templates of documentation to be used are submitted to the IOC for its approval, with sufficient anticipation prior to their use for hiring creative crews, artists or talents.

Obligations related to Victory Ceremonies

CER 11 - Approval of Victory Ceremony-related elements

- Submit the following elements related to the Victory Ceremonies to the IOC for its 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;
  - the list of all music to be played during the Victory Ceremonies.
CER 12 - Medal and flower presenters at Victory Ceremonies

- Liaise with the IFs on identifying their presenters of the flower bouquets (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 13 - Victory Ceremony scripts

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

CER 14 - Medals Plaza

- Present the proposed location of the Medals Plaza, which is required only for the Olympic Winter Games, to the IOC for approval.

- Ensure that all existing rights of marketing partners and broadcasters 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 review and approval well in advance of any implementation.

- Ensure that all requirements set forth in the Specifications on intellectual property rights in relation to the ceremonies and other events of the Olympic Games (CER Annex 1) 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 Medals Plaza and its Victory Ceremonies:
  - Initial presentation of creative concept submitted to the IOC.
  - Creative concept (including scenarios, programme, use of Olympic symbol, site and stage designs, backdrop to the podium and production process) submitted to the IOC for approval.
  - Final scripts of Medals Plaza Victory Ceremonies (including musical segments and staging) submitted to the IOC for approval.
  - All headline talent and other performance-related contracts signed.
  - Draft music cue sheets for each night of Medals Plaza programming provided to the IOC and OBS. Final music cue sheets, including any update, will 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 its approval.

Obligation related to Team Welcome Ceremony

CER 15 - Team Welcome Ceremony plan
- Submit concepts and a detailed description of the Team Welcome Ceremony programme to the IOC for its prior approval.

CER 16 - Creative concept and script for Team Welcome Ceremony
- Submit to the IOC for its prior approval the following elements:
  - 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.
1.3. City Activities & Live Sites

Executive Summary

Ensuring 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 city activities and a Live Sites programme is not in itself an obligation of the OCOG under the Host City Contract, but it is recommended as a key way to deliver engagement and to support OCOGs in inspiring the public. If a Live Sites Programme is implemented, the detailed obligations in this section below would apply.

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, marketing partners showcasing, athlete appearances, and many more.

Recent OCOGs have used Live Sites as a way of engaging with communities beyond the 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 extra exposure to marketing partners and other OCOG initiatives such as the Cultural Olympiad Programme and the Olympic Torch Relay.

The OCOG may cooperate with the host city and other marketing partners in delivering its Live Sites programme, provided that the OCOG guarantees proper oversight.

City Activities and Live Sites is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver City Activities and Live Sites in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

LIV 01 - Live site programme strategic and operational plans

- If the OCOG wishes to develop and implement any Live Site, submit to the IOC for review and approval:
  - Its initial strategic and operational plans including a programme of activities, together with a detailed commercial plan, which includes marketing, merchandising, supply of products or services by TOP Partners, financial, brand protection and hospitality aspects.
LIV 02 - Stakeholder Agreements for Live Sites

- Ensure that agreements guaranteeing the OCOG’s overall control of the Live Sites are entered with the authorities of the host city, authorities of other cities in the host country, government entities or other contractors (whether commercial or non-commercial) if the OCOG proposes to engage such stakeholders to help organise or manage any Live Site. All such agreements shall respect all IOC requirements on commercialisation, brand protection (e.g. clean venue principles) and supply of products and services (e.g. respect and implementation of marketing partners’ supply rights) and shall be provided to the IOC for approval prior to their signature.

LIV 03 - 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 territory or from OBS.

LIV 04 - Marketing Partner supply rights

- Ensure that TOP Partners’ supply rights, as detailed in the Marketing Plan Agreement (MPA), are respected in planning and procurement relating to the Live Sites. The OCOG’s Live Sites, Procurement and Marketing Functions shall work together to implement the TOP supply rights.

- Ensure that the host city, other cities in the host country, government entities or other contractors (whether commercial or non-commercial) comply with the MPA supply rights provisions.

LIV 05 - Plan for City Activities

- Submit to the IPC for approval a plan for city activities which also covers the transition to and the Paralympic period.
1.4. Olympic Torch Relay

Executive Summary

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. It has an important role in sharing 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 depends on its relationships with numerous external parties including relationships with the host NOC; national, regional and city governments; police; emergency services; roads and traffic authorities; venue owners and operators; national and local media operators; community leaders; international and domestic marketing partners; and various other groups.

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 put in place to reflect 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.

It should also be highlighted that the Paralympic Torch Relay (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.

The OCOG must liaise with the IOC to transfer specific OTR elements as part of the IOC’s Transfer of Knowledge Programme (TOK).

Olympic Torch Relay is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Olympic Torch Relay in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:
OTR 01 - Approvals on OTR vision, scope and plans

• Submit to the IOC for approval the following items:
  − The vision and overall scope of the OTR;
  − The OTR operations plan;
  − The OTR marketing plan;
  − 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;
  − The community agreement template;
  − The OTR broadcast plan for RHBs and non-RHBs;
  − The OTR media operations plan;
  − The torch disposal plan; and
  − The list of all devices that will carry the Olympic flame.

OTR 02 - Sales

• Submit a torch sale process to the IOC for approval if the OCOG intends to sell torches in any way, shape or form. In line with the spirit of the OTR, additional torches outside of the amount required for OTR operations shall not be manufactured with the intent to generate revenue.

OTR 03 - OTR sponsorship agreements

• Provide to the IOC, for review and approval, the final draft of all agreements negotiated between the OCOG and presenting partner(s), supporting partners and technical partners, before execution.

OTR 04 - OTR Marketing Partners

• Ensure that only existing IOC TOP or OCOG tier-one national partners have the opportunity to become OTR presenting partner(s).

OTR 05 - Approvals on OTR design and look

• 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).

OTR 06 - Uniforms

• Provide all OTR torchbearers (at no cost to them) with a uniform which shall be worn during their run.
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OTR 07 - Archiving

- Provide to the IOC the following items for archiving purposes:
  - A number of complete torchbearers' uniform ensembles;
  - A number of torches prior to the start of the Games; 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.

OTR 08 - Olympic flame lighting ceremony

- 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 the approval of the IOC.

OTR 09 - Olympic torch price for torchbearers

- 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.

OTR 10 - Post-Games use of Olympic torch and cauldron

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

OTR 11 - 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 12 - 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 13 - Paralympic Torch Relay flame lighting ceremony

- Submit 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 14 - Paralympic Torch Relay torchbearers’ allocation plan

- Provide the number of torchbearers and the torchbearer slot allocation plan to the IPC for approval 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 2-3 days of the PTR.

**OTR 15 - Paralympic Torch Relay uniforms**
• Provide all torchbearers and guide runners (at no cost to them) with PTR uniforms which shall be worn during their run.

**OTR 16 - Paralympic Torch Relay communications plan**
• Submit to the IPC for approval a PTR communications plan, which incorporates the destination of Stoke Mandeville (UK) as the historic origin of the Paralympic Movement into its overall PTR communications. This shall include, but is not limited to, 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.
• Ensure that the messaging, vision and values of the PTR are consistent with those of the Paralympic Games

**OTR 17 - Paralympic Torch Relay launch event**
• Organise an official launch event for the Paralympic Torch Relay and leverage it as a major communication opportunity to raise awareness about the Paralympic Games.

**OTR 18 - Paralympic Torch Relay television communications**
• Produce daily video images of the PTR, including the lighting ceremony at the host city, to be distributed at the IBC to all RHBs and to the IPC for use on the IPC’s webcast channel ParalympicSport.TV.

**OTR 19 - PTR marketing plan**
• Submit a PTR Marketing Plan to the IPC for approval.

**OTR 20 - Approvals on PTR design and Look elements**
• Submit to the IPC for approval the following designs and Look elements of the PTR:
  − Paralympic torch design;
  − Paralympic torch emblem;
  − PTR emblem (if applicable);
  − Paralympic cauldron design (for lighting);
  − Torchbearer uniform designs;
  − Celebration site backdrops and other Look elements; and
  − Broadcasting graphics (if applicable).

**OTR 21 - Paralympic torches PTR uniform**
• Twenty-five Paralympic torches and three torchbearers’ uniforms shall be provided to the IPC for archives and other purposes.
• Fifteen torches and uniform sets shall be provided to each city hosting a Flame Festival for its flame visits and running segments.
• Submit to the IPC the Torch disposal plan.
2. Stakeholder Services
2.1. Marketing Partner Services

Executive Summary

Marketing partners are essential contributors to the Olympic Games and many have a long-term commitment to supporting the Games and to promoting the Olympic Movement. Not only do the marketing partners provide financial support, but they also deliver invaluable operational support and marketing activation contributions to the Games. Understanding each Partner’s objectives for supporting the Games is key to ensuring robust and reliable partnerships and relationships between the OCOG and the Marketing Partner family.

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. 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, the OCOG has the ability to sign up domestic sponsors as part of its Marketing Partner programme 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 OCOGs’ domestic sponsorship and licensing programme, measures for effective ambush protection, clean venue and IP protection, as well as general guidance on broadcast rights. It is essential that the Marketing Function at the OCOG becomes well versed in all aspects of the MPA.

Marketing Partner Services are closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Marketing Partner Services in line with the executive summary above and in accordance with the Host City Contract and the MPA, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

MPS 01 - Procurement of goods and services by the OCOG

- Procure from the relevant Marketing Partner, on an exclusive basis and in accordance with the conditions set forth in the MPA, all goods or services that are within the product categories of the marketing partners and that the OCOG needs for the purposes of its operations of hosting 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 marketing partners towards the staging of the Olympic Games.

MPS 03 - Outdoor advertising in the Host City

- Undertake an extensive review of the out-of-home advertising inventory that exists and enter into agreements with all media owners concerned to secure the control of this inventory, at least for a period starting two weeks prior to the beginning of the Games period and covering the entire duration of the Games. The OCOG shall then sell this inventory to marketing partners at the usual 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 marketing partners, as per the details specified in the MPA, and that the allocation of all assets to marketing partners follows a fair and equitable process.

MPS 05 - Olympic Hospitality Centre

- The Olympic Hospitality Centre (OHC) provides a venue on site for those 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 detailed in the MPA
  - collaborate with the IOC for approval regarding the location of the OHC and its proposed floor plan before communicating to marketing partners
  - grant marketing partners the opportunity to select their preferred suite locations inside the venue
  - submit the OHC operating plan, including costs and menu pricing, to the IOC for approval.

MPS 06 - Concessions, retail operations and licensees

- Deliver the branding entitlements granted to 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 07 - Showcasing strategy and plans

- Ensure that, if the OCOG chooses to make land available on-site for the purposes of Marketing Partner showcasing, such land is made available to the relevant marketing partners, it being understood that marketing partners are responsible for all costs associated with building and fitting out their structure, and that operationally necessary costs, such as connection to utilities, can be charged to marketing partners on a cost-recovery basis after being itemised and reviewed by the IOC.
- Submit to the IOC for approval all showcasing plans of the OCOG, which includes both the overall OCOG showcasing strategy and the individual showcasing pavilions. Visual identity, branding, visibility, location, activations and size will all be considered in the approvals process.
MPS 08 - Games-time filming

- Collaborate with OBS to develop an on-site filming programme for marketing partners, so they can document their contributions on site. Where a Marketing Partner elects to use the filming service, the associated costs are the responsibility of the Marketing Partner.
2.2. Media

Executive Summary

There are a number of media facilities and services that need to be provided by the OCOG for the accredited media, including, in particular,

- the accredited written and photographic press (Press) and
- broadcasters who have concluded agreements with the IOC for the grant of the rights to broadcast the Olympic Games (RHBs), as well as Olympic Broadcasting Services (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 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 the required permits, multi-entry visas, or extensions to the validity of the OIAC.

Requirements for the media may also need to be adjusted to each individual city, venue and/or sport depending upon the actual conditions in place. These requirements can also influence subsequent detailed surveys by the IOC and the needs of OBS, RHBs and the Press.

The obligations regarding the delivery of the facilities and services for broadcast are to be supplied to OBS and, where applicable, to the RHBs. This section is separated into a planning phase and an operational phase. 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.

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

Media (Press and Broadcast) is closely related to other areas addressed in this Host City Contract Detailed Obligations; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

More information on how to deliver the obligations contained in this section is included in the Olympic Games Guide on Media.
Detailed Obligations - Press

In order to deliver facilities and services to the Press in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

PRS 01 - General facilities and services provided to the Press

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

PRS 02 - Main Press Centre

- Provide a Main Press Centre (MPC), which is the central workplace of the accredited written and photographic press at the Olympic Games, providing 24/7 support and facilities, as well as, 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) easily able to be retrofitted, or a temporary facility fit for purpose. They shall be conveniently located for the competition venues and with proper access to public services (transportation, accommodation, restaurants, etc.).

- For the MPC, ensure that:
  - The MPC at the Games of the Olympiad will be 30,000 sq. m. of usable space, with a further 1,000 sq. m. 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 will be 20,000 sq. m. of usable space with a further 1,000 sq. m. in or alongside the building for use as a logistics compound with truck access, loading dock and secure storage area;
  - A combined IBC/MPC media transport mall, fit for purpose, is required. If the IBC and MPC are adjoining facilities, there will be one shared transport mall, but if separated, both the IBC and MPC will need their own transport malls;

- For the MMC, ensure that
  - The MMC will be no less than 3,000 sq. m. (press) 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 dependent on the type of facility, but should be six months before for the Games of the Olympiad and three months before for the Olympic Winter Games. Any later date shall be approved by the IOC.

PRS 03 - Written and photographic press 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, press tribunes with cabled and wireless broadband internet access, power and CATV monitors for every tribune seat;
- Clearly identified photo positions, each with an unobstructed and direct view of the sports/athletes on the 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 Venue Media Centre workrooms and photo positions in all venues. WiFi must be provided in all media areas.

- Provide a dedicated agency private network (VLAN) to the largest news organisations in order to enable them to transmit data from Olympic venues to respective private offices within the MPC to 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**

- Support the IOC in the provision of the Olympic Information Service (OIS) 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. OIS content is published on the Games INFO+ system and distributed via the Olympic Data Feed (ODF). OIS content is written in English.

**Detailed Obligations - Broadcast**

The following is an overview of the key broadcast deliverables. A more detailed description for each requirement is available in BRS Annex 1 - Operational specifications for Broadcasting Services and Facilities. Additionally, in order to deliver facilities and services to OBS and the RHBs, in line with the executive summary, and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones set forth in the Broadcast Master Plan – Timelines (BRS Annex 2):

**BRS 01 - Planning phase**

- Manage the venue planning process, including the facilitation of meetings and surveys, provide original CAD drawings, and cooperate fully with OBS in the design of all broadcast related facilities and venue overlays.

- Implement a consistent approach to planning the operations of venues, in full consultation with OBS.

- Develop the competition schedule in conjunction with OBS.

- Produce the Directory of Services (DOS or Rate Card) with the specific rates for the OCOG-provided services (Part B) in order to be incorporated into the complete DOS distributed by OBS to the RHBs.

- Establish a uniform 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.

- Determine a plan for the delivery of results, data and timing, CIS, remote CIS, RTDS, ODF, graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS.
• Procure and maintain the relevant insurance policies as defined in FIN Annex 1 – OCOG Insurance Specifications.

BRS 02 - Operations phase – IBC/MBC

• Provide an existing facility, new construction or large building shell easily able to be retrofitted, and conveniently located in proximity to the competition venues, that will serve as the IBC, which is 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 include cable paths, lighting, HVAC, domestic/technical power, level floor space, cleaning services, fire prevention infrastructure, disabled facilities, etc.

• 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 for 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 (dedicated commissary, common services, etc.), etc.

• Provide fixtures and infrastructure for technology (computers, printers, copiers), general telecommunications (fixed phone lines, mobile coverage, high speed internet), CATV systems and 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, including maps, signage, room designations, etc. and ensure that this Look includes any necessary painting of OBS/RHB space. Incorporate specific OBS Look elements, as detailed by OBS.

• Provide all maintenance and facility management of the building and its services.

BRS 03 - Operations phase – Venues

• Ensure that each venue contains the space, infrastructure, cabling requirements, lighting, HVAC, FF&E and technical/domestic power required for the following areas: broadcast compound, commentary control room, broadcast information office, commentary positions, broadcaster observer seats, camera positions/platforms, mixed zone, announce/presentation positions/studios, parking area, etc.
• 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 control are in place, including access control for personnel, beginning with venue occupancy until load-out is complete.

• Ensure all OCOG-provided services and facilities are installed and cabled correctly, such as CIS, Info, data/timing feeds, Olympic Data Feeds (ODF), telephony, CATV, public address feed, etc.

• 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.

• Supply and install Look of the Games, with broadcast considerations taken into account, as well as way-finding, identification and transportation signage in all broadcast areas.

• Establish and implement a lighting plan in accordance with the OBS lighting requirements. Please refer to BRS Annex 4 - Specifications on: lighting for more information.

BRS 04 - Operations phase – Other facilities and services

• Provide warehouse and field shop facilities required for OBS to store, assemble, test and stage equipment, as well as ship and receive goods, equipped with power, lighting, HVAC, fencing, FF&E, telecommunications, security, access control, cleaning services, etc.

• 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.

• According to BRS Annex 4 - Transport Media Table, provide all required Media Transport services.

• Facilitate the process of obtaining all work permits, visas, operational permits and licences for OBS and RHB personnel before, during and after the Games.

• Ensure the availability of accommodations of an acceptable level for all RHB and OBS personnel.

• Provide a fully constructed and operational facility to be used for the housing of 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 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 to OBS for review and approval generic filming policies for OBS and RHB filming in host and co-host cities, including required permits and/or licences.
2.3. NOC Services

Executive Summary

National Olympic Committee (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 (adjacent to the Olympic Village for the Games of the Olympiad and, for the Olympic Winter Games, closer to the venues in the mountain area).

NOC Services is responsible for planning and managing relations and services with the NOCs. The NOC Services team serves 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. NOC Services is typically responsible and advocates for the NOC stakeholder group within the OCOG.

In order for the OCOG to work effectively with NOCs, the OCOG should accommodate all visits by NOCs that wish to visit the host city and Olympic venues, and meet the OCOG Functions. 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. NOC Services will develop close collaboration with all Functional areas (FAs) that are planning services and operations impacting NOCs. NOC Services 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 NOC Services 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 OCOG 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.

NOC Services are closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver NOC services in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:
Host City Contract Detailed Obligations
XXIV Olympic Winter Games in 2022

NCS 01 - 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, throughout the duration of the Olympic Games, may any athlete, coach, official, press attaché or any other accredited participant act as a journalist or in any other media capacity.

NCS 02 - Official NOC visits to the Host City
- Ensure that the OCOG is ready to accommodate NOC visits starting G-47 months and ending no later than G-3 months.
- Accommodate official NOC visits in accordance with IOC instructions. The OCOG shall present the NOC visit policies and procedures to the IOC for approval.

NCS 03 - 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 04 - Use of official languages in publications and meetings
- Provide all NOC publications and language services in meetings in the official languages of the IOC, which are French and English.

NCS 05 - Chefs de Mission dossier and manual
- Present the Chefs de Mission dossier and Chefs de Mission manual to the IOC for approval.

NCS 06 - Chefs de Mission seminar
- Organise a Chefs de Mission seminar in the host city.

NCS 07 - Support travel grants
- Pay Support Travel Grants to each NOC with participating athletes in the Olympic Games or Olympic Winter Games, and to each NPC with participating athletes in the Paralympic Games or Paralympic Winter 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 upon 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 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.
  - Promotional airfares and low-cost carriers excluded.
NCS 08 - 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.

NCS 09 - Movement of NOC goods
- Ensure and 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 promised in the City’s candidature documents.

NCS 10 - Gift bags
- If the OCOG decides to provide gift bags, submit to the IOC the content of such gift bags for approval.

NCS 11 - 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 12 - 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.

NCS 13 - NPC Chefs de Mission Seminar
- Organise an NPC Chefs de Mission Seminar in the host city, for the nominated heads of the delegations intending to participate in the Paralympic Games, to obtain a detailed overview of the progress achieved in all aspects of the preparation of the Paralympic Games.

NCS 14 - Creation of an Athletes’ Commission
- In order to keep the athletes’ views and needs at the heart of the OCOG’s planning, 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.
2.4. Olympic Family and Dignitary Services

Executive Summary
The Olympic family includes a diverse group of senior executives from the Olympic Movement including the IOC President and IOC members, IF Presidents and Secretaries General, NOC Presidents and Secretaries General, Chairmen and CEOs of the TOP Programme Partners, future Organising Committee Senior Executives, RHB 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, such as the annual general meeting of IOC members (the 'IOC Session').

Olympic Family Services, Venue Protocol and Dignitary Services take care of the Olympic family and dignitaries within the OCOG and in discussion with other FAs and external stakeholders. The team is responsible for IOC liaison, covering IOC meetings and events, Olympic Family Hotel operations, services to the Olympic family at all competition and non-competition venues (including meet & greet at the airport and ceremonies operations), flag and anthems programmes and the Olympic Family Assistants programme.

Olympic Family and Dignitary Services is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Olympic Family and Dignitary Services in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

OFS 01 - IOC guest programme
- Organise, at the IOC's expense, the following guest programmes:
  - during the Executive Board (EB) meeting days, a cultural/visit programme for IOC President's and EB Members' partners; and
  - during the Session, an accompanying guest programme.
- The content of such programmes shall be submitted to the IOC for its prior approval.

OFS 02 - Participation medals and certificates
- Design the participation certificates and medals, according to IOC specifications, as well as the medals presentation box, and submit them to the IOC for approval.
• Produce these items and distribute them, on behalf of the IOC to the following categories of accredited persons:
  - IOC (all categories except guest categories);
  - IF;
  - NOC (all categories);
  - TOP (only persons accredited as TOP: Chairman, CEO, SE);
  - OBS and all members of the media (Games of the Olympiad: 20,000 approximately - Olympic Winter Games: 12,000 approximately);
  - OCOG (only persons accredited as OCOG, at the discretion of the OCOG); and
  - OC (only persons accredited as OC).

• Participation certificates and medals shall not be given to any member of a delegation who has withdrawn from the Olympic Games, nor to accompanying guests.

OFS 03 - Commemorative certificates

• Produce commemorative certificates according to the IOC specifications and following IOC approval, and distribute such certificates on behalf of the IOC to all accredited persons who do not receive the participation certificates and medals.

OFS 04 - IOC meetings and events at Games-time

• Organise the following events and provide, at IOC’s costs, the following facilities, technical equipment and services:
  - Executive Board room;
  - IOC Session;
  - sub-media working and briefing room (during Games of the Olympiad only);
  - other Games-time meetings and events;
  - transport;
  - access to Olympic Family Hotel and secured areas and control;

• In case the OCOG wishes to host and opening Ceremony of the IOC Session, all related costs will be borne by the OCOG.

OFS 05 - IOC Session insignia

• Produce for each participant a Session insignia, 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 06 - IOC, WADA and CAS offices

• During the Olympic Games, provide the IOC, WADA (at their own costs) and provide CAS (at OCOG’s costs) with fully equipped and operational office space (up to 3,500 m2), in the following locations and in accordance with the specifications communicated by the IOC, WADA and CAS:
  - Olympic Family Hotel;
  - cluster hotels;
  - other non-competition venues;
  - MPC; and
  - Olympic Village.
The exact number, quality (some guest rooms may also be set-up as offices) of rooms and type of equipment (FF&E) shall be agreed between the IOC, WADA, CAS and the OCOG.

OFS 07 - Look 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 (i.e. all IOC offices and areas within the Olympic Family Hotel and cluster hotels, the IOC spaces at the MPC, the EB and Session room, the venue for the opening ceremony of the IOC Session and other areas as defined by the IOC) at a similar level as other OCOG venues.

- Should the IOC choose to develop an IOC specific Look of the Games, the production will be at the IOC’s cost. The OCOG will be responsible for producing and applying it.

OFS 08 - 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 in French and English, and require prior approval/proof reading by the IOC in accordance with IOC specifications.

OFS 09 - Olympic Family Assistant programme

- Provide an Olympic Family Assistant (who could also be a T1/T2 driver) to those Olympic Family stakeholders accredited with T1/T2 transport privileges listed below to allow them to fulfil 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.

- The Olympic Family Assistant/driver shall be available from the arrival of the Olympic Family member 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 which shall 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.

OFS 10 - The IOC Olympic Club

- 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 IOC Olympic Club (OLC) in a location proposed by the OCOG and approved by the IOC.
• Should the OLC be part of the Olympic Hospitality Centre, give priority to the IOC to choose the location.

• Provide at the OLC all amenities provided for any other non-competition venue, the space and structure, as well as the auxiliary services listed below:
  - catering kitchen (with all the necessary infrastructure and state-of-the-art 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:

<table>
<thead>
<tr>
<th>Standard Area Dimensions</th>
<th>Games of the Olympiad</th>
<th>Olympic Winter Games</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front of house (50% restaurant &amp; catering, 20% event space, 15% private offices, 15% common area)</td>
<td>2,000m²</td>
<td>1,500m²</td>
</tr>
<tr>
<td>Back of House (if one-level building)</td>
<td>700m²</td>
<td>500m²</td>
</tr>
<tr>
<td>Back of House (if two-level building)</td>
<td>850m²</td>
<td>650m²</td>
</tr>
<tr>
<td>Back of House (if three-level building)</td>
<td>1,000m²</td>
<td>750m²</td>
</tr>
</tbody>
</table>

Outdoor areas (terraces) may be provided depending on local climatic conditions.
2.5. People Management

Executive Summary

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 Organising Committee has at its disposal. It is important to note that approximately 17% to 20% of an Organising Committees' 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 & 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 & delivery
- Organisation legacy and dissolution, and transfer of knowledge.

People Management is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver all the people involved in staging the Games in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**PEM 01 - People Management strategies**

- Provide to the IOC the People Management long-term strategy, including subject matter outlined in the IOC People Management long-term strategy toolkit.
- Provide to the IOC for information and validation the engagement and recruitment strategy for the short-term mass hiring of Workforce for Games time, including temporary staff, volunteers and contractors.
PEM 02 - Job Descriptions

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

PEM 03 - OCOG Organisation Evolution

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

PEM 04 - People management systems framework

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

PEM 05 - Diversity and inclusion strategy

- Develop a diversity and inclusion strategy applicable for OCOG staff, volunteers and contractors.

PEM 06 - Labour market analysis

- 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 07 - Entry arrangements for certain personnel

- Submit to the IOC, for its prior approval, the entry arrangements it has made with the appropriate authorities in the host country for certain (accredited or non-accredited) personnel having to carry out Olympic functions in the host country, in accordance with Host City Contract requirements.

PEM 08 - Uniforms – programme, designs and branding guidelines

- Ensure that a workforce uniforming programme is developed and that Rule 50 of the Olympic Charter and all the related guidelines are enforced, particularly regarding uniforms provided by marketing partners and contractors to their own workforce.
- Submit to the IOC for approval the branding guidelines and uniform designs in advance of production.
- Submit to the IPC for approval the branding guidelines and uniform designs for the Paralympic Games in advance of production.
3. Venues & Infrastructure
3.1. **Energy**

**Executive Summary**

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 competition and/or the operations of major stakeholders (Broadcast, Press, Technology), and in turn would highly impact the spectators and national/international viewing audience.

It is therefore essential that the following key principles are understood by the OCOG as well as the national/city agencies responsible for generation, transmission and distribution of power:

- Power supply is a key dependency for all aspects of Games delivery and operations.
- Due to the complexity of the project and the necessary involvement of government agencies, it is necessary to establish a “Games Energy Working Group” bringing together all responsible agencies and stakeholders from the outset of the Olympic project in the host city.
- The Organising Committee will establish an Energy “Department” to manage Games energy technical and operational planning, in full cooperation with local energy agencies responsible, acting as the key interface with the IOC, OBS and Games Functions and stakeholders.
- Defining Games energy projects as temporary vs permanent solutions is not a clear criterion to either allocate funding or delivery responsibility.
- Legacy and sustainability considerations are to be incorporated into planning for new and upgrade 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 clients (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 UPS.

In short, the supply of energy for Olympic 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 Functions, such as Venue Infrastructure, Broadcast & Media, Transport, Technology, Accreditation and Venue Management, to ensure successful delivery of energy services and operations.

Energy is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

**Detailed Obligations**

In order to deliver Energy requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:
NRG 01 - Games energy planning

- Provide, during the foundation phase, a follow-up to the initial energy survey (including electrical power and gas) carried out during the candidature phase. This follow-up shall reflect the evolution and refining of the venue master plan, further definition of infrastructure projects envisaged as required 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 in completion of this report.

NRG 02 - Games Energy Council

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

NRG 03 - Host City & Energy Agencies

- Ensure that host country authorities and agencies responsible for power supply to the host city are also responsible for the 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 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 for Games time that there is a suitable installed capacity reserve to meet the expected demand requirements and that there is 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 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 competent 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 & Reliability at Olympic sites
- In coordination with the host city and competent 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 (ice/snowmaking etc.) 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 uninterrupted power supply (UPS) systems, including HVAC systems for technical rooms/operational areas.
- Ensure that 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 should be assessed by the OCOG, OBS and the IOC during venue planning.
3.2. Villages Management

Executive Summary

The Olympic Village is a core component of the Olympic Games and can be one of the largest projects for an OCOG. The Olympic Village must be provided to house all eligible athletes and officials for the duration of the Games. It must 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, such as office and medical spaces. The Villages Management Function 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 must also be taken into consideration for the Olympic Games, with separate accommodation often required for sailing, football and rowing events, where the venues are often a significant distance from the host city.

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

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, marketing partners and vendors should be contracted to provide the necessary OVP services. Exceptions or alternatives must 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 these Functions within the Olympic Village which include Accreditation, Ceremonies, Food Services, Workforce, Logistics, Finance, Media, Marketing, Medical, NOC Services, Protocol, Security, Sport, Technology, Transport and Cleaning & 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.

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

This Village Management section is completed by the following Annex:

- VIL Annex 1 - Specifications on NOC office space

Village Management is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations,
it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

**Detailed Obligations**

In order to deliver Olympic Village requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**VIL 01 - 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 must accommodate at least 16,000 people at the Games of the Olympiad. A final estimate for Olympic Village accommodation capacity shall be provided upon completion of the previous Games.
  
  - The Olympic Village must accommodate at least 4,900 people at the Olympic Winter Games. A final estimate for Olympic Village accommodation capacity shall be provided upon completion of the previous Games.

**VIL 02 - Distance and 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 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
  
  - 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
  
  - Resident centres
  
  - Sport information centre
  
  - Social and entertainment areas
Welcome centre
NOC Services centre

Security perimeter (particularly the Residential Zone)

VIL 04 - Olympic Village period of operations

- Comply with the following period of operations:
  - For the Games of the Olympiad and the Olympic Winter Games, 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 8 days before the Opening Ceremony for the Olympic Winter Games; and
  - The Olympic Village closes 3 days after the Closing Ceremony for both editions of the Olympic Games.

VIL 05 - Paralympic Village transition

- Comply with the following period of operations:
  - For the Paralympic Games, a period of 7-10 days must be allocated after the closing of the Olympic Village for transition to the Paralympic Village, which must contain a 72-hour pre-opening period;
  - For the Paralympic Winter Games, a period of 3-4 days must be allocated after the closing of the Olympic Village for transition to the Paralympic Village, which must contain a 48-hour pre-opening period;
  - The Paralympic Village opens 7 days before the Opening Ceremony for both the Paralympic Games and Paralympic Winter Games; and
  - The Paralympic Village closes 3 days after the Closing Ceremony for both the Paralympic Games and Paralympic Winter Games.

VIL 06 - Olympic Village measurements

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

<table>
<thead>
<tr>
<th>Standard space requirements</th>
<th>Games of the Olympiad (m²)</th>
<th>Olympic Winter Games (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single bedroom</td>
<td>9 m²</td>
<td>9 m²</td>
</tr>
<tr>
<td>Double (2-person) bedroom</td>
<td>12 m²</td>
<td>12 m²</td>
</tr>
<tr>
<td>NOC Office/medical/workshop/storage Space</td>
<td>Refer to VIL Annex 1 - Specifications on NOC office space</td>
<td></td>
</tr>
<tr>
<td>Dining Halls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Dining Hall – seating/serving</td>
<td>6,000 m²</td>
<td>3,000 m²</td>
</tr>
<tr>
<td>Main Dining Hall – operational/service (back of house)</td>
<td>4,000 m²</td>
<td>2,000 m²</td>
</tr>
<tr>
<td>Main Dining Hall - McDonald’s</td>
<td>As per contract requirements</td>
<td>As per contract requirements</td>
</tr>
<tr>
<td>Main Dining Hall - baggage check area</td>
<td>400 m²</td>
<td>150 m²</td>
</tr>
</tbody>
</table>
### Standard space requirements

<table>
<thead>
<tr>
<th>Space Description</th>
<th>Games of the Olympiad (m²)</th>
<th>Olympic Winter Games (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Dining Hall – IOC spaces (excluding storage/offices)</td>
<td>300m²</td>
<td>150m²</td>
</tr>
<tr>
<td>Main Dining Hall - WADA</td>
<td>50m²</td>
<td>40m²</td>
</tr>
<tr>
<td>Main Dining Hall – total (excluding McDonald’s)</td>
<td>10,750m²</td>
<td>5,340m²</td>
</tr>
<tr>
<td>Casual Dining Hall</td>
<td>3,000m²</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Café</td>
<td>See OVP section below</td>
<td>See OVP section below</td>
</tr>
<tr>
<td>Staff Dining</td>
<td>850m²</td>
<td>600m²</td>
</tr>
</tbody>
</table>

### Other areas in Residential Zone

<table>
<thead>
<tr>
<th>Space Description</th>
<th>Games of the Olympiad (m²)</th>
<th>Olympic Winter Games (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polyclinic</td>
<td>3,500m²</td>
<td>1,500m²</td>
</tr>
<tr>
<td>NOC Services Centre</td>
<td>1,000m²</td>
<td>400m²</td>
</tr>
<tr>
<td>Sports Information Centre</td>
<td>500m²</td>
<td>A desk in NOC Services Centre that combines information for all sports)</td>
</tr>
<tr>
<td>Chefs de Mission Hall</td>
<td>400m²</td>
<td>200m²</td>
</tr>
<tr>
<td>Resident Centres including laundry facilities (in total)</td>
<td>5,000m²</td>
<td>1,500m²</td>
</tr>
<tr>
<td>Security Command Centre</td>
<td>500m²</td>
<td>250m²</td>
</tr>
<tr>
<td>Multi-Faith Centre</td>
<td>1,000m²</td>
<td>300m²</td>
</tr>
<tr>
<td>Recreational activities</td>
<td>6,000m²</td>
<td>1,500m²</td>
</tr>
<tr>
<td>Recreational Sports Complex</td>
<td>20,000m²</td>
<td>5,000m²</td>
</tr>
<tr>
<td>Village Communications Centre</td>
<td>50m²</td>
<td>40m²</td>
</tr>
<tr>
<td>Facility Services Centre</td>
<td>10,000m²</td>
<td>3,000m²</td>
</tr>
</tbody>
</table>

### Olympic Village plaza

<table>
<thead>
<tr>
<th>Space Description</th>
<th>Games of the Olympiad (m²)</th>
<th>Olympic Winter Games (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Welcome Ceremonies (including a stage and flag poles)</td>
<td>500m²</td>
<td>250m²</td>
</tr>
<tr>
<td>General store</td>
<td>200m²</td>
<td>150m²</td>
</tr>
<tr>
<td>Olympic merchandise store</td>
<td>1000m²</td>
<td>500m²</td>
</tr>
<tr>
<td>Bank</td>
<td>250m²</td>
<td>100m²</td>
</tr>
<tr>
<td>Photo store</td>
<td>100m²</td>
<td>50m²</td>
</tr>
<tr>
<td>Village call centre</td>
<td>100m²</td>
<td>50m²</td>
</tr>
<tr>
<td>Internet centre</td>
<td>430m²</td>
<td>200m²</td>
</tr>
<tr>
<td>Hair salon</td>
<td>200m²</td>
<td>100m²</td>
</tr>
<tr>
<td>Florist</td>
<td>50m²</td>
<td>50m²</td>
</tr>
<tr>
<td>Dry cleaning</td>
<td>50m²</td>
<td>25m²</td>
</tr>
<tr>
<td>Café</td>
<td>500m²</td>
<td>100m²</td>
</tr>
<tr>
<td>Travel agent</td>
<td>50m²</td>
<td>50m²</td>
</tr>
<tr>
<td>Post office</td>
<td>180m²</td>
<td>75m²</td>
</tr>
<tr>
<td>Village Media Centre</td>
<td>200m²</td>
<td>80m²</td>
</tr>
</tbody>
</table>

### Operational Zone

<table>
<thead>
<tr>
<th>Space Description</th>
<th>Games of the Olympiad (m²)</th>
<th>Olympic Winter Games (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest Pass Centre</td>
<td>600m²</td>
<td>300m²</td>
</tr>
<tr>
<td>Welcome Centre</td>
<td>10,000m²</td>
<td>4,000m²</td>
</tr>
<tr>
<td>Transport Mall</td>
<td>20,000m²</td>
<td>10,000m²</td>
</tr>
<tr>
<td>NOC Parking</td>
<td>1,000 car parking spaces</td>
<td>600 car parking spaces</td>
</tr>
</tbody>
</table>
VIL 07 - General layout

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

Residential Zone (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:

<table>
<thead>
<tr>
<th>Bedrooms</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedside lamps</td>
<td></td>
</tr>
<tr>
<td>Clothes hangers</td>
<td></td>
</tr>
<tr>
<td>Mirrors</td>
<td></td>
</tr>
<tr>
<td>Wastebaskets</td>
<td></td>
</tr>
<tr>
<td>60cm of hanging space for clothes</td>
<td>Additional storage space is recommended for athletes’ bags and equipment</td>
</tr>
<tr>
<td>Two lockable drawers for each resident</td>
<td>Beds of 2.20 m in length must 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</td>
</tr>
<tr>
<td>Beds (must be at least 2.00 m in length)</td>
<td>No more than two beds per bedroom to guarantee undisturbed conditions</td>
</tr>
<tr>
<td>Curtains/blinds (to keep the bedrooms as dark as possible for athletes who wish to rest during the day)</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Chefs de Mission’s Bedroom</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk and chair</td>
<td></td>
</tr>
<tr>
<td>Refrigerator</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>Olympic network telephone</td>
</tr>
<tr>
<td>International line with Internet capabilities must be available (usage will be at cost to NOC)</td>
<td></td>
</tr>
<tr>
<td>Television with Olympic feed</td>
<td></td>
</tr>
<tr>
<td>Wastebasket</td>
<td></td>
</tr>
</tbody>
</table>

- 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
  - Cleaning of public areas

- The minimum services shall be provided as follows:

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily basis</td>
<td>- Bins emptied;</td>
</tr>
<tr>
<td></td>
<td>- Beds made;</td>
</tr>
<tr>
<td></td>
<td>- Toilet cleaned; and</td>
</tr>
<tr>
<td></td>
<td>- Toilet paper restocked.</td>
</tr>
<tr>
<td>Every two days</td>
<td>- Towels replaced.</td>
</tr>
<tr>
<td>Every four days</td>
<td>- Linen changed; and</td>
</tr>
<tr>
<td></td>
<td>- Dusted/vacuumed (if required).</td>
</tr>
</tbody>
</table>

- 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:

<table>
<thead>
<tr>
<th>Delegation Size</th>
<th>Chef de Mission Office</th>
<th>NOC Office</th>
<th>Meeting Room</th>
<th>Doctor’s Room</th>
<th>Massage Room</th>
<th>Workshop/Storage Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-24</td>
<td>1 (12m²) combined with Chef’s bedroom</td>
<td>1 (12m²)</td>
<td>Bookable</td>
<td>1 (10m²)</td>
<td>n/a</td>
<td>15m²</td>
</tr>
<tr>
<td>25-50</td>
<td>1 (8m²)</td>
<td>1 (12m²)</td>
<td>Bookable</td>
<td>1 (10m²)</td>
<td>1 (8m²)</td>
<td>30m²</td>
</tr>
<tr>
<td>51-100</td>
<td>1 (8m²)</td>
<td>1 (12m²)</td>
<td>1 (15m²)</td>
<td>2 (12m²)</td>
<td>2 (12m²)</td>
<td>50m²</td>
</tr>
<tr>
<td>101-200</td>
<td>1 (8m²)</td>
<td>1 (12m²)</td>
<td>1 (15m²)</td>
<td>2 (12m²)</td>
<td>3 (12m²)</td>
<td>60m²</td>
</tr>
<tr>
<td>201-300</td>
<td>1 (8m²)</td>
<td>1 (12m²)</td>
<td>2 (15m²)</td>
<td>3 (12m²)</td>
<td>3 (12m²)</td>
<td>80m²</td>
</tr>
<tr>
<td>301-450</td>
<td>1 (8m²)</td>
<td>2 (12m²)</td>
<td>2 (15m²)</td>
<td>3 (12m²)</td>
<td>4 (12m²)</td>
<td>100m²</td>
</tr>
<tr>
<td>451-600</td>
<td>1 (8m²)</td>
<td>2 (12m²)</td>
<td>3 (15m²)</td>
<td>4 (12m²)</td>
<td>4 (12m²)</td>
<td>125m²</td>
</tr>
<tr>
<td>601+</td>
<td>1 (8m²)</td>
<td>3 (12m²)</td>
<td>3 (15m²)</td>
<td>4 (12m²)</td>
<td>5 (12m²)</td>
<td>150m²</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Delegation Size</th>
<th>Chef de Mission Office</th>
<th>NOC Office</th>
<th>Meeting Room</th>
<th>Doctor’s Room</th>
<th>Massage Room</th>
<th>Storage Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6</td>
<td>1 (12m² - Combined with Chef de Mission bedroom)</td>
<td>Dedicated workstation</td>
<td>Bookable</td>
<td>Bookable</td>
<td></td>
<td>10m²</td>
</tr>
<tr>
<td>7-12</td>
<td>1 (12m² - Combined with Chef de Mission bedroom)</td>
<td>1 (12m²)</td>
<td>Bookable</td>
<td>Bookable</td>
<td></td>
<td>20m²</td>
</tr>
</tbody>
</table>

- 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 Specifications on NOC office Space (VIL Annex 1) in order to ensure that NOCs can operate effectively.

- Provide to NOCs secure storage space that is:
  - Close to respective NOC housing and offices;
  - Lockable; and
  - Provided with lighting.

- Give considerations 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) menus for athletes and team officials

- Present food service menus to the IOC for approval.

### VIL 12 - Dining hall(s) services

- Provide food services 24 hours a day (including hot meals) at the main dining hall.
VIL 13 - 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 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 - 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.

Olympic Village Plaza (OVP)

VIL 16 - 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
  - First aid station

VIL 17 - 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 must conform to applicable laws and regulations (e.g. health and safety).

VIL 18 - Additional services in the OVP
- Submit to the IOC for approval any additional services contemplated by the OCOG that will benefit the residents.

VIL 19 - Team Welcome Ceremonies for NOCs
- Organise a Team Welcome Ceremony for all NOCs before the Opening Ceremony of the Olympic Games.
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.

**Operational Zone (OZ)**

VIL 21 - Accreditation check-point (ACP) / Guest access in the Residential Zone (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.

VIL 22 - 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 23 - 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 24 - 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 25 - 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 26 - Village Media Centre

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

VIL 27 - 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.

VIL 28 - 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.
Policies and procedures

VIL 29 - Marketing Partner branding in the Olympic Village
• Ensure that IOC’s and OCOG’s marketing partners branding to be displayed in the Olympic Village is approved by the IOC.

VIL 30 - Olympic Village wayfinding signage
• Ensure that Olympic Village wayfinding signage is in place before pre-opening of the Olympic Village.

VIL 31 - Venue branding policy within the Olympic Village
• Ensure that all proposed items, designs, space layouts, methods of installation and services provided by 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 32 - Policy on promotional flyers
• Ensure that no promotional flyers be distributed by marketing partners, licensees, contractors, suppliers or non-commercial institutions within the Olympic Village.

VIL 33 - 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 must adhere to all applicable laws.

VIL 34 - 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 35 - 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.

Paralympic Village

VIL 36 - Paralympic Village overview
• Provide a single Paralympic Village for all athletes and NPC team officials. In accordance with the IOC-IPC Agreement, the OCOG must use the Olympic Village for the Paralympic Village.
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 Residential Zone 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 indeed 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 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 Games, the Paralympic Village accommodates a minimum of 8,000 residents including contingency beds. 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 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 Residential Zone of the Paralympic Village must also contain classification facilities and wheelchair storage facilities.

VIL 40 - 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.
3.3. Venues

Executive Summary

Venues are critical to the success of an Olympic Games, in financial, operational, sustainability and legacy terms. The host city and the OCOG must provide a large number of competition venues, other venues & 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,
- in compliance with international health, safety and environmental best practices,
- in compliance with the bid commitments, Host City Contract, and the Olympic Charter,
- considering the Games event operational needs,
- while leaving a 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 must 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 FAs responsible for the delivery and management of the venues:

- Venue Development (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**: accountable for planning and implementing the integrated operation of all Olympic and Paralympic Games venues, meeting the needs of all stakeholders and all OCOG FAs and external entities.

Venue Development and Venue Management 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 Venue Development, Venue Management and all the internal and external stakeholders is vital.

There are three main workflows for:

- the delivery partners
- OCOG Venue Development
- OCOG Venue Operations.

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

A number of the following Detailed Obligations 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)
- IBC, 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)
- Media Villages (when relevant)
- Olympic Park(s) and major common domain(s) when relevant
- Airport(s) and other port(s) of Entry when relevant

Venues is closely related to other areas addressed in this Host City Contract Detailed Obligations; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

**Detailed Obligations**

In order to deliver Venue requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**VEN 01 - Sites and Master list of sites**

- In accordance with the Host City Contract, provide all 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 (including but not limited to Key Olympic Venues) and maintain this master list up-to-date 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 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 02 - Venues & infrastructure and Games legacy plan

- Confirm, maintain and update the legacy plan (described in general terms as part of the Games concept in the bid process) of the venues & 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 & 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 & infrastructure built for the Games (as determined by the OCOG in collaboration with the delivery partners).

VEN 03 - 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.

VEN 04 - Division of responsibilities for Venue Development

- Based on the Venue Development responsibility matrix provided during the Candidature Phase, within one month of its formation, the OCOG shall develop and maintain a matrix detailing the respective responsibilities of the OCOG and of the various delivery partners (government agencies and/or private entities). In its initial version, the matrix shall include all key Olympic venues, and further versions shall be extended to include all sites featured in the master list of sites. This matrix shall serve as a reference document and shall 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 of permanent works;
  - installation, maintenance and dismantling, of temporary infrastructure and overlay; and
  - site reinstatement and de-commissioning.
VEN 05 - Venue sustainability scope and responsibility

- Ensure that all requirements set forth in the Host City Contract 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 06 - Protected natural areas and heritage features

- If a Bid City/ Host City/ OCOG proposes locating 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 must be undertaken.

VEN 07 - Contaminated land

- Ensure that, if any post-industrial "brown field" sites are intended for Games use, thorough investigation is carried out to determine the presence of contaminated land and watercourses. Effective remediation works should 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, all Games’ participants and visitors.

VEN 08 - Venue Sustainability Management Plan (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 obligations, risk analysis, and resource requirements.

- All Key Olympic Venues shall have a SMP that must 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, 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 (plan and design for post-Games legacy use, adapt for Games time use with temporary solutions).

VEN 09 - 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 must 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 for other purposes;
  - and/or reused;
and/or recycled in accordance with pre-defined targets.

VEN 10 - 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 obligation to provide venues of an appropriate standard (either permanent or temporary) that meet the functional and technical needs as well as the requirements of the various Olympic and Paralympic stakeholders and FAs (including all the required spaces) and their respective concepts of venue operations.

VEN 11 - 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 must clearly identify all costs and responsibilities, in relation to the use and operation of the venue in the preparation period leading up to the Games (including test events) and at Games time, and ensure that such costs and responsibilities are agreed on between the OCOG and the venue owners.
- Produce and submit to the IOC for approval a standard form Venue Use Agreement 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 to the IOC for approval the final draft of all Venue Use Agreements, and highlight any change to the approved template Venue Use Agreement requested by third parties, before signature.

VEN 12 - Permanent works budgets for venues & infrastructure

- Ensure that the permanent works budgets for venues & infrastructure projects as provided during the bid process are maintained accurate 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 13 - 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 FAs and external stakeholders (such as IFs, OBS, 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, milestones and maturity 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 14 - Accessibility for participants and visitors with impairment

- Ensure, in cooperation with the OCOG’s delivery partners, that adequate provisions are made for participants and visitors with impairment, for both the Olympic and Paralympic Games. These provisions shall respect and promote the principles of equity, dignity and functionality, and shall meet both existing domestic regulations and recognised international accessibility standards.

- For the Paralympic venues, some additional adjustments of the Olympic venues may be required owing to the enhanced number of people with impairment within the various stakeholder groups.

- Ensure that the accessibility strategy and targeted standards are discussed in advance and agreed in writing with both the IOC and the IPC.

- 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 as regards the implementation of the approved designs in terms of accessibility at all stages.

- Ensure that a mobility service is planned and organised at venues; this service shall be designed to provide assistance with the individual movement of athletes, spectators and other visitors challenged by limited mobility. The service should be available from transport drop-off points, through all areas for which individuals have a right to access within and around Olympic and Paralympic venues.

VEN 15 - Venue Seating Bowl

- Submit to the IOC for approval 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) at all events for 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 16 - Lighting (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

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 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 17 - Venue Integrated Timelines/Schedules

- Ensure that Venue Integrated Timelines/Schedules are developed and implemented for all key Olympic and Paralympic venues.

These shall include:
- design, licensing and construction for permanent works
- utilities
- commissioning of permanent constructions
- test events
- overlay
- temporary power
- technology infrastructure implementation & testing
- FF&E’s
- Look of the Games
- commissioning of overlay
- licensing of venues for occupancy
- restoration and decommissioning

VEN 18 - 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 on the occasion of official review meetings with the IOC.

VEN 19 - 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 20 - Design compliance & engineering check, commissioning & 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 by the delivery partners’) overlay contractors and suppliers, are designed, installed and commissioned in accordance with applicable laws, regulations and professional standards, that they offer the necessary structural integrity and are safe to use and to be occupied 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 Regulatory and Licensing Authorities / Local Licensing Authorities.

- Temporary Infrastructure shall be checked by appropriately qualified and experienced personnel that are independent of the original designers and the appointed installers (“Third-part check” acting on behalf of the OCOG).

- Inform the IOC about this process and allow the IOC to make all appropriate verifications.
VEN 21 - OCOG responsibility for Games-time operations

- Ensure, as ultimate responsible, 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 22 - Venue Development project language

- Ensure that key venue-related documents produced by the OCOG and/or delivery partners and to be submitted to the IOC, IFs, OBS and other external stakeholders for review or approval, are in English. These documents will include, but are not limited to, the following:
  - Master list of sites
  - Venue briefs
  - Games Delivery Plan
  - Project fact sheets
  - Project schedules (level 2 and above)
  - Project budgets
  - Design documents
  - Venue Use Agreements
3.4. Wayfinding Signage

Executive Summary
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, 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 public entities/agencies/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.

Wayfinding signage is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Wayfinding signage requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

SIG 01 - Look of the Games consistency
- Provide, in cooperation with the relevant public entities/agencies/authorities of the host city and of the host country, Games-related wayfinding signage within venues and in public and urban domains that is consistent with the Games identity and an integrated element of the Look of the Games.

SIG 02 - IOC clean venue policy
- Ensure that all wayfinding signage put in place for the Games by the OCOG and relevant public entities/agencies/authorities complies with the IOC clean venue policy.
SIG 03 - Wayfinding signage language proposal

- Present (on behalf of, and in agreement with, relevant public entities/ agencies/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.

- For Paralympic specific signage, submit the Paralympic-specific wayfinding signage system to the IPC for approval.
4. Games Services
4.1. Accommodation

Executive Summary

Accommodation is responsible for securing a sufficient number of price-controlled rooms to accommodate each Games stakeholder’s needs, detailed in the obligations list that follows this summary, for the duration of the Olympic Games operations. Obtaining early support and commitment from hoteliers and accommodation providers, 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 obligations of the various stakeholder groups attending the Games and contract each accommodation site accordingly. Accommodation is also responsible for completing the “stakeholder group by stakeholder group” accommodation allocation process. All the accommodation obligations 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 make certain that it retains sufficient and adequate accommodation to meet its obligations 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).

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

The Accommodation Function has a number of critical interdependencies with other OCOG FAs in order to ensure the overall success of each Games stakeholder’s experience, namely; Arrivals & 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 Function 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 under the obligation ACM 04 for the Olympic Games and ACM 17 for the Paralympic Games.

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.

Accommodation is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.
More information on how to deliver the obligations contained in this section is included in the Olympic Games Guide on Accommodation.

**Detailed Obligations**

In order to deliver Accommodation requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**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 must 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.

<table>
<thead>
<tr>
<th>Period</th>
<th>Nights</th>
<th>Description</th>
<th>Room Block Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Olympic</td>
<td>14</td>
<td>14 Nights Prior to Opening Ceremony</td>
<td>Partial Control Required</td>
</tr>
<tr>
<td>Olympic</td>
<td>17</td>
<td>Night of Opening Ceremony through to Night of Closing Ceremony</td>
<td>Total Control Required</td>
</tr>
<tr>
<td>Post-Olympic</td>
<td>2</td>
<td>2 Nights Following Closing Ceremony</td>
<td>Partial Control Required</td>
</tr>
</tbody>
</table>

**ACM 02 - Standard accommodation facility contract**
- Create a detailed standard accommodation facility contract to be entered into with all the accommodation facilities which entered into a preliminary accommodation facility guarantee during the bid process.

**ACM 03 - Accommodation contracts**
- Submit to the IOC for approval the templates of all accommodation contracts.
### ACM 04 - Stakeholder group accommodation requirements table

- Implement and respect the requirements included in the Stakeholder Group Accommodation Requirements table provided by the IOC and reflected below:

<table>
<thead>
<tr>
<th>Client Group</th>
<th>Subgroup</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
</tr>
</thead>
<tbody>
<tr>
<td>IOC</td>
<td>IOC Members</td>
<td>Members</td>
<td></td>
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<td></td>
<td>IOC</td>
<td>IOC</td>
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<td>Honorary and Honour Members</td>
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<td>IOC</td>
<td>IOC</td>
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<tr>
<td>IOC Management</td>
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<td></td>
<td>Honorary President</td>
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<td>IOC</td>
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<td></td>
<td>Directors</td>
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<td></td>
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<td>IOC</td>
<td>IOC</td>
</tr>
<tr>
<td>IOC</td>
<td>IOC Administration</td>
<td></td>
<td>1,100</td>
<td>1,600</td>
<td>Single, Double, Twins and some Suites</td>
<td>4 to 5</td>
<td>IOC Hotel(s)</td>
<td>OHR</td>
<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Interpreters for IOC meetings</td>
<td></td>
<td></td>
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<td></td>
<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Interpreters for Games time</td>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Commissions (Medical, Ethics, Athletes)</td>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Advisors, Consultants, Agents</td>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Partners* and Suppliers</td>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>IOC Guests, including IOC Members’ guests</td>
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<td>IOC</td>
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<tr>
<td>Other IOC</td>
<td>ANOC, Continental Associations, ASOIF, AIOWF, SportAccord</td>
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<td>Previous OCOGs (President, Dir, Genl.)*</td>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td></td>
<td>Applicant / Candidate Cities of future Olympic Games and Youth Olympic Games (Executives)*</td>
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<td>IOC</td>
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<tr>
<td></td>
<td>Future Sessions*</td>
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<td>IOC</td>
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<td>IOC</td>
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### Host City Contract Detailed Obligations

**XXIV Olympic Winter Games in 2022**

<table>
<thead>
<tr>
<th>Client Group</th>
<th>Subgroup</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
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<td>IOC</td>
<td>OCOG</td>
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<tr>
<td>Summer IFs*</td>
<td>Presidents/Secretaries General</td>
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<td>IOC</td>
<td>IOC</td>
</tr>
<tr>
<td>Winter IFs*</td>
<td>Presidents/Secretaries General</td>
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<td>President, Dir, Genl., Mayor, Executives* of Olympic Games and Youth Olympic Games</td>
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<td>OCOG</td>
<td>Own</td>
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</tbody>
</table>

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

Continued on next page
<table>
<thead>
<tr>
<th>Client Group</th>
<th>Subgroup</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
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<td>OCOG</td>
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<td></td>
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<td>NTOs</td>
<td>120**</td>
<td>800**</td>
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<td>IF + OCOG</td>
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<td>Winter IFs*</td>
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<td>NOC</td>
<td>Additional Officials Ao</td>
<td></td>
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<td>800</td>
<td>Group</td>
<td>2 to 3</td>
<td>CG Hotel</td>
<td>CHR</td>
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<td>Own</td>
</tr>
<tr>
<td></td>
<td>NOC Guests and Sponsors</td>
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<td>1,100</td>
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<td>NOC</td>
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</tbody>
</table>

* 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
### Host City Contract Detailed Obligations
#### XXIV Olympic Winter Games in 2022

<table>
<thead>
<tr>
<th>Client Group</th>
<th>Subgroup</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
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<tbody>
<tr>
<td>Host OCOG**</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>President/CEO</td>
<td>5</td>
<td>5</td>
<td></td>
<td>4 to 5</td>
<td></td>
<td>CG Hotel</td>
<td>OCOG</td>
<td>OCOG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ceremony Stars</td>
<td>50</td>
<td>100</td>
<td></td>
<td>4 to 5</td>
<td></td>
<td>CHR</td>
<td>Own</td>
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<tr>
<td></td>
<td></td>
<td>Ceremony Production</td>
<td>400</td>
<td>400</td>
<td>Group</td>
<td>2 to 3</td>
<td></td>
<td>Own</td>
<td>Own</td>
<td>Own</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural Olympiad</td>
<td>100</td>
<td>60</td>
<td></td>
<td>4 to 5</td>
<td></td>
<td>Own</td>
<td>Own</td>
<td>Own</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Ticket Agents /Hospitality Suppliers</td>
<td>650</td>
<td>1,300</td>
<td></td>
<td>4 to 5</td>
<td></td>
<td>Own</td>
<td>Own</td>
<td>Own</td>
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<tr>
<td></td>
<td></td>
<td>Dignitaries</td>
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<tr>
<td></td>
<td></td>
<td>International Dignitaries</td>
<td>215</td>
<td>240</td>
<td>Double</td>
<td>4 to 5</td>
<td></td>
<td>Own</td>
<td>Varies</td>
<td>Varies</td>
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<td></td>
<td>Domestic Dignitaries</td>
<td></td>
<td>300</td>
<td>Double</td>
<td>3 to 5</td>
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<td>Own</td>
<td>Varies</td>
<td>Varies</td>
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</table>

<table>
<thead>
<tr>
<th>Future OCOG and Bid Cities</th>
<th>Observers</th>
<th>Staff</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>200</td>
<td>400</td>
<td></td>
<td>3 to 4</td>
<td></td>
<td></td>
<td>CG Hotel</td>
<td>CHR</td>
<td>Own</td>
</tr>
</tbody>
</table>

See IOC for:
- **Future OCOGs**: President, Dir, Genl., Mayor, Executives*

### Marketing Partners
**Top Partners**
- Hospitality: 1,500, 2,400, Double, 5
- 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
<table>
<thead>
<tr>
<th>Client Group</th>
<th>Subgroup</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accom. Facility</th>
<th>Room Rate</th>
<th>Res.</th>
<th>Paid By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td>Rights Holders Hospitality</td>
<td>Rights Holders Hospitality</td>
<td>750</td>
<td>1,500</td>
<td>Double</td>
<td>4 and 5 (min 5 = 500 for Winter and 750 for Summer)</td>
<td>CG Hotel</td>
<td>CHR</td>
<td>Own</td>
<td>Own</td>
</tr>
<tr>
<td></td>
<td>OBS Production</td>
<td>OBS Production</td>
<td>12,500</td>
<td>18,500</td>
<td>Single</td>
<td>Mainly 3 and 4 with a minimum of: 2= 500 5= 500</td>
<td></td>
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<tr>
<td>Broadcasters Production</td>
<td>Rights Holders Production – NBC Rights Holders Production – Others</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Written and Photo. Press</td>
<td>World News Agencies</td>
<td>Individual written and photographic press</td>
<td></td>
<td></td>
<td>90% Sgl. 10% Dbl. (twin)</td>
<td>90% Sgl. 10% Dbl. (twin)</td>
<td>3 to 4 some 2,5</td>
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</tbody>
</table>

**Totals** | 23,885 | 41,177 |
ACM 05 - IOC accommodation

- Reconfirm the proposed list of hotels included in the bid documents to the IOC. The IOC will choose, after an inspection visit, one or several hotels to become the Olympic Family Hotel(s) (OFHs), thus covering its global accommodation requirements. The Olympic Family Hotel(s) rate (3 to 5 star) must apply to the hotels chosen by the IOC. The detailed room allocation within these hotels is at the sole discretion of the IOC. The primary OFH acts as the IOC headquarters at the Games (accommodation, offices and function space requirements including OCOG needs).

- Submit to the IOC for approval all IOC/OCOG service levels and operations provided at the OFH(s).

ACM 06 - IF 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.

- The OCOG shall submit to the IFs for approval their plan for accommodation for their Technical Officials.

ACM 07 - 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 08 - 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 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 09 - Equestrian officials’ accommodation

- Arrange for accommodation to be available to Equestrian officials, as the grooms are not entitled to a bed in the Olympic Village.
ACM 10 - 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 11 - 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, whenever the Marketing Partner does not use all function space in the hotel.

ACM 12 - 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 must be as close as possible to the Mountain Broadcast Centre (Winter Games).
  - A small number of RHB and OBS delegates will require first-class hotel accommodation.
  - OBS must 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 13 - 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 14 - Allocation planning

- Assemble the final allocation plan after taking into consideration the following steps as described in the table below:
  - Preliminary allocation plan
  - All obligations identified
  - Needs assessment completed
  - Allocation advisory table considered
### ACM 15 - Stakeholder payment schedule

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

<table>
<thead>
<tr>
<th>Months Before Games</th>
<th>IOC (and Future OCOGs)</th>
<th>IFs</th>
<th>NOCs (except Accredited Officials)</th>
<th>NOCs (Accredited Officials)</th>
<th>Marketing Partners</th>
<th>Broadcasters</th>
<th>Press</th>
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<tbody>
<tr>
<td>15</td>
<td>30%</td>
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</tbody>
</table>

### ACM 16 - 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.
ACM 17 - Paralympic Accommodation Requirements Table

- Implement and respect the requirements included in the Stakeholder Group Accommodation Requirements table provided by the IPC and reflected below:

<table>
<thead>
<tr>
<th>Stakeholders Group</th>
<th>Sub-group</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accm. Facility</th>
<th>Paid By</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPC</td>
<td>IPC</td>
<td>IPC Governing Board members/accompanying guests</td>
<td>350</td>
<td>450</td>
<td>Single &amp; Double</td>
<td>4 to 5</td>
<td>PF Hotel</td>
<td>OCOG/IPC</td>
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<td>IPC Honorary Board members/guests</td>
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<td></td>
<td></td>
<td>IPC Directors/accompanying guests</td>
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<td></td>
<td></td>
<td>IPC Standing Committee/Council Chairpersons and members</td>
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<td>IPC Honoured Guests, Distinguished Guests, Guests</td>
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<td>IOC Members/Directors</td>
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<td>Other accredited persons determined by IPC</td>
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<tr>
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<td></td>
<td>Presidents &amp; Secretaries General/accompanying guests</td>
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<td>IPSF/IOSD/Regional Org.</td>
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<td>Executive Board members</td>
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<td>100</td>
<td>Single &amp; Double</td>
<td>4 to 5</td>
<td>PF Hotel</td>
<td>Own</td>
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<tr>
<td></td>
<td></td>
<td>Staff and Guests</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Presidents &amp; Secretaries General/guests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPC</td>
<td>NPC</td>
<td>Heads of State/Government, Sovereign, Other Prominent Government Officials &amp; Entourage, NPC Guests</td>
<td>200</td>
<td>400</td>
<td>Single &amp; Double</td>
<td>4 to 5</td>
<td>PF Hotel</td>
<td>Own</td>
</tr>
<tr>
<td></td>
<td>O</td>
<td>Applicant City Executives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future OCOGs</td>
<td>OC</td>
<td>Executives of Organising Committees of Future IPC World Championships</td>
<td>20</td>
<td>25</td>
<td>Single &amp; Double</td>
<td>4 to 5</td>
<td>PF Hotel</td>
<td>Own</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Executives of Applicant/Candidate Cities for Future Games</td>
<td>10</td>
<td>10</td>
<td>Single &amp; Double</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Chairman/CEO and Senior Executives</td>
<td>10</td>
<td>10</td>
<td>Single &amp; Double</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paralympic Partners</td>
<td>PS</td>
<td>1,005</td>
<td>10</td>
<td>10</td>
<td>Single &amp; Double</td>
<td>4 to 5</td>
<td>PF Hotel</td>
<td>Own</td>
</tr>
</tbody>
</table>

| Total                            |           |                                                                            | 620          | 1,005        |      |                |                |                 |
### Stakeholders Group

<table>
<thead>
<tr>
<th>Stakeholders Group</th>
<th>Sub-group</th>
<th>Population</th>
<th>Winter Rooms</th>
<th>Summer Rooms</th>
<th>Occ.</th>
<th>Quality (stars)</th>
<th>Accom. Facility</th>
<th>Paid By</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPC</td>
<td>IPC Staff, Advisors &amp; Consultants</td>
<td>80</td>
<td>150</td>
<td>Sgl &amp; Dbl</td>
<td>3 to 4</td>
<td>CG Hotel</td>
<td>IPC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IPC Games Officials</td>
<td>20</td>
<td>20</td>
<td>Sgl</td>
<td>3 to 4</td>
<td>CG Hotel</td>
<td>OCOG</td>
<td></td>
</tr>
<tr>
<td>WADA</td>
<td>Outreach and Observers participants</td>
<td>20</td>
<td>20</td>
<td>Sgl</td>
<td>3 to 4</td>
<td>CG Hotel</td>
<td>OCOG</td>
<td></td>
</tr>
<tr>
<td>IF</td>
<td>IF Delegates and Assistants</td>
<td>120</td>
<td>900</td>
<td>Sgl</td>
<td>3 to 4</td>
<td>CG Hotel or OCOG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IF</td>
<td>Technical Officials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Paralympic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IF</td>
<td>Chief Classifiers and Classifiers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Village</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPC</td>
<td>NPC Guests</td>
<td>300</td>
<td>450</td>
<td>Sgl &amp; Dbl</td>
<td>3 to 5</td>
<td>CG Hotel</td>
<td>Own</td>
<td></td>
</tr>
<tr>
<td>Host OCOG</td>
<td>Workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Host OCOG</td>
<td>Staff, volunteers, contractors, suppliers, etc.</td>
<td>tbd</td>
<td>tbd</td>
<td>Sgl &amp; Dbl</td>
<td>1 to 3</td>
<td>CG Hotel</td>
<td>OCOG</td>
<td></td>
</tr>
<tr>
<td>Host OCOG</td>
<td>Heads of State/Government, Ministers, Dignitaries</td>
<td>100</td>
<td>150</td>
<td>Sgl &amp; Dbl</td>
<td>4 to 5</td>
<td>CG Hotel</td>
<td>Varies</td>
<td></td>
</tr>
<tr>
<td>OC/NPC</td>
<td>Organising Committees of Future Games</td>
<td>130</td>
<td>200</td>
<td>Sgl &amp; Dbl</td>
<td>3 to 4</td>
<td>CG Hotel</td>
<td>Own</td>
<td></td>
</tr>
<tr>
<td>OC/NPC</td>
<td>Organising Committees of Future IPC World Champ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC/NPC</td>
<td>Applicant/Candidate Cities for Future Games</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCOG / Paralympic Partners</td>
<td>Partner, Sponsor, Licensee Hospitality</td>
<td>150</td>
<td>700</td>
<td>Single &amp; Double</td>
<td>3 to 5</td>
<td>CG Hotel</td>
<td>Own</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support and Technical Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>Written and Photographic Press</td>
<td>500</td>
<td>1200</td>
<td>Single &amp; Double</td>
<td>2 to 3</td>
<td>Some 4</td>
<td>CG Hotel</td>
<td>Own</td>
</tr>
<tr>
<td>Media</td>
<td>Broadcast Production Staff (RHB and OBO)</td>
<td>1500</td>
<td>3500</td>
<td>Single &amp; Double</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total CG Hotels/ Paralympic Village</td>
<td></td>
<td><strong>3,070</strong></td>
<td><strong>7,740</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ACM 18 - **Paralympic Family Hotel(s)**
- Ensure that the selection of the official Paralympic Family (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 Games (summer), 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 19 - **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 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 20 - **Allocation and payment schedules**
- For the Paralympic Games, the OCOG and stakeholder groups shall abide by the accommodation schedule below:

<table>
<thead>
<tr>
<th>Months before Games</th>
<th>NPCs, IPC and other non-press constituents</th>
<th>Press</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 months</td>
<td>Forms sent out</td>
<td>Forms sent out</td>
</tr>
<tr>
<td>10 months</td>
<td>AAAs sent out</td>
<td></td>
</tr>
<tr>
<td>9 months</td>
<td>30% payment due</td>
<td>AAAs sent out</td>
</tr>
<tr>
<td>6 months</td>
<td>30% payment due</td>
<td>60% payment due</td>
</tr>
<tr>
<td>3 months</td>
<td>Remainder due</td>
<td>Remainder due</td>
</tr>
</tbody>
</table>
4.2. Accreditation

Executive Summary
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.

This Accreditation section is completed by the following Annex:

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

Accreditation is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

Detailed Obligations
In order to deliver Accreditation in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

ACR 01 - Accreditation at the Olympic Games - Detailed specifications
- Follow all rules, quotas, policies, processes and procedures related to all stakeholders which are incorporated in the “Accreditation at the Olympic Games - Detailed specifications” (ACR Annex 1), related but not limited to, timelines, OIAC specifications, features and types, additional access passes and devices, seating entitlements, facilities, operating system, zoning principles and vehicle accreditation.

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 of the Olympic Games.
4.3. Arrivals and Departures

Executive Summary

The strategic aim of the Arrivals and Departures Function 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.

Arrivals and Departures 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 should also be considered.

Olympic airport arrival services include, but are not limited to, the validation of the 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.

Arrivals and Departures is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Arrivals and Departures in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**AND 01 - Defining all Port(s) of Entry and Point(s) of Arrivals and Departures**

- Provide the IOC with a list of official host country entry ports 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, which are the locations where the stakeholders enter the OCOG arrivals and departures process. Provide the IOC with the official points of arrival and departure, and the services delivered at each point.

**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):  
Approximately 10-15% of Games stakeholders will be provided with Level 2 facilitation, which offers an individualised service.

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 Levels.

AND 03 - Departure planning
- Develop a departure plan with relevant airport and airline authorities and agencies for the peak departure days and submit such plan to the IOC for approval. This plan shall include off-airport check-in facilities in the Olympic Village and shall ensure the most efficient departure processing possible.
- Ensure that the following key services are provided to the Games stakeholders:
  - transport to the appropriate departure load zones;
  - wayfinding signage and directional assistance;
  - assistance with baggage;
  - protocol farewell;
  - airport farewell; and
  - off-airport check-in for predetermined Games stakeholders.

AND 04 - 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 such 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 05 - Information and communication
- Provide relevant information to Games stakeholders about the arrival and departure services that will be available to them

AND 06 - Non-competition venue status
- Consider the airport venue as a non-competition venue and provide relevant services accordingly.
AND 07 - Arrivals services

- Ensure that the following key services are provided to Games stakeholders on arrival at the official point(s) of arrivals and departures:
  - welcome, wayfinding signage and Look of the Games;
  - meet and greet;
  - 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;
  - interview/press conference facilities;
  - 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 08 - 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, and defines roles and responsibilities and how the venue team will interact and how it will fit within the Games command and control structures.

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

- Ensure that co-host city’s point(s) of arrival and departures (airports, railway stations, etc.) follow the same facilitation principles for arrivals and departures
4.4. Food and Beverage

Executive Summary
Food and beverage services are an important aspect of the overall Games experience. These services are therefore required to meet stakeholders’ expectations at all competition venues as well as the Olympic Village(s), training venues, the IBC/MPC, other non-competition venues.

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.

In the Olympic Village, food and beverage require an around-the-clock service (24/7) as well as a huge variety of menu choices to satisfy the diverse cultural, nutritional and dietary necessities. It is also typical for the MPC and IBC to operate user pays services around the clock services (24/7).

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.

Food and beverage services are closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Food and beverage services in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

FNB 01 - Service principles for stakeholder groups
- Provide food and beverage services to the various stakeholders as follows:
  - 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.
  - User-pay services for ticket holders according to venue opening hours.
- Adequate services for other stakeholders in all event venues (including workforce, Olympic family, IFs, media); some of these services are user-pay services, as specified in the obligations related to the respective stakeholder groups.

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
Concessions and kiosks branding approvals
- Consult with the IOC to ensure that the provision of food and beverage services is fully compliant with the rights of IOC’s 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 review.
4.5. Language Services

Executive Summary

It is the responsibility of the Organising Committee to plan and deliver comprehensive language services at the Olympic 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
- Doping Control
- Security
- Sport production/Ceremonies
- Venue protocol/IOC&IPC services

Language Services is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Language Services in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

LAN 01 - Overview of Language Services

- Plan and deliver comprehensive language services, including translation and professional interpretation services, to FAs within the OCOG in order to facilitate communication between athletes, accredited media, Olympic family members, OCOG staff, and other stakeholders.
4.6. Medical Services

Executive Summary

During the Games, the Medical Services Function is responsible for the medical care and health planning for all stakeholders associated with the Games, including Athletes, the Media, Workforce, Marketing partners, Spectators and other members of the Olympic family and their guests.

The OCOG must 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 Function 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 Function 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, 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

Medical Services is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Medical Services in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:
MED 01 - Scope of medical coverage

- Provide medical care to athletes, members of the Olympic family, and Olympic-related guests, as well as 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.
- Ensure, in coordination with the City and the NOC, the implementation of all necessary and appropriate medical and health service measures, including repatriation, 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 to the IOC for approval 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. Provisions that apply to the Paralympic Games shall be subject to the prior approval of the IPC.
- Provide to the IOC a description of the legal framework applicable in the host country for the consent for medical treatment, including for minors.

MED 02 - Medical services at the Paralympic Games

- Ensure that, as a principle, the level of medical services for the Paralympic Games is equivalent to the level applicable for the Olympic Games and 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 & 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 also after the conclusion of the Paralympic Games.

MED 03 - Planning of medical services

- Ensure that the Medical Services Function integrates planning of medical services with national and city public health services through on-going communication and agreements.

MED 04 - 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 05 - Purchasing and provision of equipment or services

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

**MED 06 - Right to practice for international health professionals**

• Regarding the care of athletes on the FOP, clearly define expectations and legal limits associated with first response to an injured athlete which shall also be in compliance with IF rules.

• Ensure that health professionals who travel with NOCs are legally allowed to care for their respective delegations, and 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, and the registration process shall be submitted to the IOC for approval.

**MED 07 - Clinical governance system and malpractice insurance**

• Provide to the IOC, for approval, 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. All medical practitioners shall be covered by malpractice insurance.

**MED 08 - Periods of operation of athlete medical services**

• Submit to the IOC, for approval, the days and hours of athlete medical services wherever they are delivered by the OCOG.

**MED 09 - Emergency medical services**

• Design a detailed protocol describing the movement of sick and injured patients by either land or air ambulance.

• 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 medical transport plans.

• The use of air ambulances for evacuation should be considered very carefully before being installed in venues and there should be a real-time life-critical reason for their use.

**MED 10 - Olympic Village Polyclinic**

• Establish a multi-disciplinary Polyclinic in the Olympic Village to provide comprehensive care for athletes and officials. The Polyclinic shall provide suitable space for IOC Medical Commission offices and meeting rooms. The Polyclinic 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 11 - 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 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 review and approval before signature.

MED 12 - Periods of operation for spectator, workforce and media medical services

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

MED 13 - Service delivery agreements

- Ensure that the Medical Services Function integrates planning of medical services with national and city public health services through ongoing communication and agreements.
- Ensure that appropriate agreements are concluded with relevant public agencies to assure proper delivery of services from the host city and host country authorities.

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:
  - provide interrogatable public health surveillance during Games time;
  - deliver summarised data related to medical care provided from the opening of the Olympic Village until its closing;
  - allow production of patient summaries, daily reports for injury and illness surveillance to the IOC and a summary of all activity at the end of the Games; and
  - link to the accreditation system for the incorporation of demographic information. There shall be provision for 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.

MED 15 - 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 16 - Doping Control Programme

- Put into place and carry out 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 the time of the Games.
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 standard 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 in the context of the Olympic Games are analysed by laboratories accredited by WADA.

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 to the IOC the location and security of the laboratory for approval, considering these requirements and the travel time for B sample analysis.

MED 19 - Resources for IOC Medical Commission

Ensure that the IOC Medical Commission has adequate resources and a base of operations 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 Specifications on Office Space for the IOC Medical Commission (MED Annex 1).
4.7. Technology

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

- enables FA operations at all competition and non-competition venues;
- provides critical information services to Press, Broadcast, IF and other Games stakeholders; and
- connects the global Olympic spectator community, in the venue and around the world.

In short, the modern Olympic Games cannot be operated, understood or enjoyed without the right 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 & enhance the operations of the Olympic 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 and Paralympic Games.

OCOG Technology requires services from other Functions, 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 must be prepared to allocate, manage and control the necessary frequencies that are required to implement the wireless infrastructure for the Games.

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).
- specific technological solutions and Partners (TOP agreements), which are critical to the success of the Olympic Games, limiting risks and costs.

Technology is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

In order to deliver Technology requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

TEC 01 - Telecommunications

- In cooperation 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. 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 02 - Internet infrastructure

- Ensure a direct connection to two or more geographically diverse internet exchange points (IXPs) for peering of internet traffic with global Tier 1 internet service providers (ISPs) for the resilient supply of internet services to Games operational sites for the Olympic and Paralympic Games, resulting in geographically independent delivery of fibre optic infrastructure to each venue/site.

TEC 03 - Telecommunications infrastructure

- Establish telecommunications equipment room(s) (TER) to service each venue, as a dedicated space for the installation of core telecommunications equipment for the Olympic Games.

- 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/Paralympic Games.

TEC 04 - Spectrum-radio frequencies

- Secure all wireless spectrum and radio frequencies necessary for the operations of the Olympic 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 bid process by competent host country authorities and other relevant entities to allocate, manage and control the necessary frequencies for the Olympic Games and the Paralympic Games (including 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 the 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
  - Marketing partners
TEC 05 - Deployment of the telecommunications solution

- Ensure that the telecommunications solutions to be deployed for the Olympic Games are frozen two years before the Olympic Games.

TEC 06 - Olympic Results and Information Services

- Provide information technology, in accordance with the standards contemplated in the Olympic Results and Information Services (ORIS) documents. The ORIS documents 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 documents in accordance with the cost-sharing principles established by the IOC.

TEC 07 - Suppliers & 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.
4.8. Transport

Executive Summary

The Olympic transport strategy plays a central role in the smooth operation of the Games and impacts on the experience for everyone attending the Games. Olympic Transport must 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.

To host Olympic 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 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.

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

Transport is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Transport requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

TRA 01 - Monitoring

- Establish a monitoring mechanism to ensure all transport plans are being developed appropriately, including infrastructure and operations. This necessitates 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 - Plans and Service Level Agreements

- Submit to the IOC for approval the following elements:
  - Olympic Transport Plan;
  - Transport Operating Plan version 2 final; and
  - Games transport stakeholders’ service level agreements (principles and details) for the following groups, with athletes and officials needs fully considered:
    o Olympic family;
    o NOCs;
    o IFs;
    o Media;
    o Marketing partners;
    o workforce; and
    o spectators.

- Likewise, the OCOG shall submit the same elements to the IPC for approval.

TRA 03 - Transport provisions and priorities

- The following table summarises the transport provisions afforded to the current IOC accreditation transport codes, as explained in the Accreditation at the Olympic Games – Detailed Specifications (ACR Annex 1).

- These codes and provisions shall be followed, with appropriate flexibility where relevant.

- The OCOG shall provide the following services:

<table>
<thead>
<tr>
<th>Transport Code</th>
<th>Description</th>
<th>Transport Provisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Allocated Vehicle and Driver</td>
<td>Allocated Vehicle and Driver Games Stakeholder Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>T2</td>
<td>Allocated Vehicles and Drivers</td>
<td>Allocated Vehicles and Drivers Games Stakeholder Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>T3</td>
<td>Games Stakeholder Transport System</td>
<td>Games Stakeholder Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>TA</td>
<td>Athletes / NOC Transport System</td>
<td>Athletes / NOC Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>TM</td>
<td>Media Transport system</td>
<td>Media Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>TP</td>
<td>Public Transport Systems</td>
<td>Free Public Transport Systems</td>
</tr>
</tbody>
</table>
TRA 04 - 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 Accreditation at the Paralympic Games – Detailed Specifications (ACR Annex 2).

- These codes and provisions shall be followed, with appropriate flexibility where relevant.

<table>
<thead>
<tr>
<th>Transport Code</th>
<th>Description</th>
<th>Transport Privileges</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Allocated Vehicle and Driver</td>
<td>Allocated Vehicle and Driver Games stakeholder Transport System Free Public Transport Systems</td>
</tr>
<tr>
<td>T2</td>
<td>Allocated Vehicles and Drivers</td>
<td>Allocated Vehicles and Drivers Games stakeholder Transport system Free Public Transport Systems</td>
</tr>
<tr>
<td>T3</td>
<td>Games stakeholder Transport System</td>
<td>Games stakeholder Transport System; accessible vehicle provision: one (1) accessible vehicle for every three (3) accredited users requiring an accessible vehicle. Free Public Transport Systems</td>
</tr>
<tr>
<td>TA</td>
<td>Transport System for Athletes / NPC</td>
<td>Athletes / NPC Transport system Free Public Transport Systems</td>
</tr>
<tr>
<td>TF</td>
<td>Transport system for Games Officials / IF</td>
<td>Games Officials / IF Transport system Free Public Transport Systems</td>
</tr>
<tr>
<td>TM</td>
<td>Transport system for Media</td>
<td>Transport system for Media Free Public Transport Systems</td>
</tr>
<tr>
<td>TP</td>
<td>Public Transport Systems</td>
<td>Free Public Transport Systems</td>
</tr>
</tbody>
</table>

TRA 05 - Free public transport

- Coordinate with the host city to ensure free access to public transport systems for holders of Olympic and Paralympic accreditation cards.

- As a minimum, free public transport should be available from the opening of the Olympic Village (respectively of the Paralympic Village) to three days after the respective Closing Ceremony.

- This includes all public transport systems (rail, tram, bus, ferry, etc.) within a reasonable metropolitan boundary. The scope of the free 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 06 - Other Olympic Cities

- Provide and arrange transfers between the host city and other Olympic co-host cities, even 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 must be provided and arranged based on operational needs of relevant stakeholders.
TRA 07 - 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 date of the opening of the Olympic Village through to the date of the closing of the Olympic Village.

- The 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.

- These services operate for the period of training and competition, ceasing on completion of the training or competition of each sport.

TRA 08 - Paralympic Games athlete and team official transport system

- Provide transport service levels for Paralympic athletes and NPC team officials, which are similar to services provided to Olympic athletes and NPC team officials, while scaled to the needs of the Paralympics.

TRA 09 - 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 10 - Arrival and departure transfers

- Transfer NOCs and their accompanying baggage and sports equipment from/to the designated and agreed 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 day of the Olympic Village opening to the closing of the Olympic Village.

- Ensure that transport services are also available for Chefs de Mission and the 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 11 - Ceremonies services

- Plan and deliver transport services for the Opening and Closing Ceremonies to all stakeholder groups. This plan shall be submitted to the IOC for approval.
TRA 12 - Medals Plaza

- 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 must include a number of accessible vehicles.

TRA 13 - 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.

<table>
<thead>
<tr>
<th>Games of the Olympiad</th>
<th>Total NOC dedicated vehicles (passenger cars and/or minivans)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOC delegation size</td>
<td></td>
</tr>
<tr>
<td>1-10</td>
<td>1</td>
</tr>
<tr>
<td>11-50</td>
<td>2</td>
</tr>
<tr>
<td>51-100</td>
<td>3</td>
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<tr>
<td>101 – 200</td>
<td>4</td>
</tr>
<tr>
<td>201 – 300</td>
<td>5</td>
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<tr>
<td>301 – 400</td>
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<td>401 – 500</td>
<td>7</td>
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<tr>
<td>501 +</td>
<td>8</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Olympic Winter Games</th>
<th>Total NOC dedicated vehicles (passenger cars and/or minivans)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOC delegation size</td>
<td></td>
</tr>
<tr>
<td>5 or fewer</td>
<td>1</td>
</tr>
<tr>
<td>6 – 20</td>
<td>2</td>
</tr>
<tr>
<td>21 – 40</td>
<td>3</td>
</tr>
<tr>
<td>41 – 60</td>
<td>5</td>
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<tr>
<td>61 – 80</td>
<td>6</td>
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<td>81 – 100</td>
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<td>101 – 140</td>
<td>9</td>
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<td>141 – 160</td>
<td>10</td>
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<tr>
<td>161 +</td>
<td>11</td>
</tr>
</tbody>
</table>
TRA 14 - NOC equipment vehicles

- Ensure that an additional equipment van is allocated to NOCs with participating athletes in sports having a considerable amount of equipment, as agreed with the IOC (one per participating team). These equipment vehicles for these sports are in addition to the NOC 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 that may bring their own specialist vehicles to move equipment between the Olympic Village and the competition and training venues.

TRA 15 - Vehicle use policies

- Submit vehicle use policies to the IOC for approval.

TRA 16 - 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 procurement phase of vehicles.
- The maximum number of accessible vehicles available to NPCs is shown in the table below:

<table>
<thead>
<tr>
<th>NPC delegation size</th>
<th>Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)</th>
<th>Maximum number of accessible vehicles allowed in total allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 10</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>11 – 50</td>
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<td>51 – 100</td>
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<tr>
<td>401+</td>
<td>7</td>
<td>3</td>
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</table>

<table>
<thead>
<tr>
<th>NPC delegation size</th>
<th>Total number of NPC dedicated vehicles (passenger cars, minivans and accessible vehicles)</th>
<th>Maximum number of accessible vehicles allowed in total allocation</th>
</tr>
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<td>5 or fewer</td>
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<td>1</td>
</tr>
<tr>
<td>6 – 20</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>21 – 40</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>41 – 60</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>61 – 80</td>
<td>6</td>
<td>1</td>
</tr>
</tbody>
</table>
• 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 17 - 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 18 - NPC equipment vehicles
• Ensure that, in addition to the NPC team sport vehicles, an additional equipment van is allocated to NPCs with participating athletes in sports having considerable equipment, as agreed with the IPC and the respective IF (one per participating team) if there is not sufficient storage space at the competition venue.

TRA 19 - Parking and vehicle access and/or parking permits (VAPPS)
• Develop a control mechanism for enforcing vehicle access to venues and defined parking areas, called VAPPS (Vehicle Access and/or Parking Permit Scheme).

TRA 20 - NPC allocated vehicle VAPPS
• Provide each NPC dedicated vehicle with VAPPS for all competition and training venues and the Paralympic Village. For Paralympic Winter Games, access to wax cabins shall be included if the wax cabins are located outside any venue perimeters.

• Provide VAPPS to 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 21 - Rate card vehicles and VAPPS
• Assist NOCs 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 based on space availability at those specific venues.

TRA 22 - Dignitary transport
• Submit to the IOC the principle for dignitaries’ movement (including Sovereigns, Heads of State and Heads of Government).

TRA 23 - IF Transport System
• Develop an IF Transport System (TF) to provide transport services for ITOs, NTOs, judges, jury members, IF staff and their accompanying baggage and sports equipment, for the Games period.

• The services required include:
competition, training and official meetings services (weigh-in, services to Uniform Centre);
- arrival and departure services; and
- Opening and Closing Ceremonies.

- IF transport services are also required 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 24 - IF allocated vehicles**
- For the Olympic Games, and for the 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 respectively Paralympic Games) one passenger vehicle and drivers per sport/discipline, on a case-by-case basis.

**TRA 25 - IF road event vehicles**
- Provide specialist vehicles and/or motorbikes to the OCOG’s Sport Function, IFs, 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 road events.

**TRA 26 - IF vehicle access and/or parking permits**
- Provide the appropriate VAPPs to meet the operational requirements of the IF allocated vehicles and of their accredited equipment technicians.

**TRA 27 - Media Transport System**
- Develop a Media Transport System (TM) that includes the following services:
  - accommodation - MPC/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 28 - 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 Operational specifications on Broadcast Services (BRS Annex 1)
### TRA 29 - Accommodation and MPC / IBC transport service

- Provide services according to the following table:

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Service Period</th>
<th>Service Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation - MPC / IBC</td>
<td>Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony.</td>
<td>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).</td>
</tr>
<tr>
<td>MPC / IBC – Olympic Village</td>
<td>Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening. Ceases the day after the Closing Ceremony.</td>
<td>Operates daily 8.30 a.m.-9.30 p.m.. Frequency can be lower during pre-competition days.</td>
</tr>
<tr>
<td>MPC / IBC – Executive Board and IOC Session</td>
<td>Operates for the period of the Executive Board and IOC Session.</td>
<td>Operates according to the Executive Board and IOC Session hours. This may/may not be required - OCOG should discuss with Press Operations and OBS.</td>
</tr>
<tr>
<td>MPC / IBC – training venues</td>
<td>Operates according to the ‘open to media’ training schedule.</td>
<td>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.</td>
</tr>
<tr>
<td>MPC / IBC – Competition Venues</td>
<td>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</td>
<td>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.</td>
</tr>
<tr>
<td>Between Competition Venues, where appropriate</td>
<td>Operates according to the competition schedules in the venues.</td>
<td>Same service hours as the MPC / IBC - Competition Venue Services (above).</td>
</tr>
<tr>
<td>Accommodation direct to Venues, where appropriate</td>
<td>Operates according to the competitions in the venues being connected.</td>
<td>Same service hours as the MPC / IBC – Competition Venue Services (above).</td>
</tr>
</tbody>
</table>
### TRA 30 - Service requirements for Paralympic Games

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Service Period</th>
<th>Service Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation - MPC / IBC</td>
<td>Starts 5 days before Opening Ceremony. Ceases 2 days after Closing Ceremony.</td>
<td>24 hours, with variations in frequency.</td>
</tr>
<tr>
<td>MPC / IBC – Paralympic Village</td>
<td>Starts 5 days before Opening Ceremony. Ceases the day after the Closing Ceremony.</td>
<td>Operates daily 8.30 a.m.-9.30 p.m.</td>
</tr>
<tr>
<td>MPC / IBC – training venues</td>
<td>Operates according to the ‘open to media’ training schedule.</td>
<td>Operates according to the training schedule. Services operate −1/+1 hours from the start and finish of training.</td>
</tr>
<tr>
<td>MPC / IBC – Competition Venues</td>
<td>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</td>
<td>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.</td>
</tr>
<tr>
<td>Between Competition Venues, where appropriate</td>
<td>Operates according to the competition schedules in the venues.</td>
<td>Same service hours as the MPC / IBC - Competition Venue Services (above).</td>
</tr>
<tr>
<td>Accommodation direct to Venues, where appropriate</td>
<td>Operates according to the competitions in the venues being connected.</td>
<td>Same service hours as the MPC / IBC – Competition Venue Services (above).</td>
</tr>
</tbody>
</table>

### TRA 31 - 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 32 - IPC-recognised news agencies and photographer allocated vehicles

- Provide the IPC-recognised news agency members with one vehicle per agency (between 4-8 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 those cars falls within the IPC Administration vehicle pool and is managed by IPC. The OCOG should plan for 2 cars for this allocation.
TRA 33 - 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 34 - Rate card for vehicles and permits

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

TRA 35 - T3 transport system approval

- Submit to the IOC for approval the principles for the T3 transport system operations. The details are to be incorporated into the Olympic Family Service Level Agreement and the Transport Operating Plan Version 2 Final.
- Develop and communicate a policy regarding the locations or official ‘destinations’ that are served by the T3 transport system. As a minimum, T3 services must operate to official Olympic Sites, including:
  - competition venues;
  - training venues;
  - Olympic airport and key Arrival/Departure Points e.g. main rail station/s;
  - Olympic family hotels;
  - IBC/MPC;
  - Olympic Village;
  - Media Village;
  - other T3 stakeholder accommodation sites;
  - Olympic Club;
  - 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 to the IOC for approval the final destination lists.

TRA 36 - Paralympic Games T3 transport system approval

- Submit to the IPC for approval the principles for the T3 transport system operations, which provides a minimum of one accessible vehicle for every three (3) T3 accredited users requiring an accessible vehicle. The details are to be incorporated into the Paralympic Family Service Level Agreement and the Transport Operating Plan Version 2 Final.

TRA 37 - 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 which shall 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 38 - 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 39 - 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 40 - 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 properly carry out their functions at the Games.

**TRA 41 - 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 properly carry out their functions at the Games.

**TRA 42 - 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 43 - Paralympic Games vehicles for accredited persons**

- Provide individual vehicles with drivers to persons and stakeholders as described in the Accreditation at the Paralympic Games - Detailed Specifications

**TRA 44 - 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 45 - 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 46 - Marketing Partner transport services**

- Take into account and apply the requirements for TOP Partners' (as per their respective contractual agreement with the IOC) transport for both their Hospitality Programmes and their operational needs:
- 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 47 - Marketing Partner Coach Programme**

- 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 vehicle access and/or parking permits.

- 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, venue access and/or parking permits, group management at venues for Games stakeholders and priority load zones, managed coach services and venue access.

**TRA 48 - Marketing Partner arrivals and departures**

- Make available transport operational areas 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 49 - Marketing Partner allocated vehicles and drivers**

- Provide each TOP Marketing Partner with two allocated vehicles and drivers (or in the event that the contract between the IOC and the relevant TOP Marketing 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 must come equipped with communication devices, maintenance and back-up in the event of mechanical issues.

The Marketing Partner and driver must be provided with all the relevant policies, procedures, fuel cards, Olympic Lane access, etc. as per the Games stakeholder allocated vehicle policies.

TRA 50 - 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 (BOH) and Marketing Partner Coach Programme vehicles (FOH);
  - provide to marketing partners venue permits for technical vehicles, after they have demonstrated plans for their technical needs; and
  - provide to marketing partners all-vehicle access and/or parking permits for Marketing Partner coaches and support vehicles for hospitality needs

TRA 51 - 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.

TRA 52 - Spectator transport

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

TRA 53 - 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 transport system, and venue load zone capacities are checked to verify they can deliver the projected numbers, including all other Games stakeholder groups.

TRA 54 - Transport infrastructure and facilities monitoring

- Ensure that the proper formal, systematic and consistent process and systems are in place and used for the scheduling and monitoring of all Games-related transport infrastructure and facilities works, whether developed by the OCOG, public transport agencies or other providers.

- Include in the construction scheduling and monitoring process and system, all required Games-related transport infrastructure, facilities and areas (both permanent and temporary).

- Provide the IOC with regular reports and updates on the progress of transport infrastructure and facilities construction works, by project, in line with official review meetings with the IOC.

TRA 55 - 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 Olympic routes or services (with the exception of emergency works) are not planned for the period of the Olympic and Paralympic Games.)
TRA 56 - Venue transport plan

- Develop venue transport plans for all competition and non-competition venues (including parking and VAPPs) and provide them to the IOC for review and discussion prior to the plans being considered final.

- Deliver Venue Transport Maps for IOC review as part of the Olympic Transport Plan, the Functional Operating Plan v2 and the Venue Operating Plans.

TRA 57 - Fleet operations - fuel

- Provide fuel for Games stakeholder allocated vehicles.

TRA 58 - 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 Transport Operating Plan Version 2 Final and need IOC approval.

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. 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 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 the transport service levels are respected.

TRA 62 - 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 63 - Transport signage

- Ensure that transport signage (public signage, route signage, venue transport signage, signage on vehicles) is incorporated with 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 64 - Transport information

- Develop and provide relevant transport information to Olympic 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 transport network (Olympic 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.
5. Governance
5.1. City Operations

Executive Summary

City Operations encompasses all the activities, services, operations and events that take place outside the venues. These are delivered by different organisations including:

- the 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 should be carefully planned and integrated so they run smoothly at Games time. 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. The three plans that are important for City Operations are the city plan that is produced by the bidding city, the city integration plan and the communication, command and control plan.

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.

City Operations is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver City Operations in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

CTY 01 - Planning of City Operations

- In order to understand how all of OCOG’s in-venue and out-of-venue Games Operations collectively interact with the other operations in the city, produce a City integration plan. This plan shall be the combination of the OCOG’s Games Operations plans with the city plan and other organisations’ out-of-venue plans to understand how they link and ensure they work together effectively.
5.2. Finance

Executive Summary
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 Host City Contract and addresses all aspects related to hosting the Olympic Games. To successfully accomplish this task, the Finance team must become an integral part of the OCOG with the Finance FA 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 FAs.

To better support the OCOG’s overall needs and to develop the OCOG’s budget, and to monitor its execution, the Finance FA needs to be aware of the ensemble of the OCOG’s obligations under the Host City Contract, across all FAs including the obligations 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 - OCOG Insurance Specifications.

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

Detailed Obligations
In order to deliver Finance in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

FIN 01 - Core Games Budget Evolution
- Ensure that the financial planning properly reflects the evolution of the operational planning and that the Core Games Budget (the “Core Games Budget” covers the planning, preparation and operational delivery of the Olympic and Paralympic Games at the expected standards and specifications of such a sport event, including all the activities associated with the Games for which the OCOG has committed to during its bid phase) is regularly updated, in accordance with the timelines set forth in the Games Delivery Plan.

FIN 02 - Statement of accounting principles
- Present to the IOC, for its approval, a statement of the accounting principles which the OCOG proposes to use for determining the amount of the surplus, in consistency with the IOC definition of surplus, i.e. OCOG surplus is defined as the cash surplus resulting from OCOG cash revenues minus cash expenses, in relation to the Core Games Budget.
FIN 03 - Broadcast refund agreement
- In accordance with the Host City Contract, provide a form of security acceptable to the IOC and enter into an agreement with the IOC, in relation to the full or partial reimbursement to the IOC of any advance payment of the financial contribution related to revenues generated from broadcast agreements in the event of full or partial cancellation of the Games (as well as any other contingency obliging the IOC to reimburse certain amounts advanced by third parties).

FIN 04 - Royalties on commercial revenue programme
- Ensure that all payments of royalties payable to the IOC on the different OCOG’s commercial programmes are made in accordance with the terms and the timelines defined in the Host City Contract and the Marketing Plan Agreement.

FIN 05 - Standardised Functions list
- Organise the OCOG’s budget according to the Standardised Function list to be provided by the IOC to the OCOG, so as to facilitate better transfer of knowledge with future OCOGs.

FIN 06 - Rate card
- In accordance with the Host City Contract, submit to the IOC for its approval the rate card catalogues (which 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, broadcasters and press representatives, sponsors/suppliers and other members of the Olympic family).

FIN 07 - Dissolution plan
- Develop and provide the IOC with an OCOG dissolution plan that needs to be agreed and signed off by the OCOG’s competent bodies (e.g. Executive Board, Audit Committee, etc.).

FIN 08 - 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 reviewed by independent auditors, reports generated by internal audit, internal financial reports including executive financial budget performance overview (expense/revenues) by the FA, budget changes, rate card sales report, procurement planning updates.
- For transfer of knowledge and IOC internal analysis purposes, deliver to the IOC, upon conclusion of the Games, a list of post-Games financial reports and statistics as per the TOK list.
- Organise, in coordination with the IOC, a dedicated Finance/Procurement debriefing (which also covers rate card, VIK management, internal audit, insurance and/or risk management) as part of the transfer of knowledge programme, where the OCOG can benefit from the experience of previous OCOG Finance/Procurement teams, which will share key learnings and provide advice.
FIN 09 - Insurance policies

- Procure and maintain the insurance policies as specified in FIN Annex 1 - OCOG Insurance Specifications.

FIN 10 - Tax law

- Provide the IOC with an assessment of the impact of tax and customs legislation of the host country on the delivery of the Games and on the operations of the IOC, IOC-controlled entities and other Games stakeholders. This process is continuously reviewed throughout the Games preparation period, especially in the event of any amendment of the existing legislation or adoption of new legal instruments.

- If required, coordinate with the host country authorities to ensure respect of the provisions of the Host City Contract including, if needed, through the enactment or modifications of relevant legislative or regulatory instruments.

- Provide guidance to Olympic stakeholders on the implementation of the applicable tax, customs and immigration procedures/regulations.
5.3. Games Management

Executive Summary

The City, the NOC and the OCOG shall be responsible for the successful planning, organising, financing and staging of the Games. Therefore, 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 with this task, the IOC has developed a Games Management framework as well as various tools, timelines and processes.

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

The IOC supports the early appointment of a senior management team to develop, in collaboration with the IOC, a specific OCOG Games Management and Planning framework as well as to lead and integrate Games Planning and governance across all areas of Games preparation and partners, stakeholders and venues throughout the OCOG lifecycle.

Games Management is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependent areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Games Management in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

GAM 01 - 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, on a regular basis;
  - 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.
GAM 02 - Pre-Games management meetings

- Host and organise, at the IOC’s costs, the following meetings:
  - IOC Coordination Commission meetings;
  - project review meetings; 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 plan
  - ing, organising, financing and staging of the Games.
- Submit the Games foundation plan to the IOC for its approval and cover both the Olympic 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 bid 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 escalation/review issues; and
  - the engagement strategy.

GAM 04 - OCOG 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 City, the NOC and the OCOG in the delivery of all their obligations pursuant to the Host City Contract.
- Ensure that the Games Delivery Plan at minimum, includes the following elements:
  - obligations under the Host City Contract 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 Host City Contract or the bid commitments and (ii) listing such regulatory measures (i.e. temporary waivers, amendments or new enactments) that may be necessary for the purposes of delivering the Games in accordance with the Host City Contract, fulfilling the bid 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 bid commitments and construction timelines); and
  - OCOG-specific milestones (including key milestones of authorities/entities involved).
- Develop the OCOG Games Delivery Plan according to the technical requirements set by the IOC and the IPC in a manner that covers both the Olympic and Paralympic Games. The first version of the Games Delivery Plan shall be submitted to the IOC for approval simultaneously with the Games foundation plan.

- 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 event schedule

- 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 FOP, technology and workforce.

- 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.

- Ensure that all test events take place under the supervision and according to the competition rules of the relevant IFs.

GAM 06 - Test event matrix

- Develop a test event matrix which summarises the level of involvement of each FA and partner in each test event. This matrix should define the levels of services to be provided across all areas and to the IOC, as well as the relevant IF prior to the respective event.

GAM 07 - Games Governance and Communication, Command & Control (CCC)

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

- Within this framework, manage integrated planning and smooth operations, reporting to the OCOG executives and decision-making via an efficient Communication, Command & Control (CCC) structure that includes all the FAs, Olympic sites, the various levels of government and other partners. This framework should be implemented throughout the OCOG lifecycle with emphasis on the operations phase and starting at the latest with the test events. As part of the Operational Readiness plan and closer to Games time, possibly at the test events as well, the OCOG may consider implementing a Main Operations Centre that will encompass Command Centres for the main FAs or partners (e.g. Sports, Venues, Transport, Security, etc.) in order to provide centralised information, coordination, reporting and decision-making.
GAM 08 - Pre-Games venue tours

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

GAM 09 - Risk Management programme

- Establish a comprehensive Risk Management programme as per 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 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 addressed through (technical, operational or financial) contingency plans in order to minimise 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 Insurance section of the Host City Contract.

GAM 10 - The Official Report

- Produce official reports of the Olympic Games and Paralympic Games in accordance with the guidelines and directions set by the IOC and the IPC.
5.4. Information and Knowledge Management

Executive Summary
Continuous improvements in the organisation of the Olympic 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 Information and Knowledge Management is to enable Olympic Games organisers 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 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 Information and Knowledge Management Function must be aligned with the strategy, planning and coordination Functions and empowered with an executive mandate for cross-functional activities.

Information and Knowledge Management is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG's obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Information and Knowledge Management in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**IKM 01 - Official Film**
- Ensure that the official film of the Games is produced in accordance with the IOC Guidelines to OCOGs for the production of the official film.

**IKM 02 - 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 NOC and a relevant city, regional or national archiving body that are to be reflected in an archival agreement entered into by these different entities. 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 NPC and the IPC.

IKM 03 - Elements of Transfer of Knowledge

- Deliver the projects, in close coordination with the IOC, which include in particular, but may not be limited to, the following:
  - The OCOG Learning Pathway
  - Transfer of Knowledge (TOK List)
  - Knowledge Reports
  - Data capture
  - Observer Programme (including Test Events Observation)
  - Secondment and Shadowing Programme
  - Debriefings (including both Games and Finance/Procurement debriefings) (see also Detailed obligations under Finance)
  - Workshops

- The split of costs and responsibilities regarding the logistical delivery of these projects will be agreed between the IOC and the OCOG.

- For the Games debriefing (including Finance/Procurement debriefings), the following rules will apply:
  - the host OCOG will provide, at the IOC’s costs, the debriefing location and facilities, accommodation and ground transport for international debriefing participants.
  - accommodation and ground transport for domestic participants must be provided by the host OCOG, at its costs. The responsibility for other costs related to the hosting of the debriefing will be mutually agreed upon between the IOC and the host OCOG, before each edition.

IKM 04 - Participation of relevant public authorities in the TOK

- Ensure and coordinate the participation of the relevant public authorities in the TOK process and facilitate their contribution to such process with elements of their Games-related knowledge and expertise.

IKM 05 - Copies of official publications

- The OCOG shall supply at its 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 in all languages available of printed publications shall be supplied on an annual basis. Electronic publications shall be made available as soon as produced. All official publications shall be transferred according to instructions issued by Olympic Games Knowledge Management. These publications will be made available via the IOC Olympic Studies Centre.

IKM 06 - 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 at cost by the IPC’s educational arm, the “IPC Academy”, as an integrated solution to enhance the human capacity within the OCOG and its stakeholders for the successful delivery of the Paralympic Games. 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 transfer of knowledge elements (TOK List, knowledge reports and data), are to be captured as per the relevant integrated process managed by the IOC.
5.5. Protocol

Executive Summary

The importance of the Olympic Games 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 the many 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.

This Protocol section is completed by the following Annex:

- PRT Annex 1 - Specifications on Olympism and Olympic symbol.

Protocol is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

More information on how to deliver the obligations contained in this section is included in the IOC Protocol Guide.

Detailed Obligations

In order to deliver all Protocol requirements in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

PRT 01 - Use of Olympic symbol

- Ensure that the use of the Olympic symbol by the city, the NOC and the OCOG in all aspects of the staging of the Games abides by the Specifications on Olympism and the Olympic symbol (PRT Annex 1).

PRT 02 - Olympic Truce wall

- Build a wall dedicated to the Olympic Truce within the Olympic Village as a symbol of peace, where all the participants in the Games are invited to sign the declaration in favour of the Olympic Truce.

PRT 03 - Availability and use of the Olympic anthem

- Take all necessary steps to ensure that, if the OCOG decides to record and/or play the Olympic anthem, all rights in relation to such recording or playing vests in the IOC. The Olympic anthem is incorporated into the various Ceremonies, and 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
- Victory Ceremonies
- Other events to be determined by the IOC

PRT 04 - Protocol Set for Flags/Emblems at Olympic Games
- Ensure that protocol sets for flags/emblems be positioned according to the IOC event and location as specified in the IOC Protocol Guide. For cases not covered in the guide, a proposal shall be submitted to the IOC for approval.

PRT 05 - National flag proportions
- Ensure that all flags, when massed in a display, are identical in size, in order to avoid some national flags from standing out more than others and going against the Olympic spirit, which promotes equality and mutual respect amongst nations. The OCOG shall ensure that 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.

PRT 06 - Flag formation at Victory Ceremonies
- Ensure that all national flags, at both indoor and outdoor locations, are raised in the horizontal format. Flags shall be raised in the following formation when viewed from the athletes’ position on the Victory Ceremonies podium.

PRT 07 - Selection of flag manufacturer
- Select an official manufacturer to produce all flags needed by the OCOG during the Games.

PRT 08 - Programme for IOC Session Opening Ceremony
- Submit the programme of the Opening Ceremony of the IOC Session to the IOC for approval. The programme shall follow a strict protocol order as described in the IOC Protocol Guide.

PRT 09 - Olympic flame
- Ensure that all arrangements for any torch relay and any use of the Olympic flame at the Olympic Stadium are carried out in strict compliance with the IOC Protocol Guide. Further obligations concerning the Olympic Torch Relay are found in the Olympic Torch Relay section of this document.
PRT 10 - IOC presidential box at the Olympic Stadium

- Ensure that the IOC presidential box is built and arranged as a dedicated area inside the Olympic Stadium which seats the IOC on one hand, together with the Host Country and OCOG officials on the other, in equal numbers. The order of precedence is: 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.

- Ensure that the following is respected with regard to the IOC 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 not be much larger than for the number of above-mentioned persons. The box shall be designed in a way that all the above-mentioned persons are sitting in the same block.
  - The construction, design and seating plan of the presidential box shall be approved by the IOC.
  - The OCOG shall submit to the IOC for approval the proposed seating plan for the Olympic family, before finalising the allocation and printing the tickets.

PRT 11 - Protocol Order at the Opening Ceremony

- Ensure that protocol elements in the Opening Ceremony are placed in the following order (with the understanding that 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) & 9) Raising the Olympic flag and playing the Olympic anthem
  10) Athletes’ oath
  11) Officials’ oath
  12) Coaches’ oath
  13) Lighting of the Olympic flame

PRT 12 - Protocol order at the Closing Ceremony

- Ensure that protocol elements in the Closing Ceremony 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
13) Extinguishing of the Olympic flame

PRT 13 - Victory Ceremonies

- Organise Victory Ceremonies, which take place following the conclusion of each sports event in order to present the medals to the athletes. All Victory Ceremony-related requirements, including the requirements for the medals, shall be observed in accordance with IOC protocol, as well as the specifications found within the IOC Protocol Guide.

- At the Olympic Winter Games, as indicated in the Host City Contract, the Olympic winners’ medals shall be awarded to the competitors in certain events at a specific location, which shall be referred to as the Medals Plaza.

- Ensure that the following protocol, which applies for all Victory Ceremonies, is strictly followed:
  1) Entrance of the medallist and presenters
  2) Introduction of the presenters
  3) Introduction of the medallist
  4) Medal and flower presentations
  5) Raising of the national flags and playing of the gold medallist’s anthem
  6) Conclusion of the Victory Ceremony

- All scripts and routines for the Victory Ceremonies must be submitted to the IOC for its prior approval.

PRT 14 - Medals and diplomas

- Produce and distribute all medals and diplomas under the strict supervision, and subject to the prior written approval, of the IOC.

PRT 15 - Victory medals policy

- Submit the number of Olympic winners’ medals to be struck to the IOC for prior approval, and, once medals have been struck, provide the IOC with:
  - a certificate confirming the exact number of struck medals and proofs;
  - an inventory detailing the distribution of all Olympic winners’ medals; and
  - all non-engraved or surplus sets of Olympic medals, the moulds of all the medals, and all surplus diplomas.

- Submit to the IOC for approval any plan of the city and/or the NOC to keep one set (or sets) of the Olympic winners’ medals for museum exhibitions and/or archival purposes.

PRT 16 - Production of Victory Medals

- Follow all requirements related to the victory medals (e.g. size, weight, material, design) as specified in the IOC Protocol Guide.

- Ensure that the box for the medal includes a space to integrate the Olympic medallist’s pin.

PRT 17 - Production of Victory Diplomas

- Follow all requirements related to the victory diplomas (e.g. material/shape, design, text elements) as specified in the IOC Protocol Guide.
PRT 18 - Olympic medallist and participation pins

- Distribute to the athletes the Olympic medallist pins (gold, silver and bronze) that are produced by the IOC at its own cost and that are placed in the corresponding medal box.

- 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 of pins to the IOC and provide a list of distribution with the athletes’ names and tracking numbers.

PRT 19 - Wall of champions

- Propose and submit to the IOC for approval the concept and location of the wall of champions. To respect post-Games arbitration processes that might take some months, the method used to engrave names shall allow for changes after the initial set-up of the wall of champions.
5.6. Sustainability and Olympic Legacy

Executive Summary

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 Functions throughout the organisation. Oversight of responsibilities must be clearly attributed within the OCOG to ensure the necessary leadership, expertise and direction.

Every city that hosts the 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 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 NOC, other sporting bodies and all relevant government 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 bid commitments are honoured. There will be a continual need for coordinated public engagement – 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 national government partners 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 to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.
More information on how to deliver the obligations 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.

Detailed Obligations

In order to deliver Sustainability and Olympic Legacy in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

**SUS 01 - Sustainability strategy**

- Develop and publish, in coordination with host city authorities, a sustainability strategy indicating how sustainability will be delivered across the Games project.

**SUS 02 - Sustainability implementation plans**

- In coordination with host country authorities and private third parties providing financial support and resources towards the planning and staging of the Games (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**

- In coordination with host city authorities, develop, appropriate governance arrangements for sustainability matters and 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 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. Aspects to be taken into account include, but are not limited to:
  - 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 host city authorities, 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, final destination and who is responsible.
**SUS 05 - Sustainability reports**

- In coordination with host city authorities, prepare and publicly report on progress towards delivering on 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 be in conformity with the Global Reporting Initiative Guidelines (G4) including the Event Organisers Sector Disclosures.

**SUS 06 - Olympic Games Impact study**

- Deliver the Olympic Games Impact (OGI) study in accordance with the methodology, planning and deliverables provided by the IOC.
6. Commercial & Engagement
6.1. Brand, Identity and Look of the Games

Executive Summary

The Brand, Identity and Look of the Games Function (BIL) 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.

A strong brand identity will benefit all OCOG FAs and Olympic Games partners such as sponsors, licensees and city authorities, and allow them to speak with a single 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 both on site or via media platforms.

The challenge in achieving a truly successful Olympic Games brand identity is in creating an identity and look that will, on the one hand, capture and display the vision of a specific Games edition, while simultaneously strengthening the overall 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:

1. a powerful well-managed creative vision, and
2. 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 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 the Olympic and Paralympic Games which need to be considered and protected in order to enhance the recognition value of each.

This BIL section is completed by the following Annex:

- BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Torch Relay and Marketing Partners Workforce at the Olympic Games.

BIL is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

More information on how to deliver the obligations contained in this section is included in the Olympic Games Guide on Brand, Identity & Look of the Games.
Detailed Obligations

In order to deliver Brand, Identity and Look of the Games in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

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 must ensure that it is at least granted by the relevant rights-owner an irrevocable worldwide royalty-free license in perpetuity and assignable to the IOC, with ability to sub-license to third parties, including for commercial purposes.

BIL 02 - Commercial strategy approval
- Submit the OCOG’s commercial strategy for the use of marks and/or specific programmes to the IOC for approval.

BIL 03 - Olympic Games emblem design
- Ensure that the Olympic Games emblem is constituted of the following three elements placed from top to bottom:
  1. The Games distinctive element: design element that reflects the culture and values of the host city/country.
  2. The Games Signature: name of the city and the year of the Olympic Games.
  3. The Olympic symbol i.e. the Olympic rings.

BIL 04 - 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 05 - 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 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 - 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 08 - Olympic Torch Relay emblem usage guidelines
- Submit the Olympic Torch Relay (OTR) emblem usage guidelines to the IOC for approval.

BIL 09 - 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 10 - Olympic and Paralympic licensing
- Ensure that, for recognition value and identity positioning, Olympic and Paralympic Games have their own separate specific range of licensed products.

BIL 11 - Olympic Games mascot and OCOG emblem reproduction
- Ensure that the Olympic Games emblem is reproduced in its entirety on the Olympic mascot(s).

BIL 12 - Olympic Games mascot design
- Design and submit the Olympic mascot(s) to the IOC for approval.

BIL 13 - 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 14 - Olympic sports pictogram approval
- Submit all Olympic sports pictograms for approval to the IOC and to all respective International Sports Federations (IFs).

BIL 15 - 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 proposal.

BIL 16 - Uniforms
- Submit all uniforms to the IOC for approval.
- Ensure that all uniforms, including those created by all marketing partners, OTR marketing partners and service providers, respect the rules laid out in the Specifications on IOC Uniform Guidelines for OCOG, Torch Relay and Marketing Partners Workforce at the Olympic Games (BIL Annex 1).

BIL 17 - 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 18 - Look of the city

- Ensure that, during the Olympic Games and Paralympic Games, the relevant Look programme is extended into key city areas.

- 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 - 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 FOP designs.

BIL 20 - 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 21 - Paralympic Games emblem

- 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; and
  - the Paralympic symbol: as an element, in the emblem, measuring one-third the size of the total emblem.

- The distinctive element of the emblem shall not contain mottos, designations or other generic expressions.

- In addition, the OCOG shall develop a mock-up which includes the Paralympic symbol + “Paralympic Games” in the selected OCOG typography underneath.

BIL 22 - Paralympic Games pictograms

- Submit Paralympic sports pictograms to the respective IF and to the IPC for approval.

BIL 23 - 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 24 - Spectaculars

- If the OCOG choses to install Spectaculars, ensure that the following steps are taken:
  - submit to the IOC and/or IPC, respectively for the Olympic Games and the Paralympic Games all aspects, proposals and documentation pertaining in any way 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 all non-sponsor suppliers involved in the fabrication, installation and launch of Olympic Spectaculars sign binding ‘No Marketing Rights’ clauses, in the form and format provided by the OCOG and approved by the IOC and/or IPC;
  - ensure that, in the event that products or services to be procured in relation to the fabrication, installation and launch of an Olympic/Paralympic 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 to an Olympic venue or an Olympic Spectacular in order to protect the identity of both events and enhance their respective recognition value.
6.2. Brand Protection

Executive Summary

The Brand Protection Function, also known as rights protection, is essential to protecting the Olympic brand, the rights of the IOC and the Olympic stakeholders and to securing the proper visual presentation of the Games. In accordance with the Host City Contract, the OCOG takes responsibility for protecting all Olympic properties in the host country and, in that respect, it must:

- 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 Venues’ rules in accordance with the Olympic Charter, and assist in the presentation of the host city through guaranteeing appropriate monitoring over outdoor advertising and street trading in and around venues and events;
- implement monitoring and guidelines on use of the Olympic properties to ensure they are only used appropriately and in a way which will demonstrate the Games identity; and
- to protect the OCOG and IOC partnerships by ensuring that the investment of 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 Brand Protection Function optimises legal protection within the host country, undertakes a comprehensive education programme; and implements a robust system for monitoring and addressing misuse and infringement.

Brand Protection is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

More information on how to deliver these detailed obligations are included in the Olympic Games Guide on Brand Protection. Related information is also included in the Olympic Games Guide on City Activities and Live Sites.

Detailed Obligations

In order to deliver an appropriate and effective programme for Brand Protection in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

BRP 01 - 2 - Intellectual property
- Create and protect Games-related intellectual property and derivative works for the purpose of promoting and staging the Games and in accordance with the provisions of the Host City Contract.

BRP 02 - OCOG marks
- Submit all OCOG marks, graphics and designs to the IOC for prior approval.
BRP 03 - Trademark registration and legal protection

Trademark registration

- Take all necessary steps, in consultation with the IOC, to protect the Olympic properties in the host country on behalf of the IOC, OCOG and/or the NOC, in accordance with the Olympic Charter and the Host City Contract.

- Ensure the protection of the OCOG marks, graphics and designs of the Olympic Games in coordination with and for the benefit of the IOC, both nationally and internationally, until the end of the calendar year during which the Olympic Games are held.

- Manage and protect, on behalf of and for the benefit of the IOC, any rights relating to the Games which could be held by the City, the NOC or the OCOG (or by any other third party as a consequence of any agreement with the City, the NOC or the OCOG) until the end of the calendar year during which the Olympic Games are held. At any time, upon request from the IOC, and in any event at the end of the calendar year during which the Olympic Games are held, such rights shall be assigned to the IOC, at the OCOG’s, City’s or NOC’s cost, in the form and substance agreed by the IOC.

Legal Protection

- Obtain from the competent host country authorities adequate and continuing legal protection (either under existing laws or by creating new legislation, as appropriate), in cooperation with the City and the NOC and in agreement with the IOC, against any misuse of Olympic properties, unauthorised direct and/or indirect association with the Games, and unauthorised ticketing activities, as well as legal protection for measures to enable the implementation of appropriate advertising and trading controls at Games time.

BRP 04 - Rights Protection Programme

- Submit to the IOC a detailed rights protection programme 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 authorities within the host country, 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; and
  - management of displays, advertising and clean sites in connection to the Games.

- Develop relationships and strategies with the competent host country authorities (law enforcement, customs) as well as marketing partners (TOP Partners and OCOG’s sponsors) in order to efficiently combat ambush marketing, intellectual property infringements, ticket touting and counterfeit activities.

- Take all necessary steps to protect the Olympic properties and marketing partners’ rights 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, if necessary.

- Include appropriate “No Marketing Rights” clauses in the OCOG’s agreements (including with any suppliers, donors, delivery bodies, government entities, etc.) 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.

- Designate a sufficient number of duly qualified and experienced legal personnel to be responsible for taking care of the implementation of the obligations as outlined above and coordinating with the IOC.

**BRP 05 - Venue branding and naming**

- Ensure that the provisions of the Host City Contract and of the Olympic Charter regarding the prohibition of any advertising, publicity, or branding of any kind appearing on or from the FOP at any Olympic venue or other Olympic site, as well as of any kind of demonstration or political, religious or racial propaganda within any Olympic venues or sites, are fully respected.

- Ensure that all participants, all other persons accredited at the Olympic Games and all other persons or parties concerned 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, subject to Rule 50 and its bye-laws.

- Ensure that the IOC’s naming rights protocol for venues used in the Olympic Games is respected from the date of election of the host city until the conclusion of the Paralympic Games.

**BRP 06 - Coordination with host country authorities**

- In coordination with the City and the NOC, take all necessary steps to ensure that relevant host country authorities:
  - comply with the Olympic Charter, the Host City Contract and the MPA and provide needed 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 City, the Games or the Games period without the prior written approval of the IOC, except as expressly permitted in the MPA;
  - closely work 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 is undertaken by host country authorities unless such activities have been expressly authorised by the IOC and are under the exclusive control of the OCOG;
  - refrain from engaging in any independent marketing or advertising signage programmes without the approval of the IOC;
  - control street vending, outdoor advertising and all other marketing activities within and around 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 beginning of 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 marketing partners are invited to tender in connection with government entity-controlled Games-related infrastructure works.

- In cooperation with the NOC and the City, ensure that:
  - there are no other marketing programmes in the host country, the activities of which will have any impact on the Joint Marketing Programme;
  - the NOC, the NOC’s Sponsors, National Sports Federations, 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

− ensure that sponsorship or marketing rights identified with the host city (including any of its agencies, agents or any entity of which the 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.

**BRP 07 - Rights to be ensured under Venue Use Agreements**

- Ensure that Venue Use Agreements (or similar agreements) with venue owners or with organisations responsible for building new venues & 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 of whatsoever nature, including, without limitation, 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.

**BRP 08 - Registration and protection of Paralympic Intellectual Properties**

- Consult with the IPC to ensure that the registration and protection of Paralympic Intellectual Property is properly completed.

**BRP 09 - Transition from Olympic Games to Paralympic Games**

- Ensure that the changeover from Olympic to Paralympic branding adheres to the guidelines set forth 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.

**BRP 10 - 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 obligation includes, but is not limited to, all of the following examples:
  - branded equipment;
  - sponsor recognition signage;
  - sponsor brand presence (branded menu boards, tables, chairs, umbrellas, table tents, etc.);
  - product labelling and packaging;
  - vehicle decals; and
  - sponsor and supplier uniforms.
BRP 11 - City branding

- Ensure that no propaganda or advertising is allowed in the airspace over the city and other cities and venues hosting Olympic events, during the Games period.

BRP 12 - Olympic Village branding

- Develop, and agree with the IOC on, guidelines related to all branding - i.e. Marketing Partner activities - and identification to appear within the Olympic Village and ensure that such guidelines are implemented.
6.3. Communications

Executive Summary

Communications plays a central role in the 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 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.

The Communications Function will need to deliver engaging and relevant communications that are aligned with the Olympic values and the vision of its Games. It will work across every FA and with numerous external stakeholders throughout the entire existence of the Organising Committee. This will also be the case for communications linked to the Paralympic Games. A number of countdown milestones, such as the launch of the ticketing and volunteering programmes, test events, and the Olympic Torch Relay, as well as Games-time, post-Games, and crisis communications planning, will be important areas of focus for the Communications Function.

The Function 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.

Communications is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Communications in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

COM 01 - Transition communications plan

- Submit to the IOC a transition communications plan 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. The resources and means required for executing the communications plan will form part of the Functional Area Operating Plan (FAOP).
- Annual communications strategy.
- International communications plan.
- Pre-Games crisis communications plan. This plan should cover the potential crisis situations and OCOG structure in the lead-up to the opening of the Main Press Centre with particular attention to the timeframe G-3 to G-0.

**COM 03 - Games-time communications plan and Games-time crisis communications plan**

- Submit the following plans to the IOC for approval ahead of 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 - Post-Games communications plan**

- Develop and present to the IOC a post-Games communications plan, which includes 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.

**COM 05 - Olympic Torch Relay planning**

- Submit the following plans to the IOC for approval, ahead of the Olympic Torch Relay (OTR) and in coordination with OCOG Communications and OTR Functions:
  - 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 City, the NOC or the OCOG, which reference or quote the IOC President, members of the IOC or the IOC administration are validated with the IOC in order to ensure consistency of messaging.

**COM 07 - Marketing Partner policies and materials**

- Set policies for the marketing partners pertaining to their access to the MPC/IBC, tours and the staging of press conferences.
- Put in place a process for distributing and approving marketing partners’ media materials and also their Games-time releases, ensuring that the media have appropriate access to these materials.

**COM 08 - Publications and brochures**

- 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 otherwise approves, these publications shall contain no advertising material of any kind.
- Submit to the IOC for approval a list of proposed publications for Games time, as part of the Games-time communications plan. It should include a brief description of content, format, circulation, distribution mechanism and budget.
COM 09 - Paralympic communications strategy

- Develop a specific communications strategy for the Paralympic Games in order to raise awareness and interest. This strategy will lead to the development and implementation of the IPC-approved Paralympic Games communications strategic plan. The plan must 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 Paralympic Games.

COM 10 - 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.
6.4. Digital Media

Executive Summary

Digital Media is an important direct communication and marketing channel for the OCOG to engage with the public and its partners. The scope of Digital Media includes all OCOG public-facing internet and mobile properties, mobile applications and social media platforms, and similar platforms that may arise with technological evolutions. Digital Media is inherently cross-functional and requires strong representation and leadership in the areas of branding, communications, marketing, legal, information management and technology.

The Digital Media initiatives play a critical role in a broad and complex Olympic digital ‘ecosystem’ that includes the IOC, NOCs, 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 must 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.

Digital Media is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations

In order to deliver Digital Media in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

DIG 01 - Digital media strategic plan

- Develop and submit to the IOC for approval a Digital Media strategic plan 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.

- Submit the following plans as part of the OCOG Digital Media strategic plan:
- the OCOG Games-time digital media operational plan;
- the OCOG digital media content and initiatives plan; and
- the OCOG digital media sponsor recognition plan.

**DIG 02 - Graphic design**
- Through careful planning, 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 03 - Non-Marketing Partner brands on OCOG digital media**
- Submit to the IOC for prior approval any contemplated display on any OCOG Digital Media properties of 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 and prior to any public launch.

**DIG 04 - Official Website**
- 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 and 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 Games-time version of the OCOG official website must be ready for public launch prior to the Games.
  - For reasons of value recognition, the Olympic 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 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.

**DIG 05 - Social media**
- Submit to the IOC all OCOG social media channels or initiatives for approval and ensure that the IOC has full administration rights on all OCOG social media assets.
- Develop and submit to the IOC an OCOG social media strategy, 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.
- Ensure that Olympic/Paralympic archive material is not used on social media platforms without the IOC’s/IPC’s prior written consent. For any approved OCOG social media channels or initiatives, the OCOG is also responsible for monitoring user-generated content and forums.
DIG 06 - Outgoing links
- Ensure that outgoing links—prominent and permanent followed links (emblem + text) to Olympic stakeholders’ digital media platforms, in particular the IOC website (www.olympic.org), the IPC website (www.paralympic.org), and other OCOG and 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 conclude, prominent links to RHBs’ official platforms (including websites, applications etc.) must be provided above the fold to guide OCOG website and applications visitors looking for video coverage of the Olympic Games.

DIG 07 - 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 08 - Use of collected data by the IOC
- Ensure the 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 Host City Contract.
- Submit to the IOC for prior approval all plans to capture or store personal user data in any form or to transfer any sensitive personal data to third parties.

DIG 09 - Contracts
- Send a final copy of all contracts involving Digital Media to the IOC for approval, before execution of the contract.

DIG 10 - Digital media legacy
- Submit to the IOC for approval a Digital Media legacy and transfer of intellectual property plan which includes the full scope of software, applications, content and user databases to be transferred to the IOC post-Games.

DIG 11 - Mobile devices and applications
- Ensure that OCOG Technology and IOC Technology approve all initiatives that involve the delivery of Digital Media to mobile devices.
- To mitigate development costs, approval by the IOC must be obtained before the development phase of any mobile application.
6.5. Business Development

Executive Summary

Pursuant to the Host City Contract, the host city, the host NOC and the OCOG undertake to respect and participate in the IOC’s international partnership and licensing programmes. Soon after the OCOG is formed, it must assume all marketing authority for the host NOC by joining as a party to the Joint Marketing Programme Agreement (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 Marketing Plan Agreement (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 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 royalty on each marketing and licensing deal it enters. One area of revenue generation that can assist the OCOG in recovering costs for the staging of the Olympic Games is the use of “Signature Properties”, which are ancillary events associated with the Games (for example the Olympic Torch Relay and Live Sites).

Part of the pre-existing Olympic marketing landscape is the IOC’s 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 may have partners and licensees in their respective territories. The OCOG marketing programme, therefore, takes a place amidst an already extensive field of Olympic marketing rights.

Additionally, under the MPA, the OCOG shall accept responsibilities such as brand protection within the OCOG’s territory, a comprehensive hospitality programme for all marketing partners, RHBs and their guests, an outdoor advertising control programme for a window of time to include the period of the Games, accommodation pricing controls (to protect marketing partners and spectators). It will also grant access to its territory for any international licensees selected by the IOC.

Business Development is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

More information on how to deliver the obligations contained in this section is included in the Olympic Games Guide on Business Development.

Detailed Obligations

In order to deliver Business Development in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

BUS 01 - IOC international marketing programmes

- Fully participate in the IOC’s international programmes with respect to marketing partners (sponsors, suppliers and licensees) for all Games-related activities. This obligation is binding upon the City, the NOC and the OCOG and includes the obligations:
  - to procure all relevant products from such entities;
adhere to all supply commitments entered into by the IOC;
- to deliver all relevant rights;
- to preserve all relevant marketing categories; and
- to position TOP Partners as the highest level of sponsorship.

**BUS 02 - Form agreements**

- Early in the planning process, draft a “Form” for OCOG domestic sponsorship agreement and a “Form” for domestic licensing agreement. These forms, based on a template and guidelines provided by the IOC, shall be drafted for use with the OCOG’s marketing partners and licensees. The agreement form shall be submitted to the IOC for review and approval.

**BUS 03 - OCOG marketing plan**

- Develop a marketing plan to be appended to the MPA. Once reviewed and approved by the IOC, the OCOG shall honour its marketing plan. Changes are only permitted subject to IOC approval.

**BUS 04 - Release of marketing categories process and consent**

- Submit to the IOC a formal “Category Release Request” - using an 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 it.

- Ensure that the OCOG does not engage in detailed negotiations for any category until the formal release document (consenting to the OCOG sales process and tier sponsorship agreements) has been issued 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 collaborate with the IOC to obtain approval before execution, so as to ensure the OCOG’s Signature Properties respect the commercial and organisational objectives of the Olympic property and its marketing partners. All aspects of the OCOG’s plan for any signature property shall be submitted to the IOC for prior approval before any negotiations with TOP Partners or domestic marketing partners begin.

**BUS 07 - Protection of Marketing Partners at ancillary events (for example the Olympic Torch Relay and Live Sites)**

- Protect the categories of IOC’s marketing partners at ancillary 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 FAs (e.g. Sustainability, Marketing, Commercial, Procurement, Finance, Games Operations and Venues) and meet on a regular basis so that all parties are aware of all procurement needs/timelines.
BUS 09 - IOC TOP Partners and Games delivery bodies

- Use best efforts to facilitate introductions between the IOC TOP Partners and relevant host country authorities and any related Games delivery body.
6.6. Ticketing

Executive Summary
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; and
- deliver an effective, service orientated ticketing programme; and
- provide Olympic fans the opportunity to have access to the Olympic Games.

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 1.5 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.

This Ticketing section is completed by the following Annex:

- TKT Annex 1 – Specifications on Client Ticket Portal.

Ticketing is closely related to other areas addressed in this Host City Contract Detailed Obligations document; in order to have a full understanding of the content of the OCOG’s obligations, it is highly recommended to pay specific attention to the obligations set forth in the other dependant areas as highlighted in the Cross-Reference Matrix included at the beginning of this document.

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

Detailed Obligations
In order to deliver Ticketing in line with the executive summary above and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the Games Delivery Plan:

TKT 01 - Ticketing plans
- Submit for review and approval to the IOC the following items:
  - 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
  - The accreditation seating plan (number and locations)
TKT 02 - 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 03 - Un-authorised ticket resale

- Ensure that all ticket stakeholders 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 04 - Enforcement Plan

- Develop national and international ticket monitoring and enforcement plans for stakeholder 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 should 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. The deployment of these enforcement plans will support the OCOG to deliver its ticketing programmes with integrity.

TKT 05 - Marketing contracts

- Ensure that obligations 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 06 - Sales Restriction to NFs

The OCOG is forbidden to sell tickets to international territory NFs. National Federations should purchase their tickets through their respective NOCs.

TKT 07 - 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.

TKT 08 - 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 compete in at the Games.

TKT 09 - Stakeholder integrity reporting

- Ensure that reporting is provided to the IOC about Specialty Stakeholders ticket management in terms of the relevant ticketing guidelines and policies. This includes items such as: overall stakeholder compliance with rules, polices, terms and conditions; proposed disciplinary actions for non-compliance and tracking of stakeholders’ successes and challenges.
TKT 10 - General public payment methods
- Ensure that the OCOG’s Ticketing Programme complies with all obligations related to the IOC’s Marketing Partner for payment services.

TKT 11 - Ticket data reporting
- Make available to the IOC on an ad hoc basis, including Games time, reports of ticket quantities, requests, allocations, sales, returns, usage and attendance of all stakeholders for all Olympic tickets and venue seating bowl inventory.

TKT 12 - Quota and market segment
- Submit to the IOC all quotas and market segments for review.

TKT 13 - Allocations and seat assignments
- Submit to the IOC all ticket allocations and seat assignments by stakeholders at all events.

TKT 14 - 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 15 - 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.

TKT 16 - Ticket design and layout
- Submit to the IOC for approval the design and layout of all tickets, including the back-of-ticket terms and conditions.

TKT 17 - Ticket printing and delivery
- Provide to the IOC the planning, testing and implementation process for ticket printing and delivery, including the appointment of the relevant providers.

TKT 18 - Ticket management systems provider
- Ensure that the appointment of a ticket management systems provider is reviewed by the IOC.

TKT 19 - Pricing changes from Candidature File
- Submit to the IOC for review any deviation from the Candidature File, especially on revenue levels and gross/net sellable venue capacities. This is particularly important with regard to ticket pricing and the portion of OCOG revenues to be raised from ticket sales.

TKT 20 - Ticket distribution principle
- Start from a position that all Olympic tickets distributed are paid for (at face value).
TKT 21 - Ticket prices and price zoning
• Submit to the IOC for review and approval all Olympic ticket prices and price zoning plans.

TKT 22 - Approval of accreditation seating plan
• Submit to the IOC for review and approval the accreditation seating plan (number and locations).

TKT 23 - Spectator Venue Access Plan
• Ensure that spectators’ access into Olympic venues is exclusively governed by the ticketing programme, as overseen by the IOC.

TKT 24 - 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 25 - Redistribution solutions
• Support full stadiums and maximise stakeholders’ ticket usage; make efficient redistribution solutions available to minimise unused tickets.

TKT 26 - Paralympic accredited seating plan adjustments
• Present and explain to the IPC the plans and venue-by-venue capacities of accessible seating. The OCOG shall also be required to update all accredited seating plans and present a Paralympic-specific version to the IPC.

TKT 27 - Paralympic ticketing programme strategic plan
• Ensure that the strategic plan for the Paralympic ticketing programme is presented to the IPC for approval.

TKT 28 - Paralympic ticketing programme contractual arrangements
• Develop and sign contractual terms with each contractual stakeholder which would like to benefit from the preferential ticket sales process.

TKT 29 - Paralympic quota
• Present to the IPC, for approval, a proposal for a quota allocation based on previous Paralympic Games practices or Olympic standards.

TKT 30 - Allocation for contractual stakeholders at Paralympic Games
• Submit to the IPC for review and approval the proposed initial allocation as well as the final allocation of Paralympic tickets. The review of the initial allocation shall occur before the ticket launch to the general public.

TKT 31 - 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 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% of the entire ticket allocation before the final ticket allocation (approximately 6 months before the Games).

**TKT 32 - Paralympic NPC standard contract**
- Ensure that an NPC Ticket Sales Agreement is drawn up between the OCOG and the NPC to outline the ticket ordering and sales process. The IPC shall approve the NPC standard contract.

**TKT 33 - Paralympic ticket design and layout**
- Submit to the IPC for approval, the design and layout of all Paralympic tickets, including the back-of-ticket terms and conditions.
7. Paralympic Games
Introduction

The Paralympic Games, staged approximately two weeks after the Olympic Games Closing Ceremony, extends the celebration of sporting excellence. The International Paralympic Committee (IPC) is the international governing body of the Paralympic Movement and the custodian of the Paralympic Games. All host cities work closely with the IPC to develop a vision for how they will deliver a successful Paralympic Games, which should be planned and organised in an integrated manner with the Olympic Games.

Therefore, the IOC and the IPC signed an agreement in 2001, which has been renewed regularly ever since. 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 OCOGs 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. Furthermore, the agreement refers to the stakeholders’ responsibilities with respect to the Paralympic Games as well as IOC programmes and activities in which the IPC could participate, including IF development, IOC Olympic Solidarity and Transfer of Knowledge.

The services provided to the participants in the Paralympic Games should be based upon similar principles to those applicable to the Olympic Games, scaled to the needs of the Paralympic Games. If no Paralympic specifics are referred to in the Paralympic sections of the document, the Olympic standards will also be used as a basis for discussion regarding the Paralympic standards in that given area.

The main projects to be undertaken by the OCOG as they relate to the Paralympic Games include:

- deliver each sport’s competition on the Paralympic programme;
- differentiate and capitalise on the distinctive communication and marketing values of the Paralympic Games;
- maximise the integration opportunities between the Olympic and Paralympic Games in all FAs in order to create greater economies of scale/cost reduction;
- identify and address issues related to accessibility and disability awareness;
- plan for minimised transition activities between the Olympic and Paralympic Games;
- ensure all FAs play a role in the successful delivery of the Paralympic Games; and
- provide the required scope and level of Games services to all.

The OCOG needs to ensure alignment with the IPC vision and aspiration and focus on the following points:

- the elite athletes’ experience;
- the distinct educational/awareness opportunities; and
- the maximisation of media attention and exposure.

A cooperative relationship between the OCOG and the IPC will ensure optimal results in the organisation of the Paralympic Games.
7.1. Product & Experience

Executive Summary

The Paralympic Games represent an international multi-sport competition for athletes with an impairment that reflects the highest standards of athletic excellence and diversity. The goal of the Paralympic programme is to provide exciting and inspiring events in the Paralympic Games that allow athletes to excel while entertaining and engaging with spectators.

The Opening and Closing Ceremonies of the Paralympic Games 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. At the same time, the Opening and Closing Ceremonies uphold and reflect the image, the flavour and culture of the host nation.

A successful Opening Ceremony often sets the tone of the Games and shows the world the face of a nation, 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. To celebrate the friendship among nations promoted by the Games, athletes enter as one group. As the last event of the Games, the tone is more lively and less formal than at the Opening Ceremony.

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. Victory Ceremonies usually take place at the conclusion of each sports event directly at the venue in order to present the medals and flowers to the athletes. In Paralympic Winter Games, Victory Ceremonies take place at a Medals Plaza with Flower Ceremonies taking place in the venues beforehand.

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 announces the arrival of the Paralympic Games and thus reminds people of the fact that the “Games festival” is still ongoing with another exciting event, the Paralympic Games, still to come. Hence, the PTR should be leveraged to generate major media and public attention. The PTR has its own distinct characteristics and represents an opportunity for the OCOG to introduce creative and innovative elements.

Detailed Obligations

In order to deliver the Paralympic Games Product and Experience in line with the executive summary above, in accordance with the Host City Contract and in connection with relevant obligations related to the Paralympic Games located in the respective sections of this document, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the IPC Paralympic Games Delivery Plan:
PAR 01 - Organisation of Paralympic Sport

- Deliver sports organisation for the Paralympic Games as per the technical requirements established by the IPC and the IFs in all required areas, such as the following (not exhaustive):
  - 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 two to 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 Olympic sport, if relevant;
  - produce the required Paralympic Games sports publications;
  - 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.

PAR 02 - 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:
  - 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 sport- and athlete-focused. This also concerns the services to the IF classifiers as per the rest of the ITOs which need to be in place prior to competition so that they specifically fit the needs 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.

PAR 03 - 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 itself and conducted in accordance with IPC protocol. The Opening and Closing Ceremonies shall officially begin and close respectively 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, including for broadcasting and digital media.
- Submit to the IPC for approval preliminary ceremonies programmes/concepts including the artistic segments of the Games, the final Opening Ceremony Programme and the Closing Ceremony Programme.
PAR 04 - 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 while anthem of the team 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, also the Paralympic flag should be raised while the Paralympic anthem is played.

PAR 05 - 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 Paralympic Victory Ceremonies:
  - medals and medal ribbons;
  - victory diploma;
  - flower bouquet;
  - theme music and script;
  - the artistic approach and the protocol elements; and
  - the podium design (both from a Look and accessibility viewpoint).

PAR 06 - Reporting on Ceremonies

- Submit or present concepts and detailed production plans 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 thereto to the IPC for its approval.

PAR 07 - Protocol Requirements during the Opening and Closing Ceremonies

- The Paralympic Games shall be proclaimed open by the Head of State of the host country. The Head of State shall have the opportunity to personally greet the IPC Governing Board and Honorary Board members and other distinguished guests (as determined by the IPC) prior to the Opening Ceremony.
- 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.

PAR 08 - IPC Presidential Box

- Design and construct the IPC Presidential Box for the Opening and Closing Ceremonies to be accessible for wheelchair users in a manner that ensures it is able to accommodate them within 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.
PAR 09 - Seating tribunes at the Ceremonies Stadium

- Secure, apart from the official stand reserved for the Paralympic family members seated in the Presidential Box, a specific amount of seating, including accessible seating, in the Ceremonies stadium for IFs, NPCs, dignitaries and distinguished guests, 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.

PAR 10 - Language requirements during Opening and Closing Ceremonies

- Ensure all ceremonies are conducted in the official languages of the Paralympic Games (English and language of the host country).
- Official speeches taking place during the ceremonies shall be translated into the official languages of the Paralympic Games and displayed on the video boards of the venue.

PAR 11 - Protocol order at the Paralympic Games Opening Ceremony

- Ensure that protocol elements at the Paralympic Games Opening Ceremony are placed in the following order (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.

PAR 12 - Protocol order at the Paralympic Games Closing Ceremony

- Ensure that protocol elements in the Paralympic Games Closing Ceremony are placed in the following order (being understood that artistic segments may be interspersed between protocols 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.
PAR 13 - Victory Ceremony presenters

- Recognise that all medal and flower presenters are selected according to the policy set forth 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 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 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.

PAR 14 - 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 must have a common design and look and be accessible for athletes using wheelchairs, allowing them to independently access and position themselves on the podium.

PAR 15 - Protocol and order for 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. The concept of a Paralympic Medals Plaza may also be introduced to the Paralympic Games.

- Ensure that the following protocol, which applies to all Victory Ceremonies, is strictly 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.


7.2. Stakeholder Services

Executive Summary

The organisation of the Paralympic Games involves many different constituent groups, each one with different functions, roles, sets of activities and expectations. These constituents can be listed as follows:

- Athletes and Team Officials / NPCs
- Games Officials / IFs
- Media representatives
- Paralympic Family and Guests
- Sponsors and corporate partners
- OCOG, its workforce and partners
- Spectators
- Host city residents
- Worldwide audience

The OCOG should approach its planning and operation as a service-focused organisation geared to meet Paralympic constituents’ needs, providing a level of service equivalent to their Olympic counterparts, but scaled to the scope of the Paralympic Games.

The guiding objectives for servicing Paralympic stakeholders upon the occasion of the Paralympic Games are:

- Provision of information and adoption of processes and procedures that provide to each constituent the “best possible ability to prepare for the Paralympic Games”.
- Provision of appropriate services allowing each constituent to perform their role and enjoy the “Games Experience”.
- Maximisation of the legacy for the Paralympic Movement and for people with an impairment, both locally and globally.

Detailed Obligations

In order to deliver the Paralympic Games Stakeholder Services in line with the executive summary above, in accordance with the Host City Contract and in connection with relevant obligations related to the Paralympic Games located in the respective sections of this document, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the IPC Paralympic Games Delivery Plan:

PAR 16 - 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.

PAR 17 - 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 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, MPC etc. on a daily basis.

PAR 18 - 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.

PAR 19 - Paralympic Hospitality Centre

• Assist the IPC in finding the appropriate space for a Paralympic Hospitality Centre and the service providers required.

• Provide for the venue structure and overlay. The operating costs of the centre should be covered by the IPC, which owns its marketing rights.

• Recognise the Paralympic Hospitality Centre as a non-competition venue, included in the T3 destinations list as an on-demand location for transport services during its operating hours. Should the Paralympic Hospitality Centre be located in an accredited area or requiring ticketed access, also provide Event Services, Security, and Cleaning and Waste Services as necessary in the surrounding area.

PAR 20 - Official Guest Programme

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

PAR 21 - 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.

PAR 22 - Paralympic Family Accreditation Centre

• Establish a Paralympic family accreditation centre adjacent to or in close proximity of the Paralympic Family Hotel, providing full accreditation services.

PAR 23 - Paralympic Family Assistants

• Provide a Paralympic Family Assistant who could also be the driver, to those Paralympic family stakeholders accredited with T1/T2 transport services, 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.

• 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 should be allocated for planning purposes.
• Ensure that the above-mentioned requirements are implemented in accordance with the applicable laws of the host country.

PAR 24 - Athletes' Council Elections

• Provide the space for the Athletes' Council election voting centre, which should be approximately 50m² and preferably be the same voting centre that has been used for the IOC Athletes’ Commission elections. A lockable storage room needs to be provided in addition, plus a lockable room for vote storage and counting, along with the necessary FF&E. A number of volunteers (voting assistants) are required to assist with all the required operations. In addition, facilitate the use of all available opportunities to promote the election.

PAR 25 - General Media Facilities and Services for Paralympic Games

• Provide key facilities for the media during the Paralympic Games, such as the MPC, IBC, 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 media during the Paralympic Games, such as Accreditation, Accommodation, Media Guides, Paralympic News Service, Rate Card, Technology, Transport, Arrivals and Departures, Ticketing, Workforce, Language Services and other support services similar to those provided to the media during the Olympic Games, but scaled to the needs of the Paralympic Games.

PAR 26 - Paralympic Main Press Centre

• Regarding specifications for the MPC, provide for the following, including certain FF&E, telecommunications and technology:

  − 20,000m² space for the Paralympic Games, with a further 1,000m² space in or alongside the building for use as a logistics compound with truck access, loading dock and secure storage area and a main press workroom consisting of 300 work stations.
  − 15,000m² space for Paralympic Winter Games with a further 1,000m² space in or alongside the building for use as a logistics compound with truck access, loading dock and secure storage area and a main press workroom consisting of 150 work stations.
  − 400 seats at the main press conference room of the MPC for Paralympic Games and 250 seats for Paralympic Winter Games, with enough space in the front row to accommodate two to three journalists in a wheelchair. Three more press conference rooms shall be provided with seating capacities of: a) 150 and b) 50 (two smaller ones).
  − A fully functional and professional imaging centre which caters to the professional news and sport photographers’ requirements plus a set-up of a photo work area adjacent to the imaging centre to accommodate the additional workspace requirements of photographers, of no less than 150 workstations for the Paralympic Games and 75 workstations for the Paralympic Winter Games.

• Ensure the MPC is open at least three days prior to the Opening Ceremony of the Paralympic Games and operates on a 24-hour basis, unless otherwise instructed by the IPC.

• Provide for the IPC offices in the MPC up to 100m² space, separated into individual offices following specifications supplied by the IPC.
PAR 27 - Venue Media Facilities and Services

- Accommodate the needs of the media at the venues, including for those among them 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.

PAR 28 - Paralympic Information Service

- Establish a Paralympic Information Service, offering secure, fast, efficient and accurate information services to help media to achieve the best possible coverage of the Paralympic Games, using INFO+ system, which shall be available remotely via the internet to the media and other accredited groups.

PAR 29 - Media Publications

- Prepare, print and distribute to NPCs and accredited organisations/persons in accordance with the accreditation timelines set by the IPC, the following publications:
  - Media Accreditation Guide
  - Media Accommodation Guide
  - Press Rate Card
  - Press Freight & Shipping Guide
  - Media Services & Facilities Guide for the Written and Photographic Press
  - Media Guide including the Photographers Guide
7.3. Venues & Infrastructure

Executive Summary
The Olympic and Paralympic Games should provide an accessible and inclusive environment for everybody. An accessible environment is one in which people with mobility, vision, hearing or intellectual impairments can participate in the Olympic and Paralympic Games independently, equitably and with dignity.

Access for people with impairment should be considered in all stages of development, including the master planning, design, construction and operation of the venues. Managers and operators of premises should ensure management practices are in place so that a continuous accessible path of travel is maintained. Specific guidelines for the operation of the venues should include accessibility provisions.

Accessibility for the Olympic and Paralympic competition venues must not be static, but respond to the operational needs. Although, accessibility is equally important for the Olympic Games, the organisation of the Paralympic Games presents unique requirements because of the number of constituents with an impairment who participate, especially in regard to athletes and Paralympic family members.

Detailed Obligations
The detailed obligations related to Paralympic Games Venues & Infrastructure are included in Section 3 of this document.
7.4. Games Services

Executive Summary

The OCOGs need to apply similar principles in the organisation of the Olympic and Paralympic Games, by providing for the integration of the various Functions, duties and responsibilities within the relevant OCOG.

It is important for the OCOG to ensure that all FAs take into consideration the accessibility provisions required in delivering their services and operations, with particular attention to the increased number of Paralympic stakeholders who have an impairment. Close cooperation with the relevant city and public authorities is needed to ensure activities and tasks are consistent, continuous and sustainable.

Detailed Obligations

In order to deliver the Paralympic Games Services in line with the executive summary above, in accordance with the Host City Contract and in connection with relevant obligations located in the respective sections of this document, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the IPC Paralympic Games Delivery Plan:

PAR 30 - Accreditation

- Follow all rules, quotas, policies, processes and procedures related to all stakeholder groups and which are incorporated in the IPC “Accreditation at the Paralympic Games – Detailed Specifications” (ACR Annex 2) related but not limited to timelines, specifications, features and types, additional access passes and devices, seating entitlements, facilities, operating system and zoning principles and vehicle accreditation.

- Ensure that the appropriate authorities take all necessary steps to guarantee free access into the host nation for all accredited persons. All accredited persons must be able to stay and perform their Paralympic functions in the host country for the duration of the Paralympic Games, on the basis of a passport (or equivalent document) and the Paralympic Identity and Accreditation Card (PIAC), for a time period of at least one month before the start and one month after the conclusion of the Paralympic Games.

- Coordinate with the competent host country authorities, to ensure that the necessary measures are taken so that the application of labour laws and regulations of the host country to accredited persons will not prevent or hinder the performance by such accredited persons of their Paralympic functions in accordance with the specific needs and requirements of such functions.

PAR 31 - Security and safety

- In cooperation with the City, the government and the appropriate host country authorities, ensure that all appropriate and necessary measures are taken in order to guarantee the safe and peaceful celebration of the Paralympic Games, including for the financial, planning and operational aspects.

- 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. These safety plans shall take into account the scope of individuals with an impairment expected to participate in the Paralympic Games, therefore they may need to go beyond existing provisions or standard regulations.
PAR 32 - **Food and Beverage Services**

- Ensure that the Paralympic Games food and beverage services programme is identical in service level to the Olympic Games, but at a reduced scale. 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 shall be fully accessible, including circulation and serving areas.
- Apply the same principles used at the Olympic Games – scaled to the needs of the Paralympic Games – regarding food variety (hot and cold) as well as cultural/religious requirements at the main and casual dining facilities as well as at the competition and non-competition venues. Additionally, make available specialised catering services (for hire) for Paralympic Games sponsors, the OCOG staff and the Paralympic family.

PAR 33 - **Global Technology Plan**

- Plan for and implement all the technological means necessary for the preparation and running of the Paralympic Games and produce a global technology strategic plan, identifying 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 aiming to utilise a single Olympic and Paralympic Games Management System where possible.

PAR 34 - **Telecommunications and audio visuals**

- 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 should 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.

PAR 35 - **Arrivals and Departures 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.
PAR 36 - **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. The IPC shall consent in writing to the final agreement between the OCOG and the supplier.
- Ensure that the facility and basic FF&E for the repair services in the Paralympic Village's 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 a 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. Also, allow access to a suitable transport system that guarantees quick and flexible provision of services over multiple venues. Also provide additional support staff or volunteers to the technicians, subject to the agreement reached 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.

PAR 37 - **Use of the Paralympic Symbol**

- Submit all proposed uses of the Paralympic symbol to the IPC for approval, prior to the start of production.

PAR 38 - **Use of the Paralympic Anthem**

- Ensure that the Paralympic Anthem is played on the following occasions:
  - Opening Ceremony of the Paralympic Games and Paralympic Winter Games;
  - Closing Ceremony of the Paralympic 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.

PAR 39 - **Use of the 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 is hoisted during the Opening Ceremony and lowered during the Closing Ceremony of the Paralympic Games and Paralympic Winter Games.

PAR 40 - **Protocol set of Flags at Paralympic Games**

- Ensure that specific protocol flag sets are positioned in the venues of the Paralympic Games, as per the IPC’s instructions.
PAR 41 - 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.

PAR 42 - IPC approval of medals and diplomas
- Submit to the IPC for approval the design, material, shape and text of all medals, diplomas, certificates and flower bouquets to be awarded at the Paralympic Games and produce all these elements strictly following the respective IPC requirements.
- Produce the medals in strict compliance with IPC requirements and provide the IPC with a certificate confirming the exact number of such medals that have been struck. The designs as well as the number of Paralympic winners’ medals struck are subject to the prior approval of the IPC.
- Provide to the IPC a minimum of 10 non-engraved sets of Paralympic medals, 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 city and/or the NPC for museum exhibition and/or archival purposes, subject to the approval of the IPC.
- Hand over to the IPC the moulds of all the medals struck and all surplus medals and diplomas.

PAR 43 - Participation medals and certificates
- Produce and present the participation certificates and medals on behalf of the IPC.

PAR 44 - Commemorative certificates
- Present the commemorative certificates on behalf of the IPC.

PAR 45 - Wall of Champions
- Dedicate a wall inside the Olympic Stadium with the 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 IPC's approval.

PAR 46 - 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 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. The design of the wall shall be approved by the IPC.
- 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.
7.5. Governance

Executive Summary

Operational integration at all levels in the OCOG is critical to an operationally efficient and successful Paralympic Games. To accomplish this, an OCOG should view the organisation of the Olympic and Paralympic Games as a combined and extended 60-day event with distinctive opportunities for promotion.

The Paralympic Games project planning and management concept should be based on the IPC’s planning principles philosophy of “minimising operational change, maximising promotional distinctiveness and stimulating social change.”

Therefore, the Paralympic Games project planning and management activities should be conducted simultaneously or in close conjunction with those of the Olympic Games in order to reduce costs and create greater efficiencies while respecting the individual identities and purposes of the two Games. The role of the Paralympic Games Integration framework is critical in this regard, as it oversees, advises on and approves the scope, levels of services and operational plans of all the OCOG FAs involved in the delivery of the Paralympic Games.

The OCOG should leverage the legacy opportunities related to the Paralympic Games which include positively impacting attitudes of the local population and the greater global community, legislative changes and social evolution to the benefit of people with impairments, as well as accessibility improvements of infrastructure.

Detailed Obligations

In order to deliver the Paralympic Games Governance in line with the executive summary above, in accordance with the Host City Contract and in connection with relevant obligations related to the Paralympic Games located in the respective sections of this document, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the IPC Paralympic Games Delivery Plan:

PAR 47 - Major OCOG events scheduling

- Determine, in consultation with the IPC, the following Paralympic Games major event milestones, which require the IPC’s approval:
  - Paralympic Games test events 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 Games;
  - Paralympic Games Closing Ceremony, at day 10 for Paralympic Winter Games and at day 11 or 12 for the Paralympic 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.

PAR 48 - OCOG Board representation
• Include representation of the Paralympic Movement in the Executive Board or Board of Directors of the OCOG – or equivalent body as per its structure.

PAR 49 - Paralympic Games Integration
• Define and implement an efficient Paralympic Games-wide integration and coordination framework in order to manage a large number of tasks, activities and projects, throughout the OCOG lifecycle, that require integration between FAs and partners/authorities. Such framework will support the management of integrated planning and the efficient reporting to OCOG executive level, and will also ensure quick decision-making and smooth Paralympic operations, via an efficient structure that includes the OCOG FAs, the various levels of government and other partners.

PAR 50 - Progress Reporting and Presentations
• Provide oral and/or written reports, in English, on the progress of the preparations of the Paralympic Games at the following IPC meetings or upon request of the IPC:
  − IPC General Assembly;
  − IPC Governing Board (GB) meeting, on a regular basis;
  − 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 to the organisation of these meetings:
  − the OCOG will cover organisation costs and facilitate accommodation booking for the IPC;
  − the IPC will cover the accommodation and travel costs for its administration members and experts.

PAR 51 - Host city payment and transfer of rights
• Pay the IPC a pre-determined sum for the specific edition of the Games - the “host city payment”. In return for this payment, the IPC transfers the following rights to the OCOG:
  − (a) the Paralympic Games sponsorship rights, licensing rights and any and all other forms of marketing rights relating to the Paralympic Games for exercise in the host territory;
  − (b) the worldwide broadcast rights, except if those rights are retained by the IPC as per the conditions of the applicable IOC-IPC agreement; and
  − (c) the exclusive worldwide right to sell stadium and other venue access tickets to the public for events forming part of the sport programme, and other elements/events, of the relevant Paralympic Games.
• The model for the OCOG marketing rights payment schedule to the IPC for the Paralympic Games and Paralympic Winter Games is presented in the following table:

<table>
<thead>
<tr>
<th>Time</th>
<th>Date</th>
<th>Paralympic Winter Games</th>
<th>Paralympic Games</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period</td>
<td>Date</td>
<td>First Payment</td>
<td>Second Payment</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4 years</td>
<td>15 January</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>3 years</td>
<td>15 January</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>2 years</td>
<td>15 January</td>
<td>25%</td>
<td>24%</td>
</tr>
<tr>
<td>1 year</td>
<td>15 January</td>
<td>25%</td>
<td>24%</td>
</tr>
<tr>
<td>Games-time</td>
<td></td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

- All payments made by either the OCOG to the IPC or vice versa shall be net payments, free and clear of any added value tax, customs duty or governmental charge of any jurisdiction, whether present or future.

**PAR 52 - 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.

**PAR 53 - Financial reporting**
- Submit to the IPC 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.

**PAR 54 - Contracts with third parties**
- 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.

**PAR 55 - Insurance**
- Secure and maintain insurance coverage, including the IPC as an additional named insured, in respect of 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.
7.6. Commercial & Engagement

Executive Summary

The Paralympic Games are a unique opportunity to showcase the achievements of high-performance athletes with an impairment and to profile them as role models who can inspire and excite the world. Paralympic Movement constituents should make every effort to promote recognition of, interest and involvement in the Paralympic Games within their remit, at national and international events and related to promotional campaigns.

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 OCOG shall also seek to maximise the partnership opportunities with sponsors, especially with the IOC International Programme 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 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 Paralympic Games shall have a distinct visual identity as a high-performance sporting event. Such identity may be linked conceptually to the one developed for the respective Olympic Games, but should clearly contain Look elements based on Paralympic properties and be produced exclusively for the Paralympic Games. The Look of the Paralympic Games shall include emblem, mascot, pictograms and other insignia. In addition, FOP Design shall be modified to reflect the structural, look and branding changes from the Olympic Games to the Paralympic Games, whenever appropriate.

Detailed Obligations

In order to deliver the Paralympic Games Commercial & Engagement in line with the executive summary above, in accordance with the Host City Contract and in connection with relevant obligations related to the Paralympic Games located in the respective sections of this document, the following shall be implemented by the OCOG within the milestones and other timelines set forth in the IPC Paralympic Games Delivery Plan:

**PAR 56 - Education programme**

- Provide, in collaboration with the relevant authorities, a Paralympic Games education programme that seeks to educate children and their families about the event, the Paralympic values and ideals, and Paralympic sports, and that ultimately encourages their attendance as spectators at the Games. 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 must 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.
PAR 57 - Cultural programme

- Organise and stage a cultural programme related to the Paralympic Games, which (while integrated and seeking efficiencies with the Cultural Olympiad) shall have its 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 part, it shall be referred to in a general way as “Games Cultural Festival” or “Olympic 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 artists with an impairment, but not exclusively.
  - 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.

PAR 58 - Accessibility awareness and enhancement programme

- Co-operate with the host city to provide an accessibility awareness programme and accessibility enhancements to 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 authorities 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.

PAR 59 - Paralympic Marketing Programme Agreement

- Execute a “Paralympic Joint Marketing Program Agreement” with the host country’s NPC, at the latest one year after the signature of the Host City Contract, in accordance with the guarantee provided by the City (on behalf of the OCOG) and the host country NPC during the bid process.
- 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.

PAR 60 - Protection of TOP Partners

- Do not grant, and do not enter into any negotiations in relation to the possible granting of Paralympic Games sponsorship rights to any organisation that carries on 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 total protection of the TOP partners (unless otherwise agreed in writing by the IOC and the IPC on a specific case-by-case basis) in 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 each edition of 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 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 aims at 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 should then be considered an IPC Worldwide Paralympic Partner.

- 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.

PAR 61 - 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. Torch Relay sponsorship, FOP signage, bib sponsorship, etc.
PAR 62 -  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 forth by the IPC Governing Board.

- Recognise that the IPC and IOC have agreed 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 in a coordinated effort. Details about the registration programme are available from the IOC and IPC.

PAR 63 -  IPC trademarks and proprietary rights

- Design, in consultation with and with approval of the IPC, an own 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 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.

- 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”.

- 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).

- Only use the ensuing rights 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 obligation 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 Host City Contract, the JMPA and PMPA.

PAR 64 - Broadcast requirements

- Ensure that the host broadcaster for the Olympic Games is also the host broadcaster for the Paralympic Games, except if the IPC decides to retain the broadcasting rights, in which case this obligation is not valid.

- 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 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 has to approve the host broadcast agreement between the host broadcaster and the OCOG in which the level of production and scope of services is defined.

- Closely cooperate with the IPC in the sales of the broadcast rights. The details of the broadcast sales strategy will be outlined in the PMPA.

PAR 65 - 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 into the Paralympic Games. This includes the ability to broadcast certain events of the Paralympic Games via the IPC’s internet webcast channel, the OCOG webpage as well as other IPC controlled platforms, on a worldwide basis.
Annexes

The Host City Contract Detailed Obligations are completed by the following annexes.
The annexes with a (*) are stand-alone documents, which are provided separately.

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Medical Services

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

Brand, Identity and Look of the Games

- BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, 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 Host City Contract Detailed Obligations on Ceremonies. They are contractually binding upon the City, the 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 Olympic Games, which include Opening, Closing and Victory Ceremonies (the “Ceremonies”). They may also apply to other Olympic events and activities, including sports presentations, as directed by the IOC.

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 appendix 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 Host City Contract, 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 City’s Candidature Committee, the City, the 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. 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 obligations, 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 Games occurs to the satisfaction of the IOC as per the IOC’s contractual obligations;

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 all such Ceremonies and Olympic Torch Relay) and make such payments, in connection therewith, in each case as necessary for the public performance of 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 Host City Contract) 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 obligations (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 & 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 use such IOC Arrangements in the context of the 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-related phrase, designation, name, symbol or emblem on or 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 – Cue Sheet Template

## MUSIC CUE SHEET

<table>
<thead>
<tr>
<th>Event:</th>
<th>Date:</th>
<th>Location:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(1) Cue No.</th>
<th>(2) Segment</th>
<th>(3) Music Cue Title</th>
<th>(4) Writer(s) / Arranger(s)</th>
<th>(5) Publisher(s)</th>
<th>(6) Performer(s)</th>
<th>(7) Record Company</th>
<th>(8) Music Origin Code</th>
<th>(9) Music Use-Code</th>
<th>(10) Music Cue Duration</th>
<th>(11) Year</th>
<th>(12) Notes</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Page No. 1/X
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 **Music Use Codes** 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:

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MT:</td>
<td>Main Title.</td>
</tr>
<tr>
<td>VI:</td>
<td>Visual Instrumental: when an Instrumentalist is on camera performing the song.</td>
</tr>
<tr>
<td>VV:</td>
<td>Visual Vocal: when a vocalist is on camera singing the song.</td>
</tr>
<tr>
<td>VD:</td>
<td>Visual Dance: when a dancer is on camera dancing the song.</td>
</tr>
<tr>
<td>VS:</td>
<td>Visual Source: when you can see the source of the music cue (e.g.: you see the radio that the music is supposed to be coming from).</td>
</tr>
<tr>
<td>BV:</td>
<td>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.</td>
</tr>
<tr>
<td>BI:</td>
<td>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.</td>
</tr>
<tr>
<td>OT:</td>
<td>Open Title: Start/opener title theme.</td>
</tr>
<tr>
<td>ET:</td>
<td>End Title: End/closer title theme.</td>
</tr>
</tbody>
</table>

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 City, the 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 Games edition. The IOC Ceremonies FA 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 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:

<table>
<thead>
<tr>
<th>Order</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Head of State and IOC President's Entry:</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
## Order | Action
--- | ---
2 | **Playing the National Anthem:**
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.

3 | **Parade of Athletes:**
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.

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.

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 Department of NOC Relations. 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.

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.

(3 cont.) | 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. 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.

4 | **Dove Release:**
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.

5 | **OCOG President's Speech:**
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."
<table>
<thead>
<tr>
<th>Order</th>
<th>Action</th>
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</table>
| 6     | IOC President’s Speech:  
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).” |
| 7     | Opening of the Games:  
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.” |
| 8 & 9 | Raising the Olympic Flag and Playing the Olympic Anthem:  
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. |
| 10    | Athletes’ Oath:  
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.”  
(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.”  
The creative team should look at the possibility of involving all athletes in this unique moment. |
| 11    | Officials’ Oath:  
Immediately after the athletes’ oath, a judge from the host country mounts the rostrum and, in the same manner, recites the following oath: “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.”  
(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.”  
The creative team should look at the possibility of involving all officials in this unique moment. |
### 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).

<table>
<thead>
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<th>Order</th>
<th>Action</th>
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<tbody>
<tr>
<td>12</td>
<td><strong>Coaches’ Oath:</strong>&lt;br&gt;Immediately after the officials’ oath, a coach from the host country mounts the rostrum and, in the same manner, recites the following oath:&lt;br&gt;“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.”&lt;br&gt;(French)&lt;br&gt;« 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. »&lt;br&gt;The creative team should look at the possibility of involving all coaches in this unique moment.</td>
</tr>
<tr>
<td>13</td>
<td><strong>Lighting of the Olympic Flame:</strong>&lt;br&gt;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.&lt;br&gt;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.&lt;br&gt;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.&lt;br&gt;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).&lt;br&gt;The flame must not be extinguished until the closing of the Olympic Games.</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Order</th>
<th>Action</th>
</tr>
</thead>
</table>
| 1     | Head of State and IOC President's Entry:  
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. |
| 2     | Playing of the National Anthem:  
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. |
| 3     | Entry of Nations’ Flags:  
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. |
| 4     | Parade of Athletes:  
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.  
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.  
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. |
| 5     | Victory Ceremony:  
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. |
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| 6     | Introduction of the IOC Athletes’ Commission’s newly elected members and recognition of the Volunteers:  
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. |
| 7     | Playing of the Greek National Anthem:  
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. |
| 8     | Lowering the Olympic flag:  
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. |
| 9     | Flag Handover Ceremony:  
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. |
| 10    | Next Host City Artistic Segment:  
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. |
| 11    | OCOG President’s Speech:  
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.” |
| 12    | IOC President’s Speech:  
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).” |
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<tr>
<td>13</td>
<td>Extinguishing the Olympic Flame:</td>
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<td>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.</td>
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</tbody>
</table>

**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, but 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:
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| 1     | **Entrance of the Medallists and Presenters:**  
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.)  
The presenter escorts lead the IOC (for medals) and IF (for flowers) presenters to their positions.  
Traybearers carrying the medals and flowers enter and take their positions.  
Ceremonial music is played to underscore the entrance of the medallists and presenters.  
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. |
| 2     | **Introduction of the Presenters:**  
The medal and flower presenters are announced, as specified by the IOC. Their names and titles are also shown on the LED screens. |
| 3     | **Introduction of the Medallists:**  
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. |
| 4     | **Medal and Flower Presentations:**  
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. |
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| 5     | Raising of the National Flags and Playing of the Gold Medallist Anthem:  
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.  
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.  
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.  
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 Function to verify that the flags and anthems of each NOC are correct.  
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.  

6     | Conclusion of the Victory Ceremony:  
An announcement is made to present the Olympic medallists and provide a cue to the audience for final applause.  
The Gold medallist customarily invites the other medallists to the top level of the podium for a victory photo opportunity.  
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.  
The medallists will then be escorted to the Mixed Zone where they will be interviewed by accredited press. |

**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.

The 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 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 HCC Detailed Obligations on Broadcast Services and in accordance with the Host City Contract, the following shall be implemented by the OCOG within the milestones and other timeline set forth 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 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 OBS / OCOG Agreement.

02. Venue planning process
   - Manage the venue planning process through the OCOG’s Broadcast Team FA, including procedures, meetings, workshops and surveys related to broadcasting, in full consultation and coordination with OBS.
   - Make accessible to OBS all original source CAD files of the IBC and venues in English. These CAD files shall detail OBS and RHBs’ various infrastructure requirements 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 applicable regulations regarding health & safety which affect 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) and the health and safety regime should be consistent across all venues.

03. Operation planning of venues
   - Implement a consistent approach to planning the operations of venues, including policies and procedures, provided in a timely manner, in conjunction with various OCOG Functions.
   - Manage Venue Operations processes, procedures and meetings related to broadcasting in full consultation with OBS and submit to OBS for prior approval any related decisions.

04. Development of the competition schedule with OBS
   - Coordinate the details and development of the competition schedule with OBS and between various FAs associated with the Games.

05. Directory of Services (DOS)
   - Develop the Directory of Services (DOS or Rate Card) divided into OBS Services (Part A) and OCOG Provided Services (Part B) and provide specific rates for the OCOG Provided Services
portion of the DOS. The OCOG provided services include internet; Info systems; telephony; VLANs; computers; printers; vehicles; FF&E, etc. The OCOG’s “Part B” section of the DOS shall be incorporated into the complete DOS.

06. Venue access for OBS and RHB
   • Establish a uniform procedure for OBS and RHBs personnel and vehicles to access the venues during the planning phase.

07. Broadcaster meetings / briefings
   • Participate and provide relevant information as required by OBS, in briefings/meetings with RHBs in which the OCOG and OBS update their own plans for the Games.

08. Delivery of technology information/services
   • Ensure the delivery of results, data & timing, CIS, remote CIS, RTDS, ODF, graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS. Integration with OBS is required in results, data and timing processes to ensure television graphics interface reliability.

09. Insurance policies
   • Procure the insurance as specified in FIN Annex 1 - OCOG Insurance Specifications.

10. Building / venue capabilities
   • Provide an existing Exhibition Centre-type facility, new construction or large building shell (e.g. warehouse) easily able to be retrofitted and conveniently located in proximity 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 to OBS for prior approval any proposal for such buildings (either to be constructed or existing) and ensure that the building complies with OBS’s IBC/MBC building specifications, including those for the surrounding area.

11. MBC/IBC 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;
     - provision of waste containers and removal of waste;
     - ceiling height must be a minimum of 9 metres fully clean between floor and the lowest of any services. Services include: HVAC ducts, cable trays and other protruding structural elements;
     - summer – approximately 75,000m² gross but at least 55,000m² net size fully clean and conveniently shaped for the internal fit-out of broadcast facilities;
     - winter – approximately 43,000m² gross but at least 35,000m² net size, clean and conveniently shaped for the internal fit-out of broadcast facilities;
     - MBC/secondary broadcast centre – approximately 9,000m² gross but at least 5,000m² net size, clean and conveniently shaped for the internal fit-out of broadcast facilities; and
- Gross size incorporates the internal fit-out of broadcast facilities for both OBS and the RHBs but also any necessary common areas for people circulation, welfare etc.
- 24/7 user pay food and beverage services for media

- Further details on these requirements are provided in the specifications that follow.

12. Possession, handover and services

- Take full possession of the facility and hand it over to OBS, allowing sufficient time for fit-out and overlay. Timing for handover shall change dependent 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 upon with the IOC and IPC.

- Ensure that a minimum period of two-and-a-half months, in the case of the Games of the Olympiad, and one-and-a-half months, in the case of the Olympic Winter Games, from the date of the Closing Ceremony of the Paralympic Games is allowed for the tasks of move-out and retrofitting.

13. OCOG facilities and services

- Provide space within the IBC and MBC dedicated to OCOG-provided facilities and services, including common services and other areas such as telecommunications and power rooms. The OCOG must define these areas and provide clear specifications to ensure OBS can properly plan the entire facility.

- Deliver all architectural and installation drawings of the building to OBS. OBS shall have final approval of the building space planning.

14. 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 following are delivered:
  - 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:
    - Summer – 6,000m² minimum;
    - Winter – 4,000m² minimum; and
    - MBC – 1000m² minimum.

15. 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 etc.

16. OBS motorpool
• Provide parking facilities within or adjacent to the IBC & MBC structure. Office spaces (cabins if proper office is not available) shall be provided in close proximity.
• OBS motorpool for the Games of the Olympiad:
  − total size: From 1500 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);
  − Including fencing and lighting for night time operations
• OBS Motorpool Olympic Winter Games:
  − total size: From 1000 to 1500m²;
  − bus parking stalls: 2;
  − bar parking stalls: 60/80;
  − front desk cabin: 20m²;
  − drivers cabin: 80m²;
  − dispatcher cabin: 60m²; and
  − toilets cabin: min 24m² or according to host city regulation (separate men and women).
  − Including fencing and lighting for night time operations

17. Logistics services
• Provide complete logistics services including management, personnel, material handling equipment (MHE)/service vehicles (forklifts, small delivery vehicles, pallet jacks, scissor lifts, golf buggies etc.), and cartage to service the requirements of OBS and RHBs during the construction, load-in, Games-time and load-out periods.
• Ensure that space be available on-site to store equipment boxes, crates, etc., located in an unfinished/secure area of the building with adequate access for loading and unloading. Space must be equipped with necessary power and lighting. This space is over and above the requirements for net space available for fit-out purposes.

18. 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 – 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 to be dropped off.

• Agree with OBS on the dates of first availability and final capacity of the parking areas and ENG drop-off points.

19. 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 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 the return back of the building by OBS, after the completion of fit-out dismantling.

20. Cleaning operations

• Ensure and provide:
  – Deep cleaning before delivery of each area and after delivery daily cleaning, trash collection and vacuuming in common (lobby, stairs, corridors, lifts, etc.) and private areas (OBS and RHB spaces).
  – Provision of all necessary waste and recycling containers (including food waste) and waste bins in all broadcast areas.
  – Daily removal of all waste (including packaging waste, plastic banding, wooden pallets, cables, etc.) from OBS and RHB installation through all phases to tear down.
  – Regular cleaning of all toilets, 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 the roofs of cabins and temporary buildings located outside the IBC.

21. Heating, ventilation and air conditioning

• Provide common heating and air conditioning at levels comfortable for the working environment throughout the building beginning from construction/fit out phase through to tear-down, including 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 system.

• Ensure redundancy of N+1 in AHU, 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 building HVAC system 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 acceptable noise levels inside the building (regardless of noise origin and also considering noise contribution due the use of the backup generators) before the delivery of spaces to OBS for the fit-out and for adequate Games-time operation of the IBC:

- A concurrent satisfaction of all three following maximum noise level requirements: 35 dB(a), 50 dBC and NR-30, measured under the following conditions;
  o Within the empty space, to be available for the fit-out works in an adequate number of measuring points spread to cover the entire empty area.
  o At the stage where the spaces are ready to be delivered for the fit-out phase.
  o With the full AC operational as per the requirements for the Games.

22. Fire services and egress

- Ensure that the facility is provided with fire prevention infrastructure 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 will need to be available in time before the beginning of the design phase of the fit-out areas.

- Ensure that the service begins during construction phase through tear-down, escalating towards Games time, including 24-hour fire brigade on-site and central fire detection panel with amplifying panel. A sprinkler system, dry where required, shall come with the building. No low-level sprinkler system should be required for low-level fit-out rooms.

- Coordinate with fire authorities for variances in codes in OBS constructed spaces due to the nature and specialisation of the intended use (broadcasting).

23. Disabled facilities

- Provide necessary facilities (toilets, access (ramp), lifts, etc.). Facilities must meet in all aspects first-tier international standards and codes and be in full compliance with all applicable laws and regulations.

24. Power distribution for broadcast applications and operations

- Provide all power and power distribution for all requested loads for broadcasting applications and operations for both OBS and the RHBs, including the power for the HVAC required for the air conditioning of the areas of both OBS and the RHBs. Power shall be supplied from the grid with full redundancy (e.g. main and synchronised backup medium voltage power coming from geographically independent substations with diverse cabling and automatic sub-second transfer switching).
• Ensure that the full power for broadcast loads, as described above, including power for HVAC, 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 UPS power to the OBS Technical Area.

• Ensure a total of approximately 25 MW of power, minimum, as is typically required for the IBC, as an entire building and as per past 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 required for the house power load will need to be calculated in addition to these figures and provided by the OCOG.

• Ensure that power supply and delivery for the MBC is designed, implemented and operated following the same principles as the IBC but scaled according to size.

25. Cable paths and infrastructure

• Provide all infrastructure 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 for a secondary grid, fit for purpose, as specified by OBS.

• Deliver necessary cable path designs, infrastructure and installations under the overall coordination and approval of OBS.

26. General telecommunications specifications

• Provide necessary general telecommunications needs for OBS facilities and offices (such as fixed telephone sets and lines, mobile phones, secure high-speed broadband and internet and radios, infrastructure, equipment to agreed demarcation point; service and usage) in accordance with OBS’s telecommunications specifications and detailed requirements arranged directly with telecommunications provider and/or OCOG.

• Make available general telecommunications services to RHBs through the Directory of Services at users’ cost.

• Ensure proper mobile phone and operational radio coverage throughout the IBC, via an appropriate system of in-building antennae or an equivalent system.
27. **Broadcast telecommunications fibres**

- 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.
- 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.

28. **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.

29. **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. and is based on OBS requirements.
- Ensure that Look/signage is fully complete prior to IBC Soft Opening or one month prior to the Opening Ceremony, whichever is first.
- 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.

30. **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 available FF&E to RHBs through the Directory of Services (at users’ cost).
31. **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. Easily accessible for accredited and non-accredited personnel (including ramp for wheelchair access) as well as access for vehicles without VAPPs.

- Provide facilities, infrastructure and technology, to properly equip the office including furniture and telecommunications equipment, power, lighting, air conditioning, heating, phones, fax, signage, Internet access and local networking, etc.

32. **Food service facilities**

- Provide all food service facilities required, including coffee points in the IBC building (Broadcast), food courts (Press and Broadcast) and à la carte restaurants, during planning and operational phases:
  - Early food and beverage services should be available from building hand-over date to OBS and shall increase progressively based on Broadcasters’ 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.

33. **OBS dedicated commissary at the IBC**

- For the OBS dedicated commissary, provide all electro-mechanical infrastructures for kitchen and dining including: main power panel, based build HVAC, kitchen ventilation and exhaust, water connection points and drainage points where required, construction lighting and construction power.

34. **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), plumbing systems etc.

35. **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 then covered by the OCOG’s general lighting. General lighting should be a minimum of 400 lux.

36. **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.
37. **Portable facilities**  
- Provide cabins, trailers, structures and partitioning complete with power, heating and air conditioning (19-23°C), etc.  
- Provide facilities to be used in compound/satellite farm and areas around the IBC and MBC for offices to manage compound/satellite farm, motor pool operation and any overflow office facilities for OBS and RHBs.

38. **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.

- Start of operation and rates shall be approved by OBS.  
- Anticipate minimum services based on expected RHB and press presence in the facility and take adjustment measures when necessary  
- IBC (& MBC for the Winter Game) and MPC Common Services shall be agreed upon between OBS and Press.

39. **CATV**  
- Provide CATV distribution infrastructure, required equipment, monitors, and installation for all common and other required areas within IBC and MBC.

40. **Daily briefing**  
- Provide proper 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)

41. Broadcast compound space

- Ensure that each venue contains a broadcast compound to host OBS technical facilities and, within reasonable limits, unilateral RHBs’ production vehicles and that such compound includes services and facilities consistent with levels of previous Games and in particular has the following features:
  - Incorporate delivery of necessary power supply, including backup equipment (twin-pack generators and UPS) and other facilities and services.
  - Compound space shall be located as close to the FOP as possible which shall 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 area of the venue and in close proximity to the areas of camera deployments within the venue and with short and easy access to those same locations.
  - Space inside the compound should be sufficiently graded, hard stand, 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 compound.
  - Operational Vehicles shall have access 24/7 to the compound area.
  - Dependent upon venue, the size range shall be 2,000 m² - 10,000 m² (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;
  - Rights-Holders mobile technical, production vehicles and offices trailers;
  - OBS office space;
  - Catering;
  - 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 select 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).
42. **Provision of containers/cabins/trailers/tents**
   - Provide containers/cabins/trailers/tents which shall all serve as offices, technical facilities, catering facilities (dining and kitchen) and storage. The minimum number of cabins required is eight per venue depending upon venue and size.
   - Weather protection covers for the Outside Broadcast (OB) vans for protection from the elements shall be provided for the Games.
   - Provide air conditioning and/or heating as per OBS requirements.

43. **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 Directory of Services (at users’ cost).

44. **Commentary Control Rooms**
   - Provide room, container or cabin in close proximity or adjacent to the commentary positions along with required FF&E to serve as the Commentary Control Room (CCR) at each venue. These facilities shall all be secure, enclosed and acoustically insulated.
   - Provide the necessary power, provided from the same distribution for all broadcast loads (domestic with backup, technical and UPS), lighting, heating and air conditioning (19-23°C), telecom demarcation point required. The size ranges shall be from 30-110m² depending upon venue.

45. **Broadcast Information Office**
   - Provide a room, container, cabin or tent in close proximity to the commentary positions (often directly beside the CCR) to serve as the Broadcast Information Office (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 shall be from 30-110m² depending upon the venue.

46. **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 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 of backup generators (twin-packs); and
     - 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 in 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 equal across all venues.

- Power is, in particular, required for the following facilities:
  - compound;
  - camera platforms/ positions;
  - CCR;
  - commentary positions;
  - broadcast information office;
  - mixed zones;
  - occasional presentation positions;
  - announce positions;
  - data and timing hub;
  - RF receive point;
  - specialty and robotic cameras;
  - beauty camera locations; and
  - others.

47. Facilities and parking space requirements
- Provide sufficient parking space for the OBS and RHBs to be managed and allocated by OBS and complying 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 supplemental access devices for vehicles provided.
  - Parking spaces shall range 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 distance to venue media entrance.

- ENG drop points at each venue shall be defined and located according to the size or classification of the venues.

- The ENG drop area should be conveniently located near venue media entry (no more than 50m from the media entry at the security perimeter border allowing easy access for equipment and personnel drop).

- If the distance between the security perimeter and the venue media entrance is extensive, a secondary drop-off point for ENG 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 VSA and security check.
48. Heating and air conditioning
- Supply heating and air conditioning to all broadcast areas identified by OBS in order to heat and cool those areas between 22-24° c.
- Commentary positions require heating for Olympic Winter Games.

49. 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 in agreed point inside the broadcast compound.
  - Daily removal of all waste (including packaging waste, cables, etc.) beginning 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 roofs of containers/trailers, camera positions/platforms and mixed zone.

50. Venues security and access control
- Ensure and provide:
  - 24-hour site security for compound.
  - Fencing/perimeter control, including agreed upon 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 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 into the venue during high-demand events.
  - Asset protection
  - Internal roaming/control points including all broadcast facilities throughout venue and along courses.

- Ensure that service begins with venue occupancy and through load-out in all OBS areas, per OCOG security plans.

51. Lighting
- Provide the lighting at each competition venue and ensure that it must be of the highest quality for television and photographic coverage and complies with the detailed specifications set forth in the BRS Annex 3 - Specifications on lighting (applicable to both the Games of the Olympiad and the Olympic Winter Games).

52. Cable infrastructure
- Provide all infrastructure related to cabling for broadcasting, 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:
  - Games of the Olympiad – 6 months prior to Games
  - Olympic Winter Games – 6 months prior to Games

- For some mountain venues, cable paths may be required in the summer.

53. **Cabling operations**
- Provide necessary cabling for CIS, Info, graphics, data/timing, telephony, CATV, etc.

54. **Beverage services**
- Supply beverage services (soft drinks, water and coffee) to broadcast compound, commentary positions, CCR and Broadcast Information Office.

55. **Information technology operations**
- Provide CIS and Info with individual printers to OBS broadcast areas, including production/technical facilities, offices, commentary positions, CCR and Broadcast Information Office.
- Provide the number of terminals depending upon size of venue, ranging from 10 – 30 CIS and Info’s each – not including CIS for Commentary Positions.

56. **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.

57. **Telecommunications devices and services**
- Provide necessary telecommunications devices and services, including long-distance if required (landlines, mobile, 2-way radios) for communication during Games time. Provide land-lines 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.

58. **Public address feed delivery to OBS areas**
- Deliver the public address feed to OBS areas in order to provide integration of the public address system into television audio. The system shall be balanced and adequately zoned so as not to interfere with commentary positions, broadcast coverage (including announce positions) or mixed zones.
59. Media interview room

- Provide a formal interview area managed by OCOG Press Operations for the purpose of post-
  competition interviews/media conferences, equipped with television lighting, audio facilities
  (translation/microphone feeds) and a broadcast platform.

60. Commentary positions

- Provide commentary positions built in accordance with BRS Annex 2 - Broadcast Master Plan –
  Timelines to ensure proper setup/ testing before Games.

- Ensure that commentary positions are located at each venue with the best sightline to the field-of-
  play with easy access to the CCR. Outdoor positions in Games of the Olympiad shall be
  protected from sun, rain; in 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 the size be as follows:
  - 2m x 2m (required for all positions unless otherwise specified by OBS, except for at Olympic
    Winter Games outdoor venues); and
  - 2.0m x 2.5m (specifically for Olympic Winter Games outdoor venues). The positions must be
    in cabins, which act as enclosed, acoustically isolated booths. Cabins may also be required
    for the sailing and golf venues in the Games of the Olympiad.

- Select positions may also come 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.

61. Observer broadcaster seats

- Provide broadcaster seats located adjacent to the commentary positions, providing RHBs with the
  opportunity to work or assist the commentators during the competition.

62. Camera positions/ platforms

- Provide locations and infrastructure/ construction for OBS/RHB cameras that provide clear
  sightlines and are reserved exclusively for the broadcasters, of which construction and seat
  removal may be required. 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, rigging.
- Provide towers, scissor lifts, cherry pickers, cranes, etc. for certain positions that require maximum height. Ensure Geo Tech Studies and all necessary permits and authorisations shall be provided by the OCOG.
- Ensure that required platforms are stable, built based on OBS provided specifications, without vibration and separate from the temporary stands and with necessary safety rails. OBS camera platforms shall be freestanding and physically separate from RHB camera platforms.

### 63. Mixed Zone

- Provide interview area at venues where athletes “mix” with media to conduct interviews. These areas will be located immediately adjacent to the FOP with a venue backdrop. Television lighting power and Look of the Games barriers are required.
- Provide dividers/barricades required to separate individual broadcasters; broadcast and press; and broadcast/press from the athletes. Mixed Zone barriers / dividers should be modular (suggested dimensions are 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 CATV feed as defined by OBS for broadcasters unable to view competition at select 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.

### 64. Announce/presentation positions/studios

- Provide an area for bookable stand-up presentation/interview positions immediately adjacent to the commentary area and with a view to the FOP at each venue. Referred to as the Olympic Presentation Position (OPP); the OPP shall require lighting and power and is typically 2m x 4m.
- Provide areas used by Rights-Holders to conduct presentations by their commentators. These announce positions usually require construction of a camera platform type larger than normal or an existing suite which can be converted to a studio.
- Ensure that positions have sufficient lighting and power and are located at the back of the grandstands, on top of the commentary position cabins (Winter outdoor) using existing suites when applicable and free-standing.
- These positions are typically 4m x 4m per position. Sizes and heights may vary as suites sizes differ.
65. **Distribution of information**
- Provide printed results and other informational material delivered to broadcast areas in the venue as defined by OBS (compound, area near commentary positions, BIO, etc.).

66. **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.

67. **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 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.

68. **Signage**
- Provide way-finding, identification and transportation signage in all broadcast areas (compounds, offices, commentary positions, observer seats, mixed zones, platforms, announce positions, commentary control rooms, broadcast information offices, occasional presentation positions, etc.).

69. **Heliports**
- For the Games of the Olympiad, provide one helipad near the sailing venue, two helipads in the proximity of 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.

70. **Look of the Games**
- Design the Look of each venue with broadcast considerations taken into account (specifically, 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.
71. **Sports presentation requirements**

- Ensure that the use of theatrical lighting is integrated into 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.
  
  Refer to the BRS Annex 3 – Specifications on lighting for complete details on lighting specifications.

**Operations phase – other facilities and services**

72. **Warehouse / field shop**

- Provide facilities required 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 should be within a shared OCOG facility with direct and separate access, complete with loading docks and an external yard according to OBS requirement (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 and enhancements as may be requested by OBS for the protection of OBS assets.

- Additional requirements to be fulfilled in this facility are:
  
  - 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.; and
  
  - cleaning services, waste management and recycling provided at various levels from the time of occupation of the building.
  
  - 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 facility according to OBS timelines and based on detailed requirements provided by OBS.

73. 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 specifications needs provided by OBS as defined in ACR Annex 1 - The 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 totals based upon 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 (HB)

- 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.

74. Transport

Provide Media Transportation according to BRS Annex 4 – Transport Media Table and the transport related obligations included in this document.

75. OBS Transport Services

Provide a direct and dedicated transportation system (DDS), to be used exclusively by OBS, to transport OBS personnel from accommodations 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 Function shall coordinate and agree with OBS regarding specific policies for the provision of these services, that may include:

- Service scheduling 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 non-competition days: one service from accommodation to venues and the IBC and one service from venues and the IBC to the accommodation shall be provided each day according to OBS crew daily working schedule; and
- 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.
• OBS will require an agreed number of contingency buses to be made available for the DDS services. These may also, by request, be utilised for ceremonies or arrivals and departures services. DDS maximum dates of 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 PSLA and DSLA.

76. 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 they should be consistent with previous Games provisions.

• The estimated/planning vehicle numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Games of the Olympiad</th>
<th>275 – 325 vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Winter Games</td>
<td>150 – 200 vehicles</td>
</tr>
<tr>
<td>Paralympic Games</td>
<td>Approximately 70 - 80 vehicles</td>
</tr>
<tr>
<td>Paralympic Winter Games</td>
<td>Approximately 30 - 40 vehicles</td>
</tr>
</tbody>
</table>

• Produce VAPPS and provide to OBS for distribution to OBS and RHBs based on previous Games practices 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.

77. Operational permits / licences

• Provide all working, construction, installation (including temporary) and occupancy permits at venues and the IBC (including health and all the associated necessary permits required for food services).

78. Work permits / visas

• Assist with approvals for RHBs' and OBS's planning and Games-time personnel work permits and visa needs to be issued in an expedited and simplified manner, for a period of time beginning not later than one year before the Games and running until at least one year after the Games (in accordance with HCC requirements).

• Coordinate with the responsible authorities and obtain their guarantee that the necessary measures are taken so that the application of labour laws and regulations of the host country to accredited persons will not prevent or hinder the performance by such accredited persons of their Olympic functions in accordance with the specific needs and requirements of such functions.

• The OCOG shall give assurances that foreign broadcasting companies may employ local personnel outside the OIAC validity period without constituting a permanent establishment in the country within the meaning of the host country tax legislation.

79. Games ticket plans

• Give access to OBS Games ticket plans and grant OBS the right to order tickets.
80. **Rooms for Broadcasters’ production teams and OBS**
- Ensure the availability of 12,500 rooms for Winter Games and 18,500 rooms for the Games of the Olympiad for media including broadcasters’ production teams.
- Out of these rooms, the necessary rooms to accommodate OBS staff are the following:
  - 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.

81. **TV Studio Building**
- Provide a fully constructed and operational facility to be used for the housing of a number of RHB mid-sized studios (e.g. 50 to 100 m² each) and ensure the following parameters are respected:
  - The design of such facility shall be based on specifications provided by OBS and the final design and location shall be 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 provided view is adequate for all studios and that elevators and vertical material movement solutions are provided.
  - The TV Studio Building shall have a back-of-house fenced area (compound) and enjoy a similar level of security and access as an internal venue location.
  - Power and HVAC shall be provided following 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 and in close proximity to the TV Studio Building or an integral part of the building; the back-of-house compound shall be shared. Stand-up positions shall be open but with a canopy and shall come with 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. Preference should be given to a location close or adjacent to the IBC inside the Olympic Park or facing an iconic area of the host city.

82. **Commemorative medals & certificates**
- Provide commemorative medals and certificates that are traditionally given to all members of the media and OBS staff as keepsake souvenir of the Games in the following amounts:
  - summer – approximately 20,000; and
  - winter – approximately 12,000.

83. **Frequency coordination**
- Organise and coordinate with authorities 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.

84. **Music rights clearance**
- Provide clearance of musical rights which shall be used as part of ITVR signals given in a timely manner so that RHBs can manage clearance in their own territories.
85. Graphics standards manuals and elements
   • Provide, in quantities defined by OBS, the manuals containing the various OCOG graphic specifications and requirements.

86. Vendor Certification Programme
   • Ensure the availability of a Vendor Certification Programme (VCP) for OBS, RHBs, and RHB vendors if required.

87. Venue rehearsals
   • Conduct a full test of all systems during the rehearsal of the venue.
   • During the Planning Phase, agree with OBS and all other stakeholders on the dates for the full test Dress Rehearsals for all venues.

88. 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.

89. Filming policies and procedures in host city and co-host cities
   • Submit to OBS for review and approval, generic filming policies and any required generic licences, or procedures to obtain licences, for OBS and RHB filming in host and co-host cities, including assisting with licences and parking agreements for any state, local authority and select private premises.

90. Filming access
   • Provide access to OBS cameras for filming of key phases & elements of the staging of the Games (for example, but not limited to: Ceremony rehearsals, making of medals, select planning meetings).
## BRS Annex 2

### Broadcast Master Plan - Timelines

#### Planning Phase Timelines: Key Deliverables/Milestones

<table>
<thead>
<tr>
<th>7 Years Out: Host City Contract signed by IOC and OCOG</th>
<th>IOC</th>
<th>OCOG</th>
<th>OBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Years Out: Initial contracts between OBS and OCOG</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• OBS reviews OCOG’s General Plan: Confirming IBC, optimisation of venues and resources G –72</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Initial brief on IBC (MMC) conducted G –72</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 5 Years Out

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>IOC</th>
<th>OCOG</th>
<th>OBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 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</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• OCOG Preliminary IBC Plans Version 1.0 (to incorporate basic broadcast requirements) G–54</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• OCOG and OBS agree on contract G–54</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• OCOG and OBS agree on formal coordination structure/procedure with OBS. G–54</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Planning Phase Timelines: Key Deliverables/Milestones (continued)

<table>
<thead>
<tr>
<th>4 Years Out</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IOC</strong></td>
<td><strong>OCOG</strong></td>
</tr>
<tr>
<td>• OCOG Preliminary Venue Plans Version 1.0 (to incorporate basic broadcast requirements) G–48</td>
<td>X</td>
</tr>
<tr>
<td>• 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</td>
<td>X</td>
</tr>
<tr>
<td>• OCOG/OBS CAD Revisions Procedures agreed upon and in place G–48</td>
<td>X</td>
</tr>
<tr>
<td>• OBS conducts initial venue surveys and reviews. G–48</td>
<td>X</td>
</tr>
<tr>
<td>• OBS prepares first budget. G-45</td>
<td>X</td>
</tr>
<tr>
<td>• First Venue Survey Report produced by OBS and confirmed by OCOG G–44</td>
<td>X</td>
</tr>
<tr>
<td>• OBS Preliminary Production Plan in place G–44</td>
<td>X</td>
</tr>
<tr>
<td>• Establish accredited seating working group and distribute block plans of accredited seating G-42</td>
<td>X</td>
</tr>
<tr>
<td>• 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</td>
<td>X</td>
</tr>
<tr>
<td>- Initial Detailed Venue Plans; compound locations/sizes, commentary positions, mixed zones, multilateral camera positions G–38</td>
<td>X</td>
</tr>
<tr>
<td>- Initial IBC Plans G–38</td>
<td>X</td>
</tr>
<tr>
<td>- An introduction to Logistics, Accommodation, Accreditation, Transport G–38</td>
<td>X</td>
</tr>
<tr>
<td>- Technology - IT (CIS, Info, RF) and Telecommunications G–38</td>
<td>X</td>
</tr>
<tr>
<td>- Initial Power, Lighting Plans G–38</td>
<td>X</td>
</tr>
<tr>
<td>- Other general information G–38</td>
<td>X</td>
</tr>
</tbody>
</table>
## Planning Phase Timelines: Key Deliverables/Milestones (continued)

<table>
<thead>
<tr>
<th>3 Years Out</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OBS conducts 1st World Broadcaster Briefing (3 years out)</strong> G–36</td>
<td>IOC</td>
</tr>
<tr>
<td><strong>OBS starts unilateral meetings and surveys with RHBs</strong> G–36</td>
<td>X</td>
</tr>
<tr>
<td><strong>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</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Telecom Video transmission – Requirements Approved G–36</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>1st draft of Competition Schedule (Daily competition schedule w. medals.) G–33</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>OBS/RHBs initial accommodations requirements finalised G–30</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>Session Competition Schedule drafted and submitted to IOC Administration, OBS and IFs for review G–30</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>Obtain IOC in principle agreement to proposed numbers and layouts G–27</strong></td>
<td></td>
</tr>
<tr>
<td><strong>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</strong></td>
<td></td>
</tr>
<tr>
<td><strong>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</strong></td>
<td>X</td>
</tr>
<tr>
<td>- <strong>Venue Plan (including detailed CADs/overlays) for compounds, commentary positions, mixed zones, camera positions, cable paths G–30</strong></td>
<td>X</td>
</tr>
<tr>
<td>- <strong>IBC Plan (Winter: Mountain Broadcast Centre) G–26</strong></td>
<td>X</td>
</tr>
<tr>
<td>- <strong>Detailed Logistics Plans (Accommodation, Accreditation, Transportation) G–26</strong></td>
<td></td>
</tr>
<tr>
<td>- <strong>Power System Design (IBC &amp; venues) G–26</strong></td>
<td>X</td>
</tr>
<tr>
<td>- <strong>Lighting Plan G–26</strong></td>
<td>X</td>
</tr>
<tr>
<td>- <strong>Other general information G–26</strong></td>
<td>X</td>
</tr>
</tbody>
</table>
Planning Phase Timelines: Key Deliverables/Milestones (continued)

<table>
<thead>
<tr>
<th>2 years out - KICK OFF FOR RHBs PLANNING</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IOC</td>
</tr>
<tr>
<td>• OBS conducts 1st World Broadcaster Meeting. G–24</td>
<td></td>
</tr>
<tr>
<td>• Opening Ceremonies, Initial Concept G–24</td>
<td></td>
</tr>
<tr>
<td>• Final design of pictograms (G–24), including pantones and draft of LOG.</td>
<td></td>
</tr>
<tr>
<td>• 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)</td>
<td></td>
</tr>
<tr>
<td>• Competition Event Schedule finalised and shared with IOC and relevant FAs G–20.</td>
<td>X</td>
</tr>
<tr>
<td>• Service Level Agreement (for both TM and DDS): OCOG submits PSLA Final to IOC (to OBS only for DDS PSLA) (G-18)</td>
<td></td>
</tr>
<tr>
<td>• Final design of Look of the Games including FOP G–18</td>
<td>X</td>
</tr>
<tr>
<td>• OCOG Media Transport Guide and OBS direct and dedicated plans available. G–18</td>
<td></td>
</tr>
<tr>
<td>• Air space rules and regulations for helicopter coverage. G–18</td>
<td></td>
</tr>
<tr>
<td>• Warehouse to be delivered to OBS for the Games of the Olympiad G-16 and for Winter Games G-9</td>
<td></td>
</tr>
<tr>
<td>• OBS and RHBs confirm and secure their accommodations requirements G–16</td>
<td>X</td>
</tr>
<tr>
<td>• First draft of detailed Competition Activity Schedule (DCAS) developed G–16.</td>
<td>X</td>
</tr>
<tr>
<td>• Broadcaster final unilateral requirements submitted to OBS G–15</td>
<td></td>
</tr>
<tr>
<td>• Final Broadcast Games-time Timelines G–14</td>
<td>X</td>
</tr>
</tbody>
</table>
### Planning Phase Timelines: Key Deliverables/Milestones (continued)

#### 1 Year Out

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>IOC</th>
<th>OCOG</th>
<th>OBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Level Agreement (for both TM and DDS): OCOG submits DSLA Draft to IOC/OCG for discussion review (to OBS for DDS DSLA) (G-12)</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OBS submits final unilateral broadcast requirements to OCOG G–12</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>OCOG to provide OBS with preliminary script for Ceremonies G–12</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Final World Broadcaster Meeting G-12</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OBS IBC Fit-out construction starts G–12</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>OCOG Accreditation, Zoning plans finished G–12</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OCOG Supplemental device Access Control plans finished G–10</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Final Sports Presentation scripts and running order G-12</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

#### G–9 Months (minimum)

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>IOC</th>
<th>OCOG</th>
<th>OBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Telecom Video transmission – Solution Implemented G-9</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Service Level Agreement (for both TM and DDS): OCOG submits Final DSLA to IOC (to OBS for DDS DSLA) (G-8)</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>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.)</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
**Broadcast Games Time – Timelines**

As per agreed timelines, all items must be delivered, installed and functional at venue level throughout the Venue Operational Phase.

<table>
<thead>
<tr>
<th>Games-time Timelines: OCOG Key Deliverables</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Final Accredited Seating Sign Off by the IOC G-6</td>
<td>IOC: X</td>
</tr>
<tr>
<td>• Final detailed Competition Activity Schedule (DCAS) completed</td>
<td>OCOG: X</td>
</tr>
<tr>
<td>• Venues exclusive use with all permits and licenses available</td>
<td>OBS: X</td>
</tr>
<tr>
<td>(Including RF)</td>
<td></td>
</tr>
<tr>
<td>• Compound and Venue Security, Access Control and fencing</td>
<td></td>
</tr>
<tr>
<td>installed.</td>
<td></td>
</tr>
<tr>
<td>• Pre-Cable paths and other cable paths available and accessible</td>
<td>IOC: X, OCOG: X,</td>
</tr>
<tr>
<td>• Domestic and Technical Power available</td>
<td>OBS: X</td>
</tr>
<tr>
<td>• Venue temporary buildings installed/operational (TOCs, offices,</td>
<td>IOC: X</td>
</tr>
<tr>
<td>CCRs, BIOs, commentary positions), including shades, kitchens,</td>
<td>OCOG: X</td>
</tr>
<tr>
<td>dining tents, toilets, etc.</td>
<td>OBS: X</td>
</tr>
<tr>
<td>• Venue IT (Voice + Data, CIS, INFO) installed/available</td>
<td>IOC: X</td>
</tr>
<tr>
<td>including terminals/other equipment.</td>
<td>OCOG: X</td>
</tr>
<tr>
<td>• Venue trash removal/janitor services (Winter: snow removal)</td>
<td>OBS: X</td>
</tr>
<tr>
<td>• Venues camera platforms built, powered and available.</td>
<td>IOC: X</td>
</tr>
<tr>
<td>• Venues PA, Results/Timing feeds, FOP lighting, MZ lighting +</td>
<td>OCOG: X</td>
</tr>
<tr>
<td>LOG installed/ready.</td>
<td>OBS: X</td>
</tr>
<tr>
<td>• Media Transport and Broadcast Parking available.</td>
<td>IOC: X</td>
</tr>
</tbody>
</table>
Broadcast Games Time – Timelines (continued)

From a minimum of 8 weeks out until the start of the Games (earlier for Winter Games) and continuing through the Games, all items must be delivered, installed and functional at venue level through the Venue Operations Phase.

<table>
<thead>
<tr>
<th>Games-time Timelines: OBS Key Deliverables</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• IBC operations starts (Winter – MBC)</td>
<td>IOC  OCOG  OBS</td>
</tr>
<tr>
<td>• Games-Time Food &amp; Beverage services operational in the IBC (G-50 days)</td>
<td>X</td>
</tr>
<tr>
<td>• All IBC common facilities &amp; services to be provided &amp; operational (G-1 month)</td>
<td>X</td>
</tr>
<tr>
<td>• Venue cabling (OBS and RHBs)</td>
<td>X</td>
</tr>
<tr>
<td>• TOC installation and test at venues</td>
<td>X</td>
</tr>
<tr>
<td>• Technical equipment installation at venues</td>
<td>X</td>
</tr>
<tr>
<td>• RHB installations</td>
<td>X</td>
</tr>
<tr>
<td>• OBS mobile units arrival at venues</td>
<td>X</td>
</tr>
<tr>
<td>• OBS crew deployment</td>
<td>X</td>
</tr>
<tr>
<td>• Rehearsals</td>
<td>X</td>
</tr>
</tbody>
</table>
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 it is initiated, temporarily adjourned or completed (like the athletes’ entrance and exist 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 act as the 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.
Field of Play 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; the basis for the compilation of these guidelines have been the extensive experience of the television coverage of the 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 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 ≥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 to 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 direct glare and reflected glare (“skip light”) off the ice or a polished floor towards the cameras is eliminated; and reflected glare off the snow towards the cameras is minimised. The designed Glare Rating, GR, to be $\leq 40$ 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 relative 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 (2½h) before start of competition - and fully operational to 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 $\leq 80\%$ 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.
Host City Contract Detailed Obligations
XXIV Olympic Winter Games in 2022

- 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 \( \geq 1,000 \text{ lux} \) 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 (\( \geq 1,400 \text{ lux} \)). 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:
  - Luminaire 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 luminaire shall appear to be “off”.
  - Luminaire 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 \( \geq 90 \) 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:
  - 10° below the horizontal
  - 100,000cd
  Luminaire 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

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Start Timings</th>
<th>Operational Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport(s) - Accommodation</strong></td>
<td>Start from 14 days before the Opening Ceremony and for 3 days after the Closing Ceremony.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Accommodation - MPC / IBC (MBC)</strong></td>
<td>Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>MPC / IBC (MBC) – Olympic Village</strong></td>
<td>Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening. Ceases the day after the Closing Ceremony.</td>
<td>Operates daily 08h00 to 21h30. Frequency can be lower during pre-competition days.</td>
</tr>
<tr>
<td><strong>MPC / IBC (MBC) – Executive Board and IOC Session</strong></td>
<td>Operates for the period of the Executive Board and IOC Session.</td>
<td>Operates according to the Executive Board and IOC Session hours. This may/may not be required - OCOG should discuss with Press Operations and OBS.</td>
</tr>
<tr>
<td><strong>MPC / IBC (MBC) – training venues</strong></td>
<td>Operates according to the 'open to media' training schedule.</td>
<td>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</td>
</tr>
<tr>
<td><strong>MPC / IBC (MBC) – Competition Venues</strong></td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Between Competition Venues, where appropriate</strong></td>
<td>Operates according to the competitions in the venues being connected.</td>
<td>Same service hours as the MPC / IBC – Competition Venue Services (above).</td>
</tr>
<tr>
<td><strong>Accommodation direct to Venues, where appropriate</strong></td>
<td>Operates according to the competitions in the venues being connected.</td>
<td>Same service hours as the MPC / IBC – Competition Venue Services (above).</td>
</tr>
</tbody>
</table>
FIN Annex 1

OCOG Insurance Specifications

Introduction
In accordance with the Host City Contract, the OCOG is responsible for procuring and maintaining, at its expense, all the necessary insurance policies as 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 Detailed Obligations 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 minimum 2 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 authorized 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 2 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 4 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. 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: 3 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 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: 3 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: 1 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 defense 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 USD10m 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: 1 month prior to the first Test Event where watercrafts will be utilized 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 NOC or the OCOG of their responsibilities under the Host City Contract 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 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 Host City Contract)
     - The National Olympic Committee (NOC) of the Host Country
   • 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 obligations 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.
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
- Television with Olympic feed

* The Olympic network telephone must have capability to have international, local and Internet connection (usage will be at the cost to the NOC)

**Team Office (Team Size 25+)**

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
- Electronic kettle

* The Olympic network telephone must have capability to have international, local and Internet connection (usage will be at the 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
- Climate control

Medical Space

Each Doctor’s Room and Massage Room should be equipped as follows:

<table>
<thead>
<tr>
<th>Doctor’s room</th>
<th>Massage room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disposable paper cups</td>
<td>Disposable paper cups</td>
</tr>
<tr>
<td>Small refrigerator/freezer</td>
<td>Storage unit for ice</td>
</tr>
<tr>
<td>Climate control</td>
<td>Climate control</td>
</tr>
<tr>
<td>At least 6 electrical power sockets</td>
<td>At least 4 electrical power sockets</td>
</tr>
<tr>
<td>Enough direct light (ceiling)</td>
<td>Enough direct light (ceiling)</td>
</tr>
<tr>
<td>Wash basin (nearby)</td>
<td>Wash basin (nearby)</td>
</tr>
<tr>
<td>Pillows, blankets and towels</td>
<td>Pillows, blankets and towels</td>
</tr>
<tr>
<td>Disposable covers</td>
<td>Disposable covers</td>
</tr>
<tr>
<td>Trolley</td>
<td>Trolley</td>
</tr>
<tr>
<td>Examination table</td>
<td>Massage table</td>
</tr>
<tr>
<td>Movable partition</td>
<td>Movable partition</td>
</tr>
<tr>
<td>Chairs</td>
<td>Chairs</td>
</tr>
<tr>
<td>Locking drug cabinet</td>
<td>Large lockable cupboard to store tapes, bandages, dressings, etc.</td>
</tr>
<tr>
<td>Waste bins - standard and for recyclables</td>
<td>Waste bins – standard and for recyclables</td>
</tr>
<tr>
<td>Waste receptacle - hazardous</td>
<td></td>
</tr>
<tr>
<td>Sharps disposable container</td>
<td></td>
</tr>
<tr>
<td>Desk with drawers - lockable</td>
<td></td>
</tr>
</tbody>
</table>

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 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

Offices and Meetings Rooms

The OCOG should provide offices for the IOC Medical Commission (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 & 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;
  - 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 10 persons;
  - Two rooms near the entrance to the Polyclinic, easily visible to Team Doctors;
  - One office/reception with telephone and WiFi and 3 work stations equipped with computers with full access to internet and printer;
  - Nearby secure meeting room large enough to accommodate 6 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 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 3 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.