



INTERNATIONAL
OLYMPIC
COMMITTEE

2022 CANDIDATURE PROCEDURE AND QUESTIONNAIRE

XXIV OLYMPIC WINTER GAMES



International Olympic Committee

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I. Global Reference Data

Name 2022 Candidature Procedure and Questionnaire

Date JUNE 2014

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II. Related Documents

List
X

Here is a list of all documents the Candidature Procedure and Questionnaire refers to:

Olympic Charter

Undertaking (original – to be signed)

Host City Contract

Technical Manuals (33)

- Accreditation at the Olympic Games – Users' Guide
- Technical Manual on Accommodation
- Technical Manual on Arrivals and Departures
- Technical Manual on Brand Protection
- Technical Manual on Brand, Identity and Look of the Games
- Technical Manual on Ceremonies
- Technical Manual on City Activities and Live Sites
- Technical Manual on Communications
- Technical Manual on Design Standards for Competition Venues
- Technical Manual on Digital Media
- Technical Manual on Finance
- Technical Manual on Food & Beverage Services
- Technical Manual on Games Management
- Technical Manual on Information and Knowledge Management
- Technical Manual on Marketing Partner Services
- Technical Manual on Media Part 1 – Press
- Technical Manual on Media Part 2 – Broadcasting
- Technical Manual on Medical Services
- Technical Manual on NOC Services
- Technical Manual on OCOG Business Development
- Technical Manual on Olympic Family and Dignitary Services
- Technical Manual on Olympic Games Impact (OGI)
- Technical Manual on Olympic Hospitality Centre
- Technical Manual on Olympic Torch Relay
- Technical Manual on Olympic Village

Continued on next page

II. Related Documents, Continued

List (continued)

- Technical Manual on Paralympic Games
- Technical Manual on People Management
- Technical Manual on Protocol and IOC Protocol Guide
- Technical Manual on Sport
- Technical Manual on Ticketing
- Technical Manual on Transport
- Technical Manual on Venues
- Technical Manual on Wayfinding Signage

Guides (9)

- Guide on Environmental Management
- Guide on Establishing the Sustainability Programme
- Guide on Event Services
- Guide on OCOG Education Programmes
- Guide on Olympic Spectator Experience
- Guide on Risk Management
- Guide on the Cultural Olympiad
- Guide on Olympic Legacy
- Guide to developing and delivering a Host City Olympic Truce Programme

Other documents

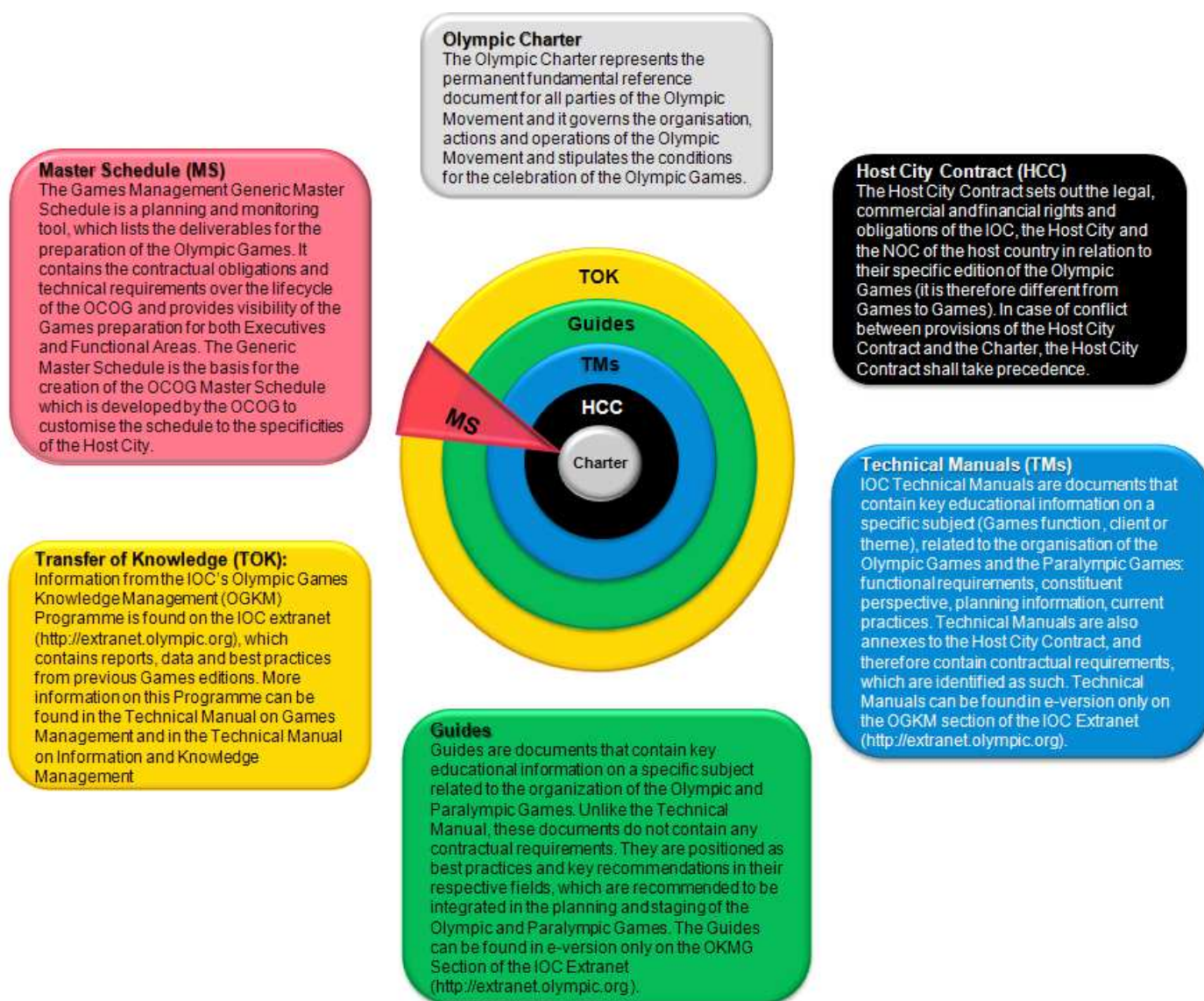
- Complementary Marketing Information for 2022 Candidate Cities
- Joint Marketing Programme Agreement
- World Anti-Doping Code
- IOC Anti-Doping Rules
- IPC Accessibility Guide
- Vancouver 2010 Pictogrammes

III. IOC Tools and Information

Presentation

×

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



IV. Key themes

It is important to reinforce a number of key themes that sustain the successful planning and delivery of the Games. The following themes are convergence points that help Games organisers to achieve their objective.

Getting the basics right

The complexity of the planning and delivery of the Games requires a high level of integration between functions within an organising committee and between Games delivery partners. This aspect is integrated in the different planning tools that the IOC share with the OCOGs, for instance:

- Cross-references made in the technical manuals
- Identified impacted functions in the master schedule
- The clients approach to the planning and delivery of the Games. It is a powerful way to connect the different functions within the organizing committee.

Building a better world through sport - and other contextual commitments

Vision

Everything starts with the vision. It is the Games compass and must be used to bring together and align all the stakeholders and partners. A strong, unique and inspiring vision helps the organisers make the right decisions. Aligning everyone behind a clear and concise vision goes a long way towards delivering an Olympic product and experience that connect with a wide and diverse audience. The vision must go beyond sport and the successful organisation of the world's largest multi-sport event. The vision of each Games edition contributes to and is aligned with the Olympic Movement's vision and mission. OCOGs and their delivery partners must be able to translate their vision into concrete and measurable objectives. Such commitments will include a well-defined and context-specific legacy section.

Looking beyond the success of a sixteen-day event

Legacy

Legacy has to be central to each Games' vision. Through its scope and profile, an Olympic Games can provide a unique opportunity for positive change and significant, sustainable legacies. However, legacy does not happen by itself. It must be carefully planned, regularly nurtured and it is always the result of a joint, coordinated effort between temporary and permanent bodies involved in the preparation and hosting of the Games. Legacies can be tangible and visible such as improvements to the city infrastructure (transport, IT, water, energy, waste, etc.), new venues or enhanced sport practice. However, legacies can also be less tangible and measurable such as improved image and reputation, pride in hosting the world or enhanced knowledge and skills.

Inviting everyone to share the spirit and join in

Engagement

In order for the Games to translate into a successful, inspiring and inclusive festival of sport and youth, and to meet their full potential as a catalyst for sustainable change, it is essential that Games organisers engage the entire host nation and beyond. A systematic and consistent engagement strategy should aim at various forms of participation and is an invitation for everyone -not just sports fans- to join in. A successful engagement strategy will support the Games vision and will use a number of initiatives and events, using the full power of the brand to reach out and share the Games with everyone.

V. Key Considerations

A 360 Games Management Philosophy

In addition to managing technical and operational aspects, Games Organisers must adopt a more holistic approach to understand and anticipate the wider macro-environment trends in developing the overall strategy for the Games.

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

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

Games Size, Cost and Complexity

Since the original Games Study Commission report was published in 2003, the technical aspects based on the original recommendations have evolved into more of a philosophical approach. The "spirit" of the Games Study Commission's recommendation to better manage the size, cost and complexity of the Games is now applied by all Games organisers in the management of the Games, supported by effective transfer of knowledge.

This approach should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The key messages behind this approach are as follows:

- Maintaining the position of the Games as an excellent and unique sporting event while balancing the need to keep the investments associated with Games organisation under reasonable control.
- Developing a sustainable Games concept that is adapted to the specific host context and long-term development needs.
- Ensuring that host cities and residents are left with the best possible legacy from the Games.

Candidate Cities are reminded that Olympic Winter Games requirements are actual requirements and are not to be interpreted as minimum requirements. If a Candidate City chooses to offer services beyond what is required, a rationale must be provided (operational reasons, legacy considerations, etc).

V. Key Considerations, Continued

Sustainable Development

Staging the Olympic and Paralympic Games is a major undertaking for any city. It is a great honour and attracts massive public interest; the prize is great but it is also massively complex and requires the mobilisation of an enormous amount of resources.

The Games are the reason for doing all this, but it has to be for a bigger purpose too. No Games should ever pass through a city without leaving a lasting impression. The benefits can and should always outweigh the impacts and costs. But that does not happen simply as a matter of right. Successful host cities have a clear vision and sense of purpose. They also leave nothing to chance and they make sure they have covered all the essentials. Sustainability is one of those essentials.

This is a relatively new topic, both for the Olympic movement and generally, but it is growing in importance all the time. We are all still learning in this field and there is much still to be done. However, what can be said with absolute confidence is that sustainability is now a core part of delivering the Games and ensuring a positive legacy. It is not a 'tick-box' subject. To do this properly, sustainability has to be an integral part of the vision and culture of the project. It goes to the heart of why a city wants to welcome the Games; what it wants to achieve; and its vision. These are questions all cities confront on their Olympic journey.

We have a very simple message. Sustainability matters; it needs to be done, however done well it will pay its way. It adds to the quality and fun of the Games, and is the basis for ensuring a great legacy.

For more information on Sustainability and the Olympic Games, please refer to the [Guide on Environmental Management](#), the [Guide on Olympic Legacy](#) and the Games Sustainability Compass.

VI. Olympic Games Impact (OGI)

Olympic Games Impact (OGI) Hosting an Olympic Games has a significant impact on a Host City and its community. From tangible impacts, such as the construction of competition venues, accommodation facilities and transport infrastructure, through to the intangible impacts, such as the evolution of the Host City's image and the increased pride of its inhabitants, the event acts as a catalyst which leaves a lasting mark on a city and region and their people through its economic, urban, social and historic influence.

The idea for the Olympic Games Impact (OGI) study originated from the International Olympic Committee's (IOC) desire to better understand this phenomenon and track its progress and evolution through objective methodology.

The scope of the OGI study covers the three spheres of sustainable development i.e. economic, socio-cultural and environmental. Each sphere contains mandatory thematic topics such as air quality and greenhouse gas emissions, energy consumption, sustainable sourcing, culture, tourism, employment and business. The thematic topics are broken down into targeted focus areas for which data are to be monitored, collected and analysed.

The OGI study covers a period of twelve years. The period encompasses the two years prior to the Host City election and continues three years post-Games. Data from the period preceding the Host City election are collected post-election.

In addition to submitting two official reports to the IOC (the first report at G-48 months and the second report at G+36 months), the OCOG also provides interim reports and shares with the IOC a number of case studies and progress updates on its sustainability management and reporting systems. As part of the study, the OCOG is also expected to provide the IOC with regular progress reports on its key sustainability and legacy bid commitments.

VII. Document presentation

Introduction	The Candidature Procedure and Questionnaire is the document provided by the IOC to Candidate Cities in the second phase of the bid process. It contains explanations about the various steps of the candidature until the election of the Host City on 31 July 2015.
Structure	<p>The Candidature Procedure and Questionnaire is structured in three parts:</p> <ul style="list-style-type: none"> • <u>Part 1</u>: Candidature Procedure • <u>Part 2</u>: IOC Questionnaire • <u>Part 3</u>: Instructions
Part 1	Part 1 outlines what is required of a Candidate City during the second phase of the bid process. It contains procedures, rules and deadlines to be respected by Candidate Cities.
Part 2	<p>Part 2 contains the detailed IOC questionnaire which provides the structure of the Candidature File to be submitted to the IOC and which will form the basis for a technical analysis of each city's project.</p> <p>The following document types are requested in the IOC Questionnaire:</p> <ul style="list-style-type: none"> • Explanations • Tables • Maps • Block plans • Guarantees
Part 3	<p>Part 3 contains precise instructions on the presentation of a Candidate City's submission to the IOC which includes the following documents:</p> <ul style="list-style-type: none"> • Candidature File • Guarantees File • Original signed Undertaking • Maps (printed sets and electronic versions) • USB Keys • Comprehensive financial data • Initial environmental impact assessments and other relevant studies

VIII. Terminology

Introduction

Please note that this document may also use the Olympic core terminology and abbreviations created by the IOC, which can be found on the IOC extranet.

This core terminology comprises approximately 400 general terms, which are among the most used terms for the Olympic Games organisation.

Term	Definition
AIOWF	Association of the International Olympic Winter Federations
ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
Applicant City	A city which has officially been put forward by its NOC to apply to host the Olympic Games by a date specified by the IOC
ASOIF	Association of Summer Olympic International Federations
CAS	Court of Arbitration for Sport
Candidate City	A city (formerly an Applicant City) which has been accepted by the IOC Executive Board as a Candidate City
EOC	The European Olympic Committees
Games	Olympic and Paralympic Winter Games in 2022
HCC	Host City Contract
IBC	International Broadcasting Centre
IF	International Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
JMPA	Joint Marketing Programme Agreement
MPC	Main Press Centre

Continued on next page

VIII. Terminology, Continued

Term	Definition
NF	National Federation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBS	Olympic Broadcasting Services
OCA	Olympic Council of Asia
OCOG	Organising Committee for the Olympic Games
ODEPA	Organización Deportiva Panamericana (Pan-American Sports Organisation)
ONOC	Oceania National Olympic Committees
PJMPA	Paralympic Joint Marketing Programme Agreement
SportAccord	General association of international sports federations
VIK	Value in kind
WADA	World Anti-Doping Agency

To describe their concept, Candidate Cities shall use the following terminology:







Stand-alone venue	A site, typically of primary importance, operated by the OCOG, with a secure perimeter, subject to the exclusive use of the OCOG, officially used to deliver the Olympic Games.
Precinct	A number (more than one) of venues and/or facilities in close geographical proximity, which have a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
Cluster	A number (more than one) of venues and/or facilities in close geographical proximity, which do not have a common secure perimeter. The operations of the venues/facilities impact on each other and are therefore integrated to the extent necessary.
Zone	Larger geographic area, too large to be considered a cluster, but still with a logical link between venues.

IX. Icons

Use of icons

Specific icons have been used to enhance the readability of the Candidature Procedure and Questionnaire.

These icons represent different information types as described in the following table:

Icon	Definition
	References another IOC document or indicates other impacted topics.
	Indicates a third-party reference.
	Indicates relevant IPC requirements.
	Indicates questions that require guarantees.
	Indicates that a standard text guarantee is provided.
	Indicates questions that require Candidate Cities to provide additional documents to the IOC

PART 1 → Candidature Procedure

Overview

Introduction This part is a general introduction to the second phase of the bid process. The Candidature Procedure outlines what is required of a Candidate City, as well as the procedures, rules and deadlines to be respected during this phase.

Contents Part 1 contains the following chapters:

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

1.1 → Phase II – Bid process

Overview

Contents

This chapter contains the following topics:

Topic	
1.1.1	Introduction
1.1.2	Deadlines and landmarks
1.1.3	Acceptance of Candidate Cities by the IOC Executive Board
1.1.4	Signature of the Candidature Procedure
1.1.5	Payment of the candidature fee
1.1.6	IOC services provided to Candidate Cities
1.1.7	Candidate City emblem
1.1.8	Submission of the Candidature File, guarantees and Undertaking
1.1.9	Visit of the IOC Evaluation Commission to the Candidate Cities
1.1.10	Report of the IOC Evaluation Commission
1.1.11	Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election
1.1.12	Election of the Host City of the 2022 Olympic Winter Games
1.1.13	Candidate City debriefings

1.1.1 Introduction

Candidature Procedure

As Candidate Cities, you are now in Phase II of the process to designate the Host City for the 2022 Olympic Winter Games.

The aim of this publication is to guide you through the various steps of your candidature until the election of the Host City on 31 July 2015 during the 128th IOC Session in Kuala Lumpur.

The Candidature Procedure outlines what is required of a Candidate City, as well as the procedures, rules and deadlines to be respected during Phase II. It also contains many useful recommendations and should be considered as essential reading for anyone connected with the preparation and promotion of a candidature for the Olympic Games.

Olympic Charter

Candidate Cities have received a copy of the current edition of the Olympic Charter. It must be noted, however, that the Host City, its NOC and the OCOG will be bound by the Olympic Charter in force on the date of the execution of the Host City Contract.

The IOC will inform the Candidate Cities and their NOCs of the amendments that are made (or to be made) between the current edition of the Olympic Charter and the one to be in force on the date of the execution of the Host City Contract. Additionally, the IOC reserves the right to further amend the Olympic Charter with respect to the governance of the Olympic Movement and, for such purposes, the version of the Olympic Charter which is amended from time to time shall prevail.

Prevalence

The Candidature Procedure is subject to the provisions of the Host City Contract and the Olympic Charter. Should there be any conflict between, on the one hand, this document and, on the other hand, the Host City Contract and/or the Olympic Charter, the Host City Contract and/or the Olympic Charter shall prevail.

1.1.2 Deadlines and landmarks

Deadlines and landmarks

The following table lists the main deadlines and landmarks of the Candidature Procedure:

Object	Deadline
Acceptance of Candidate Cities by the IOC Executive Board	7 July 2014
Signature of the Candidature Procedure	7 August 2014
Submission of the Candidature File, Guarantees and Undertaking to the IOC	7 January 2015
Payment of the Candidature Fee (USD 500,000)	31 January 2015
Visits of the IOC Evaluation Commission to the Candidate Cities	February/March 2015
Report of the IOC Evaluation Commission	No later than one month before the election of the Host City*
2022 Briefing to IOC Members	June 2015
Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election	(At the discretion of the Executive Board)
Election of the Host City for the 2022 Olympic Winter Games	31 July 2015 128 th IOC Session, Kuala Lumpur

*To be delivered at the time of the 2022 Briefing to IOC Members

1.1.3 Acceptance of Candidate Cities by the IOC Executive Board

**Olympic
Charter
Rule 33
X**

The procedure leading to the election of the Host City for an Olympic Games is governed by Rule 33 and its bye-law of the Olympic Charter:

“All Applicant Cities shall comply with a Candidature Acceptance Procedure, conducted under the authority of the IOC Executive Board, which shall determine the contents of such procedure. The IOC Executive Board shall decide which cities will be accepted as Candidate Cities.”

Paragraph 1.6, Bye-law to Rule 33

The Candidature Acceptance Procedure (Phase I) is conducted under the sole authority of the IOC Executive Board.

Selection date

For the 2022 bid process, the IOC Executive Board shall decide which cities are accepted as Candidate Cities by 7 July 2014 at the latest.

1.1.4 Signature of the Candidature Procedure

Signature

The Bid Committee, the Candidate City and the NOC are required to sign the Candidature Procedure, reconfirming their acceptance of the rules.

The candidature becomes official when the Candidature Procedure has been signed by the Bid Committee, the Candidate City and its respective NOC.

The signature page of the Candidature Procedure can be found at the end of Part 1.

Original and deadline

Each Candidate City will receive an original Candidature Procedure which must be returned to the IOC by 7 August 2014, duly signed by representatives of the Bid Committee, the city and the NOC.

1.1.5 Payment of candidature fee

Fee	Candidate Cities shall be required to pay a non-refundable candidature fee to the IOC of USD 500,000 by 31 January 2015.
Procedure	The candidature fee shall be payable to the IOC by direct bank transfer. The IOC's bank details will be communicated to the Candidate Cities in due course, by separate circular.

1.1.6 IOC services provided to Candidate Cities

Services

- **All documents/information** produced by the IOC for the Candidate Cities
- **Protection of the word mark “[City] 2022”** outside the Candidate City’s national territory
- **Candidate City briefings** – these briefings will target a number of subjects relevant to the preparation of the Candidature File. Further details will be sent to Candidate Cities in due course.
- Access to the IOC’s **Olympic Games Knowledge Management Programme**

1.1.7 Candidate City emblem

Creation of an emblem	<p>Consideration should be given to the creation of an emblem representing the candidature in accordance with the conditions listed in Appendix 1 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games (Chapter 1.3).</p> <p>Such emblem should consist of:</p> <ul style="list-style-type: none">• a graphic device representing the candidature• the name of the city and year of the Olympic Games for which the city is applying (on the same line)• terminology which stipulates that the city is a “Candidate City”• the Olympic symbol – the five interlaced rings
Approval	<p>The Candidate City emblem is subject to the written approval of the National Olympic Committee of the country in which the Candidate City is located and must then be submitted to the International Olympic Committee for approval.</p> <p>The Candidate City emblem may not be made public prior to IOC approval.</p>
Copyright	<p>All Olympic-related graphic, visual, artistic and intellectual works or creations developed by or on behalf of the Bid Committee, Candidate City or NOC shall be vested in and remain in the full ownership of the IOC.</p>
IOC Bid City Extranet	<p>Once the IOC’s written approval has been obtained, Candidate Cities are requested to post the emblem in the following formats on the Bid City Extranet:</p> <ul style="list-style-type: none">• Complete emblem in vectoriel format (graphic element + [City] 2022 + “Candidate City” + Olympic symbol)• Logotypes: Adobe Illustrator, vectoriel format, registered in EPS (Encapsulated Postscript)• One four-colour version (cyan, magenta, yellow and black)• One pantone colour version• One JPG version 1024 x 768 minimum• One BMP version 1024 x 768 minimum• One TGA version 1024 x 768 minimum

1.1.8 Submission of the Candidature File, guarantees and Undertaking

Candidature File The Candidature File consists of a compilation of a Candidate City's answers to the IOC questionnaire to be found in Part 2 of this document.

The Candidature File, along with the guarantees, is one of the IOC's principal tools in evaluating a candidature and analysing its technical characteristics. The file must therefore accurately reflect the current situation of the city and present its plans in a realistic manner.


The Candidature File must be presented in accordance with the Model Candidature File described in Part 3 of this document.

In order to facilitate the IOC's assessment of replies and to allow for an objective analysis, it is important that the order of questions is respected and that precise and concise answers are given.

Force of obligation	Candidate Cities are reminded that all representations, statements and other commitments contained in the Candidature File have the force of obligations, as do all other commitments made by the Candidate City, the NOC and the Bid Committee.
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Guarantees The IOC questionnaire requires Candidate Cities to obtain many guarantees from third parties. The aim of these guarantees is to protect both the OCOG and the IOC after the Host City is elected, and to provide the OCOG with the best possible framework for the organisation of the Olympic Games. This demanding exercise in the candidature phase will pay dividends in the future for the city which is elected Host City for the 2022 Olympic Winter Games.

The Guarantees must be presented in accordance with the Model Guarantees File described in Part 3 of this document.

NFs/IFs  Collaboration with the International Federations and your national sports federations is essential when preparing your Candidature File and Guarantees File.

Undertaking Candidate Cities shall abide by the terms of the "Undertaking" (a copy of which can be found in Chapter 1.5). Each Candidate City will receive an original Undertaking from the IOC which must be duly signed by representatives of the Bid Committee, the city and the NOC and returned to the IOC with the Candidature File no later than 7 January 2015.

Continued on next page

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

Delivery of the File to the IOC By the deadline of 7 January 2015, 80 copies of the Candidature File (French and English), two copies of the Guarantees File (originals and copies) and all additional documents requested in the questionnaire must be delivered to the IOC administration (for IOC internal use, members of the IOC Evaluation Commission and the Olympic Museum).

The Candidature and Guarantees Files should be sent by post.

Once submitted to the IOC, no changes or additions may be made to the Candidature File except (i) on the request of the IOC, or (ii) with the written consent of the IOC.

Authorisation and distribution The Candidature File is studied by the IOC to ensure that all the required information has been provided. The IOC may ask for any further information it deems necessary.

The Candidature File may not be distributed or made public until 8 January 2015. As from 8 January 2015, the Candidate City is at liberty to release its Candidature File to the public and to the media. (For your information, the IOC will not make Candidature Files public.)

The IOC requires Candidate Cities to dispatch a copy of the Candidature File to the following persons or organisations:

- IOC members
- Honorary IOC members
- IOC Honour members
- Each International Olympic Winter Sports Federation
- The Association of International Olympic Winter Sports Federations (AIOWF)
- The Association of National Olympic Committees (ANOC)
- Each of the five NOC Continental Associations (ANOCA, ODEPA, OCA, EOC, ONOC)
- International Paralympic Committee (IPC)

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

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

1.1.9 Visit of the IOC Evaluation Commission

Evaluation Commission X

Pursuant to bye-law 2.2 of Rule 33 of the Olympic Charter, the IOC President will appoint an Evaluation Commission to study the candidatures of all Candidate Cities. This Commission will be composed of IOC members and representatives of:

- NOCs
- IFs
- Athletes
- International Paralympic Committee (IPC)
- IOC administration

as well as IOC advisors.

Visit Coordination

After receiving the Candidature Files, the IOC coordinates the visits of the IOC Evaluation Commission to all Candidate Cities. The costs of such visits (travel + accommodation) shall be borne by the IOC.

During its visit, the Commission inspects the sites proposed for the Olympic Games and holds meetings on all aspects and themes of the candidature with all the parties involved in the candidature – e.g. the Bid Committee, authorities, experts etc.

Force of obligation

Candidate Cities should bear in mind that all representations, statements and other commitments made during such visit – either orally or in documentation presented to the Commission – are legally binding.

Visit Guidelines X

The IOC will provide Candidate Cities with Evaluation Commission visit guidelines.

A draft programme of the Evaluation Commission visits shall be prepared by the Candidate Cities in accordance with these visit guidelines for IOC approval.

The dates of the Evaluation Commission visits shall be determined by the IOC, based on logistical and geographical considerations. The Evaluation Commission visits will not necessarily take place in the order of drawing of lots.

1.1.10 Report of the IOC Evaluation Commission

Evaluation Commission report

At the end of the visits to all Candidate Cities, the Evaluation Commission issues a report to the IOC. In order to maintain equal treatment for all Candidate Cities, only documents relating to the discussions between the Evaluation Commission and the Bid Committee and received up until the departure of the Evaluation Commission from each city will be taken into account in this report.

The aim of this report is to assist the IOC in the important decision of electing the Host City and to underline the challenges that could be faced in each Candidate City in the seven years leading up to and including the 2022 Olympic and Paralympic Winter Games.

The IOC will make this report public no later than one month before the election of the Host City and simultaneously to the following persons and/or organisations:

- Candidate Cities and their NOCs
- IOC members
- Honorary IOC members
- IOC Honour members
- Each International Olympic Winter Sports Federation
- The Association of International Olympic Winter Sports Federations (AIOWF)
- The Association of National Olympic Committees (ANOC)
- Each of the five NOC Continental Associations (ANOCA, ODEPA, OCA, EOC, ONOC)
- International Paralympic Committee (IPC)
- Media

1.1.11 Designation by the IOC Executive Board of Candidate Cities to be submitted to the IOC Session for election

Provision

✕

Bye-law 3.1 to Rule 33 of the Olympic Charter stipulates that:

"Following the submission of its report by the Evaluation Commission, the IOC Executive Board shall draw up the final list of Candidate Cities retained by the IOC Executive Board in order to be submitted to the vote by the Session for election."

1.1.12 Election of the Host City of the Games of the 2022 Olympic Winter Games

Introduction	<p>The IOC Session elects the Host City.</p> <p>The Host City of the 2022 Olympic Winter Games will be elected at the 128th IOC Session in Kuala Lumpur on 31 July 2015.</p>
Presentations	<p>Each Candidate City will make a presentation to the IOC Session at which the Host City will be elected. The order of presentations is determined by the IOC by the drawing of lots, which took place in Lausanne in December 2013.</p> <p>Each presentation will be followed by questions from the floor.</p>
IOC technical regulations	<p>The IOC shall establish the technical regulations concerning the Candidate City presentations. The IOC will provide, at its cost, various audio-visual means for the presentation and will make available to the Candidate Cities in advance the list of equipment to be provided with the relevant technical norms and specifications.</p> <p>No other technical equipment/means may be used for the presentation. Prior to the Session, the IOC will arrange a technical meeting in the city in which the election will take place to discuss the technical aspects of the presentation with Candidate Cities/ NOCs.</p>
Copyright	<p>The Candidate City, the NOC and the Bid Committee must ensure that the Candidate City owns the rights to the Presentation or is granted an irrevocable, non-exclusive license to use the Presentation and any and all of its components (pictures, videos, music, interactive components, etc); and that the Candidate City is entitled to further allow the IOC to license the Presentation, whether live or delayed, worldwide, in perpetuity, royalty free, through any transmission means, including without limitation on the internet, for non-commercial purposes (for the avoidance of doubt, this includes promotion of the Olympic Movement by any Member of the Olympic Family, editorial use, etc.).</p>
Delegation	<p>Depending upon the capacity of the room, the IOC may authorise that a number of observers – to be specified subsequently by the IOC – be allowed into the Session room as spectators to follow the presentation of their own Candidate City.</p> <p>Further details regarding the size of delegations, logistics, rehearsals and presentations will be communicated to Candidate Cities at a later stage.</p>
Minutes	<p>Minutes will be taken of the Candidate City presentations, including all questions and answers.</p>

Continued on next page

1.1.12 Election of the Host City of the Games of the 2022 Olympic Winter Games, Continued

Evaluation Commission report	At the end of all Candidate City presentations, the IOC Evaluation Commission will make a report to the IOC Session.
Vote	The IOC members vote in secret ballot. The ballot will have as many rounds as necessary in order for one city to gain a majority of votes. After each round of voting, the city with the least number of votes is eliminated.
Announcement	The final result is announced by the IOC President. It may be broadcast live on television.
Host City Contract	The IOC, representatives of the elected city and the NOC concerned then sign the Host City Contract.

1.1.13 Candidate City debriefings

Audit



According to Article 3 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, Candidate Cities are required to designate an independent expert responsible for controlling the financial operation of the bid and to submit audited accounts to the IOC.

The information to be provided by the independent expert and a template for the financial audit will be provided by the IOC in due course.

Debriefing meetings

Six to nine months after the election of the Host City, a debriefing meeting will be organised with each Candidate NOC/City. These NOCs/cities will be invited to convey their suggestions for future candidature processes.

1.2 → IOC Code of Ethics

Overview

Introduction	<p>Candidate Cities must abide, in all aspects, by all provisions of the “IOC Code of Ethics”.</p> <p>This chapter contains the articles of the “IOC Code of Ethics”.</p>
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IOC Code of Ethics

Preamble

The International Olympic Committee and each of its members, the Cities wishing to organise the Olympic Games, the Organising Committees of the Olympic Games and the National Olympic Committees (hereinafter “the Olympic parties”) restate their commitment to the Olympic Charter and in particular its fundamental principles. The Olympic parties affirm their loyalty to the Olympic ideal inspired by Pierre de Coubertin.

Consequently, at all times the Olympic parties and, in the framework of the Olympic Games, the participants, undertake to respect and ensure respect of the present Code.

The International Federations and recognised organisations shall adopt a code of ethics based on the principles and rules of the IOC Code of Ethics or adopt the IOC Code of Ethics in a written declaration.

A. Dignity

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

B. Integrity

1. The Olympic parties or their representatives shall not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature, connected with the organisation of the Olympic Games.
2. Only gifts of nominal value, in accordance with prevailing local customs, may be given or accepted by the Olympic parties, as a mark of respect or friendship. Any other gift must be passed on to the organisation of which the beneficiary is a member.
3. The hospitality shown to the members and staff of the Olympic parties, and the persons accompanying them, shall not exceed the standards prevailing in the host country.

Continued on next page

IOC Code of Ethics, Continued

B. Integrity (continued)

4. The Olympic Parties shall respect the Rules Concerning Conflicts of Interests Affecting the Behaviour of Olympic Parties.
5. The Olympic parties shall use due care and diligence in fulfilling their mission. They must not act in a manner likely to tarnish the reputation of the Olympic Movement.
6. The Olympic parties, their agents or their representatives must not be involved with firms or persons whose activity or reputation is inconsistent with the principles set out in the Olympic Charter and the present Code.
7. The Olympic parties shall neither give nor accept instructions to vote or intervene in a given manner within the organs of the IOC.

C. Good governance and resources

1. The Basic Universal Principles of Good Governance of the Olympic and Sports Movement, in particular transparency, responsibility and accountability, must be respected by all Olympic Movement constituents.
2. The Olympic resources of the Olympic parties may be used only for Olympic purposes.
- 3.1. The income and expenditure of the Olympic parties shall be recorded in their accounts, which must be maintained in accordance with generally accepted accounting principles. An independent auditor will check these accounts.
- 3.2. In cases where the IOC gives financial support to Olympic parties:
 - a) the use of these Olympic resources for Olympic purposes must be clearly demonstrated in the accounts;
 - b) the accounts of the Olympic parties may be subjected to auditing by an expert designated by the IOC Executive Board.
4. The Olympic parties recognise the significant contribution that broadcasters, sponsors, partners and other supporters of sports events make to the development and prestige of the Olympic Games throughout the world. However, such support must be in a form consistent with the rules of sport and the principles defined in the Olympic Charter and the present Code. They must not interfere in the running of sports institutions. The organisation and staging of sports competitions are the exclusive responsibility of the independent sports organisations recognised by the IOC.

D. Candidatures

The Olympic parties shall in all points respect the various manuals published by the IOC linked to the selection of host cities of the Olympic Games, in particular the Rules of Conduct Applicable to All Cities Wishing to Organise the Olympic Games. The cities wishing to organise the Olympic Games shall, *inter alia*, refrain from approaching another party, or a third authority, with a view to obtaining any financial or political support inconsistent with the provisions of such manuals and the Rules of Conduct.

Continued on next page

IOC Code of Ethics, Continued

E. Relations with states

1. The Olympic parties shall work to maintain harmonious relations with state authorities, in accordance with the principle of universality and political neutrality of the Olympic Movement.
2. The Olympic parties are free to play a role in the public life of the states to which they belong. They may not, however, engage in any activity or follow any ideology inconsistent with the principles and rules defined in the Olympic Charter and set out in the present Code.
3. The Olympic parties shall endeavour to protect the environment on the occasion of any events they organise. In the context of the Olympic Games, they undertake to uphold generally accepted standards for environmental protection.

F. Confidentiality

The Olympic parties shall not disclose information entrusted to them in confidence. The principle of confidentiality shall be strictly respected by the IOC Ethics Commission in all its activities. Disclosure of other information shall not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or organisation.

G. Implementation

1. The Olympic parties shall see to it that the principles and rules of the Olympic Charter and the present Code are applied.
2. The Olympic parties shall inform the IOC President of any breach of the present Code, with a view to possible referral to the IOC Ethics Commission.
3. The IOC Ethics Commission may set out the provisions for the implementation of the present Code in a set of Implementing Provisions.

1.3 → Rules of conduct applicable to all cities wishing to organise the Olympic Games

Overview

Introduction Candidate Cities must abide, in all aspects, by all provisions of the “Rules of conduct applicable to all cities wishing to organise the Olympic Games”.

This chapter contains the “Rules of conduct applicable to all cities wishing to organise the Olympic Games” which were approved by the IOC Executive Board on 7/8 February 2013. These Rules came into force on 1 March 2013 and are applicable as from the 2022 Bid Process onwards.

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

Article 1 SCOPE OF APPLICATION

These Rules apply to all Olympic parties¹ and in particular to cities wishing to organise the Olympic Games and their National Olympic Committees (NOCs), as well as to any person or organisation acting on their behalf or supporting them. Each NOC is responsible for ensuring compliance with these Rules at all times.

These Rules are applicable as soon as they are published on the IOC web site, (namely 1 March 2013). For the 2022 candidature procedure, they replace the previous Rules in force.

Article 2 PRINCIPLES

The conduct of the cities shall comply strictly with the provisions of the Olympic Charter, the IOC Code of Ethics and its Implementing Provisions. The Cities shall also respect the procedure for evaluating the candidature established by the IOC. The NOC of the country is responsible for the activities and conduct of each city in its territory.

Article 3 AUDIT

No later than three months after publication by the IOC of the list of Applicant Cities, an independent expert responsible for auditing the financial management of the candidature shall be appointed, and the IOC informed of the name of the chosen expert. The NOC undertakes to provide the IOC with financial statements and the audit report, in accordance with the IOC's instructions.

Article 4 LOGO - EMBLEM

The Applicant Cities may use a logo, which does not feature the Olympic symbol.

The Candidate Cities may adopt an emblem, which includes the Olympic symbol.

The creation and use of the logo and emblem are subject to the conditions listed in appendix 1.

The Applicant and Candidate Cities may also have a motto or slogan, which may not be incorporated into either the logo or the emblem, and the use of which is subject to the conditions listed in appendix 1.

Continued on next page

¹ See definition in the Preamble to the Code of Ethics

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

Article 5 STATEMENT OF ACTIVITIES

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of international Olympic sports competitions and meetings of IOC-recognised organisations to take place in its territory.

This list concerns all the international events scheduled, or in the process of being scheduled, between the date of publication of the present Rules on the IOC web site (namely 1 March 2013) and the date of the host city election.

The NOC shall provide this list within two months from the date of publication by the IOC of the list of Applicant Cities (namely 14 November 2013).

Any addition to the list of meetings and competitions shall be submitted to the IOC Ethics Commission for its prior approval.

Furthermore, any meeting of an organisation recognised by the IOC involving a significant number of IOC members may not be organised on the territory of a city wishing to host the Olympic Games between the date of publication of the present Rules (namely 1 March 2013) and the election of the host city by the Session.

Article 6 ASSISTANCE TO NOCs

The NOC of each Applicant City shall provide the IOC Ethics Commission with a list of all NOC agreements and all assistance programmes, of any nature, existing on the date of publication of the present Rules on the IOC web site (namely 1 March 2013), including those in partnership with the government of the country concerned.

The NOC shall provide this list within two months from the date of publication by the IOC of the list of Applicant Cities (namely 14 November 2013).

After the date of publication of the present Rules on the IOC web site (namely 1 March 2013), any new agreement of any nature with any NOC shall be submitted to the IOC Ethics Commission for its prior approval.

Article 7 INTERNET AND SOCIAL MEDIA

The Applicant and Candidate Cities may create their own Internet site and social media pages for informative purposes only. Internet and social media pages may be in the language of the country concerned, as well as in English and/or French, if the city so wishes. All cities must inform the IOC of their official internet site and social media accounts within one week of their creation.

During phase one of the bid process, Applicant Cities may not upload, distribute or share any videos on the internet (website and social media pages). This is permitted during phase two by the Candidate Cities from the date the IOC permits international promotion to be carried out.

Subject to the conditions listed in the Rules of Conduct and Appendix 1, the Applicant and Candidate Cities may list third parties providing financial support to the candidature on their internet site and social media pages, and sell promotional items.

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

Article 7 (continued)

Following the election of the host city and within a period of two weeks, cities not selected as the host city must disable any social media accounts and their internet site.

Any form of promotion through the internet and social media must strictly respect Article 8 of the Rules of Conduct.

Each Applicant / Candidate City is responsible for the content of its respective Internet site and social media pages.

Article 8

PROMOTION

Throughout the procedure, the promotion of a candidature shall take place with dignity and moderation. The city and its NOC are entirely responsible for all forms of promotion. Any person or organisation acting on behalf of a city shall respect, in particular, the provisions of this article.

The IOC reserves the right to issue additional specific provisions concerning promotional activities during major international events (see the examples in the non-exhaustive list in Appendix 2).

National promotion:

National promotion of the candidature is possible at any time on the occasion of national events held on the territory of the NOC concerned.

The territory must be understood in a restrictive manner excluding, in particular, diplomatic representations abroad.

International promotion by the Candidate Cities:

As from the 1 November 2014, may the Candidate Cities undertake promotion at an international level.

Unless the IOC grants specific authorisation, no form of international promotion may be undertaken either on the territory of Switzerland at any time² or on that of the country hosting the Session during the three weeks before the day of the vote.

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

The Candidate Cities will be invited to make presentations, during which they will have the opportunity to address all the principal stakeholders of the Olympic Movement, at the following meetings:

- ANOC General Assembly
- SportAccord Convention
- Candidate Cities Briefing for IOC Members
- IOC Session at which the host city is elected

The Candidate Cities may be invited as observers to attend the General Assemblies of the NOC Continental Associations, provided the meeting organisers are in agreement.

² to be re-discussed if a Swiss city is a candidate.

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

Article 9

GIFTS

No gifts, of whatever value, may be given to or received by Olympic parties or the IFs recognised by the IOC. No advantage or promise of any kind of advantage may be made to or accepted by an Olympic party or an IF recognised by the IOC.

This prohibition shall be respected by the Cities and their NOCs as well as by all those acting on behalf of or supporting the candidature.

The same principle applies to the Cities' relations with third parties, in particular the media and organisations recognised by the IOC.

Article 10

RELATIONS WITH SPONSORS

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

Furthermore, throughout the host city selection procedure, the Applicant and Candidate Cities' sponsors or donors may not conclude any new contract in support of an organisation recognised by the IOC in any form, when there is a risk of a conflict of interests³.

Article 11

VISITS BY INTERNATIONAL FEDERATIONS, THE IOC EVALUATION COMMISSION AND THE MEDIA

Applicant Cities may request the advice of the IFs concerning their project. If an IF deems necessary a working visit to a city, the IOC may authorise such visit.

The Candidate Cities may organise, at their own expense, working visits by International Olympic Winter/Summer (as applicable) Sports Federations if these visits are necessary for the preparation of the candidature.

For the visits organised in the framework of the above two paragraphs, a sense of moderation must be respected, particularly concerning hospitality and accommodation.

The IOC Evaluation Commission will pay a working visit to each Candidate City. The IOC will determine the order, period and programme of the visits.

The Candidate Cities may organise working visits for representatives of the media, entirely at the cost of the latter.

Continued on next page

³ See definition in the Code of Ethics

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

Article 12 RELATIONS WITH IOC MEMBERS

There shall be no visits by IOC members to the Cities, or by the Cities to IOC members.

If an IOC member has to travel to a city for any reason, he or she shall inform the IOC Ethics Commission beforehand. The city may not take advantage of this occasion for the promotion of its candidature, nor cover the costs and other expenses linked to such a visit, in particular travel and accommodation.

Only after 1 November 2014 may the Candidate Cities promote their candidatures with IOC members, either on the occasion of international events or international competitions, or by sending written documentation.

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

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

No honorary degrees or official decorations may be awarded to an IOC member by a city or a representative of a city's country between the date of publication of the present Rules on the IOC website and the host city election (namely between 1 March 2013 and 31 July 2015).

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

Article 13 ELECTION OF THE HOST CITY

The IOC Ethics Commission supervises the Host City election procedure, in accordance with the provisions made by the IOC. The Commission may request an amendment to these provisions.

Article 14 RELATIONS BETWEEN CITIES

Each city shall, in all circumstances and at all times, respect the other cities as well as the IOC members and the IOC itself.

The cities shall refrain from any act or comment likely to tarnish the image of a rival city or be prejudicial to it. Any comparison with other cities is strictly forbidden.

No agreement, coalition or collusion between the cities or their NOCs aimed at influencing the result is permitted.

Continued on next page

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

Article 15

INTERPRETATION AND SANCTIONS

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

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

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

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

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

Continued on next page

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

Appendix 1

(referred to in articles 4 and 7)

Conditions Governing the Creation and Use of Logos and Emblems

1. Introduction and Definitions:

- 1.1 The creation and use of logos and emblems by any Applicant City and/or Candidate City in connection with its bid to be appointed as host of any edition of the Olympic Games shall be subject to the prior written approval of the International Olympic Committee ("IOC") and the corresponding National Olympic Committee ("NOC") of the territory in which the Applicant City or Candidate City (jointly, "City" or "Cities") is located in accordance with the terms and subject to the conditions set out in this Appendix 1 (the "Rules of Conduct").
- 1.2 For the purposes of these Rules of Conduct, the following words shall have the following meanings:
 - (a) "City Sponsor" shall mean any sponsor appointed by the Applicant City or Candidate City (as appropriate) to support its bid to host the Games.
 - (b) "City Sponsor Designation" shall mean "Sponsor of [name of the City] + [year of the Olympic Games for the hosting of which the City is an applicant or candidate]" and no other element, it being understood that the Sponsor Designation shall not include the word "Olympic".
 - (c) "City Wordmark" shall mean the [name of the City] + [year of the Games] (on the same line).
 - (d) "Designation" shall mean "Applicant City or "Candidate City", as applicable.
 - (e) "Emblem" shall mean an integrated design, including the Olympic Symbol and other distinctive design elements, which shall be reflected in the following manner from top to bottom:
 - (i) the Logo (or such other distinctive design element developed in accordance with paragraph 2.1 and approved for use during the Candidate City phase);
 - (ii) the Designation; and
 - (iii) the Olympic Symbol, used in accordance with the Graphic Guidelines.
 - (f) "Games" shall mean any edition of the Olympic Games and/or the Olympic Winter Games.
 - (g) "Graphic Guidelines" shall mean the document setting out the guidelines for the use of Olympic Symbol and other Olympic-related marks, otherwise known as the "Olympism & The Olympic Symbol - Principles and Usage Guidelines".

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

Appendix 1 (continued)

- (h) “Logo” shall mean an integrated design with certain distinctive elements, which shall be reflected in the following manner from top to bottom:
 - (i) a distinctive design element developed in accordance with paragraph 2.1;
 - (ii) the City Wordmark; and
 - (iii) the Designation (directly underneath the City Wordmark).
- (i) “Olympic Sponsor” means a TOP Partner, another international Olympic sponsor or a sponsor of the NOC.
- (j) “Olympic Symbol” shall mean the five interlaced Olympic rings of equal dimensions, as described in the Olympic Charter.
- (k) “Premium” shall mean those items of merchandise produced by any City Sponsor for the purposes of promotion of its partnership with the City, which items:
 - (i) are given away free of charge or sold at a nominal price;
 - (ii) bear the Logo together with the mark of the City Sponsor; and
 - (iii) have been approved by the corresponding NOC for use as Premiums.
- (l) “Promotional Item” shall mean those items of merchandise produced by any City for the purposes of promotion of its bid, which items:
 - (i) are given away free of charge or sold at a nominal price;
 - (ii) bear the Logo but do not bear the mark of any City Sponsor or any other commercial identification; and
 - (iii) have been approved by the corresponding NOC for use as Promotional Items.
- (m) “Slogan” shall mean a phrase or motto expressing the aims of the City in connection with its bid to be appointed as host of the Games.

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

Appendix 1 (continued)

2. Applicant Cities

- 2.1 Creation of a Logo. An Applicant City may create a Logo in connection with its bid to be appointed as host city of the Games, subject to the conditions that the distinctive design element of the Logo shall not:
- (a) contain any component of the NOC emblem or a distorted version thereof or a design confusingly similar thereto;
 - (b) be limited to the name or abbreviation of the territory in which the City is located;
 - (c) contain an image or expression with a well-known international or universal connotation or message; or
 - (d) contain the Olympic Symbol, the Olympic motto, the Olympic flag, any other Olympic-related imagery (e.g. flame, torch, medal, etc.), slogan, designation or other indicia or the distorted version thereof or a design confusingly similar thereto.
- 2.2 Creation of a Slogan. An Applicant City may develop a Slogan, but is not obliged to do so, provided that it does not incorporate any elements of the Logo or any reference to the name of the City, the region or country in which the City is located, the year of the Games, or the word "Olympic".
- 2.3 Approval of the Logo and/or the Slogan: The Applicant City shall first submit the Logo and the Slogan (if any) to the NOC for approval. If the Logo and/or the Slogan (if any) is approved by the corresponding NOC, the Applicant City shall thereafter submit such Logo and/or Slogan (if any) to the IOC for final written approval prior to any use.
- 2.4 General Use of the Logo.
- (a) The Logo must always be reproduced in its entirety and no single element thereof may be used separately.
 - (b) The position, proportion and design of the Logo must not be altered, distorted or re-drawn in any way whatsoever at any time.
 - (c) Applicant Cities may not use the Olympic Symbol in any manner whatsoever.
- 2.5 Institutional Use of the Logo and/or the Slogan. Applicant Cities may use the Logo and/or the Slogan (if any) for the purposes of institutional representation of their bid on:
- (a) stationery (e.g. letterheads and business cards);
 - (b) candidature documents (e.g. presentations, brochures or videos); and
 - (c) on the official internet site dedicated to their bids.
- 2.6 Promotional Use of the Logo and/or the Slogan. Applicant Cities may use the Logo and/or the Slogan (if any), provided that there is no third-party association in relation thereto, for the purposes of promotional representation of their bid on a national basis only on:
- (a) advertising;
 - (b) advertorials;
 - (c) promotional documents (e.g. brochures or magazines); and
 - (d) Promotional Items.

Continued on next page

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

Appendix 1 (continued)

2.7 Commercial Use of the Logo and/or the Slogan.

- (a) Subject to prior written approval of the NOC, Applicant Cities may develop merchandise for sale bearing the Logo and/or the Slogan (if any) to promote the bid, provided that:
 - (i) any such sales, whether through the official internet site of the City dedicated to its bid to host the Games or otherwise, are limited to the territory of the corresponding NOC; and
 - (ii) there is no third-party association in relation thereto.
- (b) Applicant Cities may authorise the use of the Logo and/or the Slogan (if any) by third parties providing financial support to the bid, subject to the following conditions:
 - (i) such third party is not a donor;
 - (ii) such third party is not a competitor in the category of any Olympic Sponsors, it being understood that exceptions may be granted by the IOC or the NOC of the corresponding Applicant City, as applicable, on a case by case basis provided that the Olympic Sponsors' rights are fully respected;
 - (iii) such use is restricted to the territory of the NOC of the corresponding Applicant City;
 - (iv) the Applicant City provides to the IOC, upon request, copies of all promotional and commercial material; and
 - (v) the Applicant City shall terminate its relationship with any such third party if so requested by the IOC in writing for any reason whatsoever.
- (c) Applicant Cities shall ensure that any agreements with third parties providing financial support to the bid, and in which there is a grant of rights in relation to the Logo and/or the Slogan (if any), shall include provisions to ensure that:
 - (i) in the event that the Applicant City is not selected by the IOC as a Candidate City, all rights granted by the Applicant City to the use of the Logo and/or the Slogan (if any) terminate on the date of announcement of the Candidate Cities selected by the IOC;
 - (ii) if not terminated earlier pursuant to paragraph (c)(i) above, all rights granted by the City in connection with the use of the Logo and/or the Slogan (if any) terminate on the date of the decision to award the Games to any City; and
 - (iii) third parties providing financial support to the bid shall have no automatic or binding residual rights, options or other arrangements of any nature, express or implied, with respect to the Games if the City is successful in its bid to be appointed as the host city of the Games.

Applicant Cities shall supply the IOC, upon request, with copies of all agreements and/or proposed agreements with third parties providing financial support to the bid.

Continued on next page

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

Appendix 1 (continued)

3. Candidate Cities

3.1 Use of the Logo and/or Slogan. A Candidate City may continue to use the Logo and/or Slogan (if any) in connection with its bid to be appointed as host city of the Games, subject to and in accordance with the conditions set out in paragraph 2. Such use of the Logo and/or Slogan (if any) may be extended to outside the territory of the NOC of the corresponding Candidate City provided, however, that there is no third-party association in relation thereto.

3.2 Creation of an Emblem. A Candidate City may create an Emblem in connection with its bid to be appointed as host city of the Games, subject to the following conditions:

- (a) the Emblem shall reproduce fully, accurately and without embellishment, the colour, design and appearance of the Olympic Symbol in accordance with the Graphic Guidelines; and
- (b) the area covered by the Olympic Symbol shall not exceed one third of the total area of the Emblem.

Approval of the Emblem: The Candidate City shall first submit the Emblem to the NOC for approval. If the Emblem is approved by the corresponding NOC, the Candidate City shall thereafter submit the Emblem to the IOC for final written approval prior to any use.

General Use of the Emblem.

- (a) The Emblem must always be reproduced in its entirety and no single element thereof may be used separately.
- (b) The position, proportion and design of the Emblem must not be altered, distorted or re-drawn in any way whatsoever at any time.

3.5 Institutional Use of the Emblem. Candidate Cities may use the Emblem inside and outside of the territory of the NOC of the corresponding Candidate City, provided that there is no third-party association in relation thereto, for the purposes of institutional representation of their bid on:

- (a) stationery (e.g. letterheads and business cards);
- (b) candidature documents (e.g. presentations, brochures or videos); and
- (c) the official internet site dedicated to their bids.

3.6 Promotional Use of the Emblem. Candidate Cities may use the Emblem inside and outside of the territory of the NOC of the corresponding Candidate City, provided that there is no third-party association in relation thereto, for the purposes of promotional representation of their bid on an international basis on:

- (a) advertising;
- (b) advertorials;
- (c) promotional documents (e.g. brochures or magazines);
- (d) pins; and
- (e) promotional displays or venue banners (e.g. exhibition stands).

3.7 Commercial Use of the Emblem. Candidate Cities shall not use or authorise the use of the Emblem by third parties for any commercial purpose whatsoever.

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

Appendix 1 (continued)

4. Recognition of and Communication by Third Parties Providing Financial Support to the Bid.

- 4.1 Cities may list the names of third parties providing financial support to the bid (including donors) on their official internet site or in their publications provided that such third party is not a competitor in the category of a TOP Partner, another international Olympic Sponsor or one of their NOC sponsors.
- 4.2 Donors which are competitors in the product/service category of a TOP partner, another international Olympic Sponsor or a sponsor of the corresponding NOC of the City shall not be authorised to communicate with respect to their donation to the bid or otherwise associate themselves with the bid in any manner whatsoever.

5. Respect of commitments to the Olympic Sponsors

Cities shall collaborate at all times with the corresponding NOC to fully respect any and all contractual commitments undertaken by the NOC towards the Olympic Sponsors in the implementation of their bids.

- 6. If the City is awarded the Olympic Games, the provisions of the Host City Contract between such City, the corresponding NOC and the IOC, together with the provisions of the Olympic Charter, shall apply thereafter.

7. Use of the Olympic Symbol.

Cities may not make any use of the Olympic Symbol alone for any purpose whatsoever.

Continued on next page

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

Appendix 2 (referred to in article 8)

The information in this appendix refers to the IOC Sessions during which a Host City is elected, the Briefing for IOC Members in Lausanne* and the Olympic Games. This information complements and is an integral part of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games. The information is not exhaustive and may be complemented by further information by the IOC.

Any reference to Applicant and Candidate Cities in this document also encompasses their respective NOCs, the governments/embassies/consulates of the respective countries, sponsors or any other person or organisation acting for or on their behalf or supporting them.

*This meeting is organised in Lausanne during the Candidate City phase and is structured to provide the IOC Members and the Candidate Cities with the utmost opportunity to interact and discuss the Candidate Cities' projects.

1.- IOC Sessions during which a Host City is elected

1.A - Promotion

There may be no receptions held by a Candidate City for any persons other than the city's own delegation. Candidate Cities or any other third party acting for or on behalf of the bid will not be permitted to hire their own premises for promotional activities or to meet with IOC Members (e.g. NOC house or bid city restaurant etc.). The Candidate Cities will, however, be provided with the opportunity to have a suite at the official IOC Hotel where the cities can meet with IOC Members to discuss their projects.

The above rule, however, does not prevent the Candidate Cities from organising activities for their own delegations, in the spirit of moderation.

No IOC members, apart from the IOC members of the countries concerned or officials of the country organising the Session, may be invited to a reception organised by a Candidate City or to any form of diplomatic reception organised by the country of a Candidate City.

Embassy/Consulate premises may not be used for any meetings with IOC Members.

1.B - Advertising

In line with Article 8 of the Rules of Conduct, the Candidate Cities may not carry out any form of international promotion in the country where the Host City election will take place during the three-week period before the election. The Candidate Cities may not undertake any form of written advertising in the local or international media during this three-week period (this includes magazines, newspaper wraps, internet and television). Interviews and editorials are, however, permitted.

Furthermore, there may be no form of "building wrap"/external decoration or any billboard advertising whatsoever relating to any candidature.

Continued on next page

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

Appendix 2 (referred to in article 8)

1. C - Media

The IOC will provide each city with the opportunity to hold a press conference in the Session venue following its final presentation to the IOC Members. If Candidate Cities wish to hold other press conferences, they may do so, but not in the official IOC Hotel or the Session venue.

There must be no reception at the end of any press conferences.

1. D – Document distribution

Bilingual documentation (French and English) may be distributed in line with instructions provided by IOC Bid City Relations.

No documents may be delivered by the cities or any third party working on their behalf to the IOC Members' hotel rooms.

2.– Briefing for IOC Members

2.A - Promotion

Candidate Cities may not organise any receptions and are not permitted to hire their own premises for promotional activities or to meet with IOC members (e.g. NOC house or bid city restaurant etc.).

There may be no receptions held by a Candidate City for any persons other than the city's own delegation.

Embassy/Consulate premises may not be used for any meetings with IOC Members.

2.B - Media

If Candidate Cities wish to hold a press conference, they may do so, but not at the IOC headquarters, the Olympic Museum, the Lausanne Palace Hotel or any other venue as specified by the IOC. The IOC will not provide the cities with the opportunity to hold a press conference.

There must be no reception at the end of any press conferences.

2.C – Document distribution

Bilingual documentation (French and English) may be distributed in line with instructions provided by IOC Bid City Relations.

No documents may be delivered by the cities or any third party working on their behalf to the IOC Members' hotel rooms.

Continued on next page

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

Appendix 2 (referred to in article 8)

3.- Olympic Games

3.A - Promotion

Applicant / Candidate Cities may set up a bid exhibition in the respective NOC House or at a location to be approved by the IOC during the Olympic Games if they so wish and promotional documentation may be distributed.

Cities are permitted to have some element of team visibility on their official clothing during the Games, provided the following is respected:

- Cities may use their logo (i.e. graphic device (including *Name of City* + 2022 + "Applicant City" or "Candidate City") without the Olympic rings) on items of clothing.
- The logo in its entirety shall not be larger than 20cm²;
- Only City representatives (excluding national delegations, athletes and NOC accredited persons) may wear the items of clothing;
- There must be no advertising or trademark on the items of clothing except the manufacturer's mark (see below);
- The identification of the manufacturer on the clothing should be in accordance with Rule 51 of the Olympic Charter, in particular:
 - The identification of the manufacturer shall not appear more than once per item of clothing
 - Any manufacturer's identification must not exceed 20cm²

All other forms of identification on Applicant or Candidate Cities' clothing are prohibited.

3.B - Media

The IOC will provide each city with the opportunity to hold a press conference in the Main Press Centre. There must be no reception at the end of any press conferences.

1.4 → Promotion

Promotion

International promotion X

According to Article 8 of the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, Candidate Cities may only undertake promotion at an international level as from the 1 November 2014.

Communication

Maintaining objectivity throughout the promotion campaign is essential. Casual promises and unrealistic goals are very quickly seen through and can often damage the image of the candidature and its chances of success.

For this reason, it is important to maintain coherence and harmony between the projects described in the Candidature File and those developed in the promotion campaign.

Force of obligation

All representations, statements and other commitments contained in the Candidature File have the force of obligations, as do all the other commitments made by the Candidate City, the NOC and the Bid Committee, and all declarations made during official presentations.

Copyright

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

Cost considerations

Candidate Cities must be cost-conscious throughout the promotion campaign. The candidature will be under tough public scrutiny and, whilst all efforts to promote the project will be enthusiastically supported during the candidature, the post-election attitudes of the public, media, sponsors and supporters can be very critical and damaging.

In this respect, it is essential to consider the value and target audience of all promotional activities, particularly those involving international travel, and to plan and budget accordingly in order to avoid unnecessary expenditure and criticism.

1.5 → Undertaking

Overview

Introduction	<p>As already mentioned in chapter 1.1, Candidate Cities are required to abide by the terms of the “Undertaking”.</p> <p>Each Candidate City will receive an original Undertaking from the IOC which must be duly signed by representatives of the Bid Committee, the city and the NOC and returned to the IOC with the Candidature File not later than 7 January 2015.</p>
Contents	<p>The Undertaking primarily states that, if the Candidate City is elected as Host City, representatives of the city and the NOC will sign the Host City Contract.</p> <p>The text of the Undertaking follows.</p>

Undertaking

BY

The Bid Committee of (**"The Bid Committee"**)
(name of City)

AND

The City of (**"City"**)
(legal name of city)

AND

The NOC of (**"NOC"**)
(legal name of National Olympic Committee)

1. The Bid Committee, the city and the NOC (hereinafter collectively referred to as the "Parties") recognise and declare that they are aware of the contract which shall be executed with the International Olympic Committee ("IOC") if the city is elected for the organisation of the 2022 Olympic Winter Games (such contract being referred to herein as the "Host City Contract" and such Games as the "Games") and are prepared to sign the Host City Contract without reserve or amendment.
2. In consequence thereof, the Parties declare that, during the period of the candidature of the city, they will refrain from becoming a party to or approving or consenting to any act, contract, commitment or any other action contrary to or which might affect any of the obligations stipulated in the Host City Contract.

Continued on next page

Undertaking, Continued

3. Should the Parties have already entered into or approved or consented to a commitment which would be in conflict with, jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract, the Parties shall bring to the attention of the IOC Executive Board all such commitments, no later than 7 January 2015. The Parties declare that all such commitments shall be neither enforced nor enforceable vis-à-vis the IOC and that such commitments shall be deemed, as regards the IOC and any party with which the IOC may enter into an agreement with respect to the Games, to be null and void, unless specifically requested and/or approved in writing by the IOC. Furthermore, the Parties shall take all steps necessary to terminate or cause to be terminated all such commitments which would be contrary to the obligations stipulated in the Host City Contract.
4. The Parties undertake to abide by the Olympic Charter and, in particular, the Rules and bye-laws regarding the use of the Olympic marks.
5. The Parties have ensured, or shall ensure, that the Olympic symbol and the terms "Olympic" and "Olympiad" and the Olympic motto are protected in the name of the IOC and/or have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the IOC and in the name of the IOC. The Parties have brought this provision to the attention of their government and their competent national authorities and confirm that their government and their competent national authorities have agreed with its contents. The NOC confirms that, in accordance with the Olympic Charter, should such protection exist in the name of or for the benefit of the NOC, the NOC shall exercise any such rights in accordance with the instructions received by the IOC Executive Board.
6. The Parties declare that any dispute arising during the period of the candidature of the city, in connection with this Undertaking, shall be definitively settled by the Court of Arbitration for Sport in Lausanne, pursuant to the Code of Sports-related Arbitration. Swiss law shall be applicable to this Undertaking.

Continued on next page

Undertaking, Continued

7. This Undertaking shall remain in full force and effect until 31 December 2022.

The Bid Committee of (“The Bid Committee”)
(name of City)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____

The City of (“CITY”)
(legal name of city)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____

The NOC of (“NOC”)
(legal name of National Olympic Committee)

Per: _____ Title: _____ Date: _____

Per: _____ Title: _____ Date: _____

1.6 → Preparing for the potential constitution of an Organising Committee

Preparing for the potential constitution of an OCOG

Intellectual property rights X

"The Olympic Games are the exclusive property of the IOC which owns all rights and data relating thereto, in particular, and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanism whatsoever, whether now existing or developed in the future."

Paragraph 2, Rule 7 of the Olympic Charter

Host City Contract – signature X

After the announcement of the Host City, the Host City Contract is signed by the IOC, the Host City authorities, duly empowered by the city to make this commitment, and the NOC of the country in which the city is located. This contract outlines the legal, commercial and financial obligations incumbent upon the city elected to organise the Olympic Games.

Pre-election agreements

To best prepare for the constitution of an OCOG, it is essential that the necessary groundwork be completed during the candidature phase. At the time of signing the Host City Contract, agreements should therefore be in place between all parties involved in the Olympic Games project, clearly outlining each party's roles, responsibilities and financial contributions.

OCOG constitution

It is essential that the Bid Committee plans for the constitution of an Organising Committee for the Olympic Games (OCOG) as it is the OCOG which is the main body responsible for organising the Olympic Games.

The Bid Committee should ensure that all parties concerned in the preparation of the candidature are aware of this fact and that, in the earliest stages of planning, consideration is given to the structure of the Organising Committee, in the event that the city is elected to host the Olympic Games. It is important that there is some continuity between the Bid Committee and the Organising Committee.

Continued on next page

Preparing for the potential constitution of an OCOG, Continued

OCOG constitution (continued)

The OCOG must be constituted within five months of the date on which the Host City Contract is signed. The executive body of the OCOG must include: the IOC member(s) in the country, the President and Secretary General of the NOC, an athlete representative and at least one member representing and designated by the Host City. The executive body may also include representatives of public authorities and other leading figures. In order to ensure continuity, it would be appropriate for some members of the Bid Committee to be members of the OCOG.

It is important to think about how to manage the time between the election and the constitution of the OCOG and to consider planning for a transition team early on in the candidature process in order to ensure continuity and to ensure that planning work can continue without interruption after the election.

Compliance with IOC rules X

From the time of its constitution and until the time of its dissolution, the OCOG must conduct its activities in accordance with the Olympic Charter. Moreover, it will be called upon to act in its capacity as party to the Host City Contract and will be jointly and severally liable, with the Host City and the NOC of the country, for carrying out the obligations contained in the Host City Contract and its appendices.

The OCOG must comply fully with the commitments and the promises made during the candidature phase, both in the Candidature File and the declarations and comments made by the Bid Committee during its presentations to the Session and other Olympic meetings.

2022 Candidature Procedure – signature page

Acceptance of the Candidature Procedure

The Candidate Cities shall abide, in all aspects, by all provisions of the Olympic Charter and the Candidature Procedure which includes the IOC Code of Ethics, the Rules of Conduct applicable to all cities wishing to organise the Olympic Games, and all other rules, instructions and conditions which may be established by the IOC Executive Board.

The present Candidature Procedure comes into effect on 7 July 2014 and shall remain in force until further notice.

Lausanne, 7 July 2014

The IOC Executive Board

The **Bid Committee** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)

The **City** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)

The **NOC** of _____ hereby certifies to have received a copy of the document entitled “Candidature Procedure” and declares to have duly noted its contents.

.....
Signature

.....
NAME and FUNCTION (in block capitals)

Part 2 → IOC Questionnaire

Overview

Candidature File

In the candidature phase of the bid process, Candidate Cities are required to present their city's blueprint for organising the Olympic Games in the form of the Candidature File.

The structure of such Candidature File shall follow the structure of the questionnaire contained in Part 2 of this document. The Candidature File provides the basis for a technical analysis of a city's project. The facts should therefore be presented in as clear and concise manner as possible.

Fonts

Throughout the questionnaire contained in Part 2, **all questions and guarantees are presented in bold font** and any accompanying explanatory text is presented in regular font.

Guarantees



The IOC questionnaire also requires Candidate Cities to obtain many guarantees from third parties. Questions requiring a guarantee are flagged with the following icon in the questionnaire:



Certain guarantees require Candidate Cities to use a standard text provided in the Model Guarantees File. These guarantees will be clearly marked as follows:



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

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

Continued on next page

Overview, Continued

Additional documents

Candidate Cities are also required to provide certain additional documents to the IOC, in various formats specified throughout the questionnaire. Questions requiring an additional document to be submitted are flagged with the following icon in the questionnaire:



Instructions

Precise instructions on how to create both the Candidature File and the Guarantees File, from a presentation and content point of view, can be found in Part 3 of this document. The aim of these instructions is two-fold:

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

Candidate Cities must follow the instructions given in Part 3.

Force of obligation

It is very important to remember that all representations, statements and other commitments contained in the Candidature File are binding in the event that the city in question is elected to host the Olympic Games.

Reference documents X

We remind Candidate Cities that anyone connected with the preparation of a Candidature File must refer to the Olympic Charter, the Host City Contract including the IOC Technical Manuals, and the Olympic Games Knowledge Management programme for further information concerning all themes of the IOC Questionnaire.

Continued on next page

Overview, Continued

Contents

The questionnaire is divided into the following themes:

Theme	
Theme 1	- Vision, legacy and engagement
Theme 2	- Overall concept of the Olympic Games
Theme 3	- Political and public support
Theme 4	- Legal aspects
Theme 5	- Sustainability
Theme 6	- Finance
Theme 7	- Marketing
Theme 8	- Sport and venues
Theme 9	- Paralympic Games
Theme 10	- Olympic Village(s)
Theme 11	- Games Safety, Security and Medical Services
Theme 12	- Accommodation
Theme 13	- Transport
Theme 14	- Media operations

Theme 1 → Vision, legacy and engagement

Overview

Aim of the theme

Candidate Cities are asked to further develop the vision outlined in the Application File in phase 1. Theme 1 seeks to establish **WHY** a Candidate City is bidding for the Olympic Games and what its vision is for the Games. It also seeks to establish how this vision for the Games fits into the city/region's long-term planning. It is very important that the bid and the Games leave a positive legacy to the city and the theme seeks to establish how this will be achieved and who will be responsible for its implementation.

Theme 1 also seeks to establish how all elements of the Olympic Games product (sport, ceremonies, city activities, live sites, culture, education and the Olympic Torch Relay) will be integrated to reflect the vision and the engagement strategy during the years leading up to the Games.

Related document(s) X

- Guide on Olympic Legacy
- Technical Manual on Olympic Games Impact (OGI)
- Technical Manual on Communications
- Guide on the Cultural Olympiad
- Technical Manual on City Activities and Live Sites
- Technical Manual on Ceremonies

Guarantees summary

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

Theme 1 – Vision, legacy and engagement

VISION

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

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

Q 1.3 Describe your vision for sport, physical activity and a healthy lifestyle in your city/region.

Describe the measures taken by your city to promote sport, physical activity and a healthy lifestyle. Please describe if any of these activities specifically target youth, adults, seniors, etc.

Please list, if any, specific measurables that are in place to monitor the physical activity and health of your city. Please list, if any, specific campaigns or events taking place in your city which promote sport and physical activity. Is there any designated position/administration within your city charged with overseeing sport, physical activity and health? If so, please describe.

What additional initiatives/activities would be planned for your city should you be elected host of the Olympic Games?

Irrespective of the outcome of the bid, what initiatives/activities would still be implemented?

Theme 1 – Vision, legacy and engagement

LEGACY

- Q 1.4** **LEGACY OF THE BID**
What will be the benefits of bidding for the Olympic Winter Games for your city/region, irrespective of the outcome of the bid (infrastructure projects, sport practice, youth programmes, etc.)?
- Q 1.5** **LEGACY OF HOSTING THE GAMES**
Provide details of your key Olympic legacy initiatives and how these are linked with your city's/region's long-term planning and objectives.

Provide details of how the above key initiatives will be supported, financed, monitored and measured by all relevant stakeholders prior to, during and post-Games.
- Q 1.6** **LEGACY USE OF VENUES**
For new venues to be built (including venues to be relocated, if any), please briefly describe for each venue:
- The intended post-Games use of the venues and the funding model for the long-term sustainability of the venue.
 - The post-Games owner responsible for operating and maintaining the venues after the Games.
- Q 1.7** **LEGACY FOR SPORT**
What will be the legacy for sport in your city/region?

Describe the measures you intend to take to promote and develop Olympic sports, in particular those that are less popular in your country in the lead-up to the Olympic Games.
- Q 1.8** **LEGACY FOR THE OLYMPIC MOVEMENT**
How can hosting the Olympic Winter Games in your city contribute to the Olympic Movement?
- Q 1.9** **LEGACY OF THE PARALYMPIC GAMES**
Please describe how organising the Paralympic Winter Games can contribute to your overall vision and legacy.

Theme 1 – Vision, legacy and engagement, Continued

COMMUNICATION AND ENGAGEMENT STRATEGY

- Q 1.10** Describe the communications programmes you intend to set up during the years leading up to the Olympic Winter Games in order to promote the Games both nationally and internationally.
- How do you intend to cultivate local support and interest within your country and community?
- How do you intend to do so internationally?
- Q 1.11** Describe the challenges and opportunities you foresee for an OCOG in terms of communications.
- Describe your strategy in dealing with pressure groups and NGOs.
- Q 1.12** Provide an overall communication plan from the transition phase until after the Games, including timelines and budgets, indicating the party responsible (e.g. OCOG, City, etc).
- Q 1.13** Explain how you propose to integrate all elements of the Olympic Games product (ceremonies, city activities, live sites, culture, education and the Olympic Torch Relay) in your project to reflect your vision. Describe your engagement strategy.
- Q 1.14** CULTURE
- Describe your concept for the cultural events to take place both in the lead up to and during the Olympic Winter Games.
- Q 1.15** EDUCATION
- Describe your concept for the educational programmes for the promotion of sport and a healthy lifestyle as well as the Olympic Values both in the years leading up to and during the Games.
- Q 1.16** CEREMONIES
- Describe your concept and the intended venue(s) for the Opening and Closing Ceremonies of the Olympic Games. Indicate the location and seating capacity and whether the venue already exists or has yet to be built.
- Describe your concept and the intended location(s) for the Medal Plaza(s).

Theme 1 – Vision, legacy and engagement, Continued

CITY ACTIVITIES AND LIVE SITES

Q 1.17 Describe your concept for city activities and live sites and how these will contribute to producing a unique Olympic Games experience for the general public in your city during the Olympic Winter Games.

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

Q 1.18 Describe any initiatives you propose, either during the bid or as the OCOG, to bring sport activities to the general public. For example, describe how you intend to celebrate Olympic Day in your City?

BUDGETS

Q 1.19 Specify the budgets for culture, education, ceremonies, city activities and live sites and state by which entity(ies) these will be funded.

Theme 2 → Overall concept of the Olympic Games

Overview

Aim of the theme Theme 2 seeks to establish **HOW** a city's vision for the Olympic Games is translated into the overall Games concept and how this concept will contribute to producing a unique Olympic experience for all client groups.

Related document(s)

- Technical Manual on Venues
- Technical Manual on Sport

X

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

Theme 2 – Overall concept of the Olympic Games

OVERALL CONCEPT

Q 2.1 In accordance with the Olympic Charter, “the duration of the competitions of the Olympic Games shall not exceed 16 days”.

State your proposed dates to host the 2022 Olympic Winter Games and specify your reasons.

Q 2.2 Describe your overall concept for the Olympic Games, should your city become the Host City of the 2022 Olympic Winter Games and explain your motivation behind the choice of location of key Olympic infrastructure (competition and non-competition venues).

Q 2.3 Provide Map A (no larger than A3 – folded inside front cover only – and clearly indicating the graphic scale used): a map of your city/region on which your project is superimposed thus giving a complete visual overview of your project.

Map A should include all major infrastructure:

- Competition venues
- Opening/Closing Ceremony venue
- Olympic Village(s)
- Media village(s)
- Media Hotel Clusters
- Main Press Centre (MPC)
- International Broadcast Centre (IBC)
- Mountain Media Centre
- Olympic Family Hotel(s)
- Medals Plaza(s)
- Main live sites
- Main transport infrastructure (airport(s), motorways, train lines, etc.)

Should your main international airport not appear on this map, please use an arrow to indicate its direction and the additional distance to the airport.

On the map, please draw a 10km radius around the Olympic Village(s).

Q 2.4 Provide an explanation of the long-term development goals and master plan for your city/region and how the Games concept has been created to support those goals.

Continued on next page

Theme 3 → Political and public support

Overview

Aim of the theme

Theme 3 seeks to provide the IOC with:

- an evaluation of the jurisdiction, responsibilities and prerogatives of the national, regional and local authorities in the planning, organising and running of the Olympic Games
- a clear understanding of the political support for your Olympic Games project
- an understanding of the public support for your Olympic Games project

Guarantees summary

G

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

Question number	Guarantee
Q 3.2	Guarantees obtained from national, regional and local authorities and bodies involved in your project of hosting the Olympic Games.

Theme 3 – Political and public support

POLITICAL SUPPORT

- Q 3.1** List all public authorities (cities, regions, provinces, etc.) involved in your Olympic project.
- Describe, with the aid of a table, the exact responsibilities and support that each public authority will be expected to provide in the preparation and hosting of the Olympic Winter Games, and provide a description of the intended procedures to ensure coordination between various government levels and bodies during the candidature and after the Host City is elected.
- Q 3.2** Provide guarantees from your national, regional and local authorities as listed in Q 3.1 regarding their support and commitments towards your Olympic Winter Games project.
- Q 3.3** Using table 3.3, provide a list of the political parties in your country indicating their respective strengths and their position regarding the possible staging of the Olympic Winter Games in your country in 2022.
- Also mention any political or other public figure likely to play an important role either in favour or against your project.
- List other possible political or social movements, the activities of which might be in support of or opposition to your project.

Table 3.3 – Political Parties			
Political Party	Support or Opposition	Principle Reasons	Strength at national, regional and local level
Party A	Support		% (national) % (regional) % (city)
Party B			

Continued on next page

Theme 3 – Political and public support, Continued

PUBLIC SUPPORT

Q 3.4 Provide any evidence of the support of the national, regional and local population towards your project of hosting the Olympic Winter Games, including possible other localities involved in your project.

- Opinion polls
 - Please provide details of any polls carried out: dates, questions asked, sample size, area covered
 - Any opinion polls must be conducted by internationally recognised research agencies/organisations
- Referendum (if applicable)
 - Please provide details
- Awareness campaigns
- Other

OPPOSITION

Q 3.5 What, if any, opposition is there to your project? Please detail.

Theme 4 → Legal aspects

Overview

Aim of the theme

Theme 4 seeks to establish whether a Candidate City and its national, regional and local authorities understand and act in conformity with the rules relating to the Olympic Movement, including the Olympic Charter and Host City Contract.

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

Guarantees summary



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

Question number	Guarantee
Q 4.1	Covenant from all authorities concerned by your project of hosting the Olympic Games – national, regional and local authorities.
Q 4.2	Guarantee that no other event will take place during the Olympic Games or one week immediately before or after.
Q 4.3	Declaration from the government of your country stipulating that all necessary legal measures have been taken, or will be taken to facilitate the protection of Olympic marks.
Q 4.4	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing and to eliminate street vending and control advertising space and air space, during the period beginning two weeks before the Opening Ceremony to the Closing Ceremony of the Olympic Games will be passed as soon as possible but no later than 1 January 2020.
Q 4.7.1	Declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.
Q 4.9	Guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Olympic Games will be authorised and that such persons will obtain appropriate work permits in an expedited and simplified manner, without any duties or taxes being payable.
Q 4.10	Guarantee concerning the import, use and export of goods, including consumables, required by the IOC, IFs, NOCs and their delegations, broadcasters, written and photographic press, sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Olympic Games.

Theme 4 – Legal aspects

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

Q 4.1



Provide a covenant from all authorities concerned by your project of hosting the Olympic Games guaranteeing the following:

- The respect of the provisions of the Olympic Charter and Host City Contract
- The understanding and agreement that all commitments made are binding
- Taking the necessary steps, in their respective areas of competence and jurisdiction, so that the Host City fulfils its obligations completely

Covenants must be obtained from the following authorities:

- The government of your country
- All local and regional authorities concerned by your project of hosting the Olympic Games



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

Q 4.2



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

PROTECTION OF OLYMPIC-RELATED INTELLECTUAL PROPERTY

Q 4.3



The Candidate City and the NOC must ensure the protection of all intellectual property rights related to the Games in the host country, in the name of, and/or on behalf of, the IOC. An equivalent level of protection must be guaranteed for all intellectual property rights related to the Paralympic Games.

Describe the legal measures in force in your country to protect the intellectual property rights related to the Games, in particular the Olympic symbol and Olympic-related marks, emblems, logos and designations, as well as the IOC's exclusive right to broadcast and exhibit the coverage of the Games through moving images and/or sounds on television, internet and any other media or technology.



Provide a declaration from the government of your country stipulating that all necessary legal measures have been taken, or will be taken, to protect the above-mentioned intellectual property rights related to the Games.

Theme 4 – Legal aspects, Continued

Q 4.4



Provide (a) written guarantee(s) from the relevant government authorities confirming that legislation will be passed as soon as possible but no later than 1 January 2020 as necessary to effectively reduce and sanction ambush marketing (e.g. preventing unauthorised third parties from associating directly and/or indirectly with the Games or the Olympic Movement for commercial and/or advertising purposes), and, during the period beginning two weeks before the Opening Ceremony to the Closing Ceremony of the Olympic Winter Games and to eliminate street vending within the vicinity of Games venues, prevent un-authorised ticket resale, prevent un-authorised live sites or similar concepts, and control advertising space (e.g. billboards, advertising on public transport, etc.) as well as air space (to ensure no publicity is allowed in such airspace).

DETAILS OF PRIOR AGREEMENTS, IF ANY

Q 4.5

Has the Candidate City, Bid Committee or the NOC entered into any agreement(s) which would be in effect after the date of election of the Host City for the Olympic Games and which have not been previously approved or agreed by the IOC? (e.g. has your NOC granted any options or rights of renewal to its sponsors that would result in agreements being in effect after the date of election of the Host City?) If so, please describe them.

Please confirm that these agreements (if any) would not jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract.

NATIONAL AND INTERNATIONAL OBLIGATIONS

Q 4.6

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

Continued on next page

Theme 4 – Legal aspects, Continued

LEGAL ENTITY

Q 4.7

Q 4.7.1

Name and describe the legal entity of the Bid Committee.



Provide a declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract), on behalf of the city.

Q 4.7.2

Name, describe and outline the structure and legal status under the laws of the Host Country of the legal entity that would be responsible for the organisation of the Olympic Games (OCOG) should your city be elected as the Host City.

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

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

OFFICIAL LANGUAGE

Q 4.8

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

WORK PERMITS

Q 4.9



Provide a guarantee stating that the temporary entry of certain accredited or non-accredited personnel into your country for the organisation of the Olympic Games will be authorised and that such persons will obtain appropriate work permits in an expedited and simplified manner, without any duties or taxes being payable.

IMPORT/EXPORT OF GOODS

Q 4.10



Provide a guarantee from the relevant authorities, concerning the import, use and export of goods, including consumables, required by the IOC, IFs, NOCs and their delegations, broadcasters, written and photographic press, sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Olympic Games.

Theme 5 → Sustainability

Overview

Aim of the theme Theme 5 seeks to understand a Candidate City's global approach to sustainability with regard to the environmental, economic and social impacts and setting appropriate foundations for achieving positive and lasting legacies.

Commitment The Olympic Movement is fully committed to sustainable development and endeavours to contribute to the protection of the natural environment. The IOC is concerned that the Olympic Games should be an exemplary event in this respect and that environmentally, economically and socially sound policies, programmes and practices are adopted. It is fundamental that during the entire life-cycle of the Games, from the beginning of the bid to the post-Olympic period, all measures are taken to exploit opportunities, prevent or minimise negative impact and contribute to the harmonious integration of the Olympic Games into the natural surroundings, communities and long-term urban/regional development. For this to be achieved, it is recommended that an inclusive and strategic approach to sustainability be defined and implemented.

Collaboration Environmental protection and social issues are areas where bid cities often experience rigorous and extensive public scrutiny and opposition and it is essential that, from the earliest stages of planning, a dialogue of cooperation is established with the government and non-government organisations and community groups through a stakeholder engagement process. In addition to the technical aspects involved, the Bid Committee can send very positive messages through its sustainability efforts.

Related document(s)

- Guide on establishing the Sustainability Programme
- Guide on Olympic Legacy
- Technical Manual on Olympic Games Impact (OGI)
- Games Sustainability Compass

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

G	Question number	Guarantee
	Q 5.5	<p>Guarantee(s) stating that all venue construction and infrastructure development necessary for the organisation of the Olympic Games will comply with:</p> <ul style="list-style-type: none"> • Local, regional and national regulations and acts • International agreements and protocols <p>with regard to planning, construction, protection of the environment, health and safety and labour laws.</p>

Theme 5 – Sustainability

Q 5.1 SUSTAINABILITY VISION AND OBJECTIVES

Describe the overall vision and objectives of your sustainability programme and how this aligns with and supports the vision, legacy and concept of the Games proposed in Themes 1 and 2.

Q 5.2 STAKEHOLDER ENGAGEMENT

Describe your stakeholder engagement plan and how you envisage establishing appropriate relations with:

- Public bodies and institutions
- non-government organisations
- community groups
- the private sector

Q 5.3 MANAGING SUSTAINABILITY OBJECTIVES AND IMPACTS

Describe the measures envisaged to achieve your sustainability objectives.

Provide details on any management tools and/or compliance standards that will be used to support these measures.

Q 5.4 IMPACT ASSESSMENTS

Carry out initial sustainability impact assessments for the following major venues (competition venues, IBC and MPC, Mountain Media Centre(s), Olympic Village(s) and other villages) and infrastructure developments required for the Games in order to screen potential environmental and social impacts and the risk of natural disasters. Assess the feasibility of each project and outline the measures that would be necessary to minimise and mitigate any negative impact or risk.

Identify any projects that may require displacement of existing communities and/or businesses and explain what procedures will apply and confirm these will be in accordance with national and/or international standards. Please briefly describe the applicable standards.



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

Theme 5 – Sustainability

Q 5.5

GUARANTEE(S)

G

G Provide (a) guarantee(s) from the competent authorities stating that all venue construction and infrastructure development projects necessary for the organisation of the Olympic and Paralympic Games will comply with:

- Local, regional and national regulations and acts
- International agreements and protocols, ratified by the Government of the Host Country or otherwise applied in the Host Country (Please list)

with regard to planning, construction, protection of the environment, health and safety and labour laws.

Q 5.6

SUSTAINABLE SOURCING AND SUPPLY CHAIN MANAGEMENT

How will the OCOG define and evaluate sustainability criteria in the sourcing of goods and services and in particular what steps will be taken to ensure that environmental, social and ethical factors (notably labour standards) are taken into account in the selection and on-going contract management of suppliers and licensees?

Identify any national and/or international systems, tools or standards that may be applied in this regard.

Q 5.7

SUSTAINABILITY MANAGEMENT SYSTEM

Describe how the sustainability programme will be integrated for the delivery of the Olympic Games by means of a sustainability management system (SMS). In particular outline how the implementation of the SMS will be monitored, reviewed, assured and reported.

Provide details on any certifiable management system standard and/or reporting standard that will be used to support the SMS, and state whether there will be any form of assurance and independent verification.

Q 5.8

CARBON MANAGEMENT

Considering the potential impact of your Games concept in terms of climate change, describe your plans to measure, minimise, manage, and mitigate impacts of greenhouse gas emissions.

Q 5.9

SPECIAL FEATURES

Indicate any special features or initiatives which are not covered by this questionnaire, and which the Bid Committee believes are relevant.

Theme 6 → Finance

Overview

Aim of the theme

Theme 6 seeks to establish:

- The reasonableness of the financial plan/budget developed to support the operations of the Games as described in the themes of this manual
- The relevance of the financial guarantees provided to:
 - ensure the financing of all major capital infrastructure investments required to deliver the Olympic Games.
 - cover any potential economic shortfall of the OCOG including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.
 - ensure that the OCOG has sufficient funds to start work immediately after the Host City election.

Related document(s)

X

- Technical Manual on Finance

Guarantees summary



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

Question number	Guarantee
Q 6.1.1	Guarantee to cover any potential economic shortfall of the OCOG, including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.
Q 6.2.1	Guarantee from the relevant authorities to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee (OCOG).
Q 6.2.2	Any other additional financial guarantees obtained
Q 6.3	Guarantee concerning price gouging before and during the Olympic Games, with particular reference to hotel rates and related services.

Theme 6 – Finance

FINANCIAL GUARANTEES

Q 6.1

Q 6.1.1



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

Q 6.1.2

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

Q 6.1.3

Outline the Bid to Organising Committee transition plan, including how the OCOG would be funded in the early years.

Q 6.2

Please note that financial guarantees are requested in many other themes of this questionnaire including Olympic Village, transport, sport and venues etc. and should be referenced under their corresponding theme and question number as per the instructions pertaining to the Guarantees File.

Q 6.2.1



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

Q 6.2.2



Provide any other additional financial guarantee you may have obtained.

Q 6.3



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

Q 6.4

Provide a list of new Games-related venues (competition venues, IBC, MPC, Mountain Media Centre(s), Olympic Village(s), and other village(s)) indicating the organisation responsible for financing the running and maintenance costs from the completion date until partial or exclusive use of the venues is granted to the OCOG.

Continued on next page

Theme 6 – Finance, Continued

TAXES

Q 6.5

Q 6.5.1 Describe the various types of taxes (direct and indirect, including social contributions, fees and custom duties) which are currently levied in your country from all levels of government (national, regional and/or local) and which may have an impact should the Olympic Winter Games be hosted in your country.

Q 6.5.2 What tax status do you expect the Organising Committee to be subject to?

Q 6.5.3 What impact will the tax status of the Organising Committee (whether fully taxable or tax exempt) have on the operations of the Committee nationally and internationally in the various fields of taxation including but not restricted to:

- Direct taxes (e.g. income taxes, capital taxes)
- Indirect taxes (e.g. value added taxes, sales taxes)
- Withholding taxes (in particular with companies from foreign countries)

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

In particular, would any taxes be levied in relation to IOC Contribution and TOP Programme cash payment paid by the IOC to the OCOG?

Q 6.5.4 As far as indirect taxes are concerned, please provide us with the opinion of a local tax specialist on the possibility for non-tax resident entities to:

- i) voluntarily register for indirect tax purposes (i.e. without opening a legal entity in your country); and
- ii) obtain a cash refund of the input tax charged by local suppliers / service providers on its expenses in connection with the organisation and staging of the Games (e.g. expenses related to the construction of the International Broadcasting Centre).

Q 6.5.5 Would any taxes be levied in relation to sums of money paid by the OCOG to the IOC (e.g. royalties) and, if yes, is it possible to mitigate the exposure by claiming the benefits of a Double Taxation Agreement concluded between Switzerland and your country (if in place)?

Continued on next page

Theme 6 – Finance, Continued

BUDGETING

Q 6.6

In order to obtain verifiable and comparable data, budgets should be prepared on the basis of economic conditions existing at the time of the preparation of the candidature (2014).

However, the Candidate Cities are requested to make their best efforts in projecting their budget estimates in 2022 values, taking into consideration any possible inflationary and currency effect.

In considering plans for the financing of the Olympic Games, it should be borne in mind that there are two distinct budgets:

- **OCOG (Operational) budget:** this is the **operations budget for the organisation of the Olympic Games**. Development costs for competition and training venues, the Olympic Village, the IBC and MPC or other infrastructure should not be included in the OCOG budget.

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

- **Non-OCOG Capital Investments:** for financing the **construction of competition and non-competition venues which will be a long-term legacy**. The financing of such investments should be undertaken by the public authorities or the private sector. In certain instances, these parties may equally finance temporary facilities (e.g. temporary venue envelopes that may have a post-Games legacy use at the same location or elsewhere in the host country)


Candidate Cities must always follow a gross budgeting approach, i.e. always include the gross revenue figure and the corresponding cost and not simply the net revenue figure.

All questions must be answered in strict accordance with the budget templates provided in this theme. Brief guidance on the content of each budget line is also provided in this theme, after the budget templates.

For budgeting purposes, Candidate Cities should use the amounts communicated by the IOC by circular letter for the IOC contribution and TOP programme estimates.

Continued on next page

Theme 6 – Finance, Continued

- Q 6.6.1** **Indicate the average inflation rate and average rate of the local currency to the USD for the last ten years.**
- What are the current forecasts with regard to these parameters between now and 2022? (Indicate your sources for such information and provide details of the estimation approach).**
- Q 6.6.2** **Using the budget template 6.6.2, provide a detailed OCOG budget for the Olympic Games as follows:**
- **Table 6.6.2.1: OCOG BUDGET in 2014 local currency**
 - **Table 6.6.2.2: OCOG BUDGET in 2014 USD (specify the date on which this was established and the USD/local currency exchange rate used)**
 - **Table 6.6.2.3: OCOG BUDGET in 2022 local currency and**
 - **Table 6.6.2.4: OCOG BUDGET in 2022 USD**
- taking into account the projected inflationary and currency effect from 2014 to 2022 as analysed above.**
- Q 6.6.3** **Using templates 6.6.3 a and b, provide a detailed capital investment budget for all competition venues, IBC, MPC, Mountain Media Centre(s), Olympic Village(s) and other villages and any other non-competition venue.**
- Q 6.6.4** **Using template 6.6.4, prepare a simple cash flow forecast, disclosing the expected annual cash flows and financing lines from the year of election to the expected date of dismantling the OCOG.**
- Q 6.6.5** **In addition to the standard budget structure to be presented in the Candidature File, Candidate Cities are required to provide the IOC with comprehensive data supporting the build-up of each budgetary section as an annex to the Candidature File.**
-  **A list with the names and qualifications of all people having contributed to the preparation of the budget should also be noted in the comprehensive data annex to the Candidature File.**
- Please also upload this file electronically on the IOC Extranet in pdf format. Where tables are used, please upload them in Excel format.**

Continued on next page

Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.2: OCOG Budget

Template 6.6.2 to be used for all the requested tables: 6.6.2.1, 6.6.2.2, 6.6.2.3 and 6.6.2.4.

A – REVENUES		Currency and Year (000)	%	B – EXPENDITURE		Currency and Year (000)	%
1	IOC Contribution			B1 Capital Investments			
2	TOP sponsorship			13 - Competition and training venues			
3	Local sponsorship			- Olympic Village(s) and other villages			
3	Official suppliers			- MPC			
				- IBC			
4	Ticket sales			- Mountain media centre(s)			
				- Other (specify)			
5	Licensing			B2 Operations			
				14 Competition and training venues			
				a) Rent			
				b) Overlay			
				c) Running costs			
				14 Olympic Village(s) & other villages			
				a) Rent			
				b) Overlay			
				c) Running costs			
				14 MPC			
				a) Rent			
				b) Overlay			
				c) Running costs			
				14 IBC			
				a) Rent			
				b) Overlay			
				c) Running costs			
				14 Other non-competition venues			
				a) Rent			
				b) Overlay			
				c) Running costs			
				15 Workforce			
				16 Information systems			
6	Lotteries			16 Telecommunications & other technologies			
7	Donations			16 Internet			
				17 Ceremonies and culture			
				- Opening Ceremony			
				- Closing Ceremony			
				- Other			
8	Disposal of assets			18 Medical services			
9	Subsidies			19 Food and Beverage Services			
	- National government			20 Transport			
	- Regional government			21 Security			
	- Local government			22 Paralympic Games			
				23 Advertising & promotion			
10	Other			24 Administration			
				25 Test events & meetings			
				26 Other			
				27 Contingency			
12	TOTAL REVENUES			28 TOTAL EXPENDITURES			
29	NET FINANCIAL RESULT (SURPLUS / SHORTFALL)						

Theme 6 – Finance, Continued

For Tables 6.6.2.1 and 6.6.2.2 indicate:

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

For Tables 6.6.2.3 and 6.6.2.4 indicate:

- The key inflationary and projected currency assumptions and sources

Theme 6 – Finance, Continued

CAPITAL INVESTMENTS – COMPETITION AND NON-COMPETITION VENUES

Capital Investments for the **construction of competition and non-competition venues which will be a long-term legacy of the Games** should be undertaken by the public or the private sector (not the OCOG).

In certain instances, these parties may finance temporary facilities (e.g. temporary venue envelopes that may have a post-Games legacy use at the same location or elsewhere in the host country).

Candidate Cities are reminded of the following venue guiding principles:

- Venues must be realistic with respect to the master plan of the Host City, resource efficiencies and post-Games legacy – do not over-scope the venues
- For site selection and venue location:
 - Use existing venues with refurbishment if needed
 - Build a new permanent venue only if there is a legacy need, ensuring flexible use (such as temporary additional seating) if possible
 - If there is no legacy need, seek a temporary solution

TEMPLATE 6.6.3: Capital Investments: Competition and Non-Competition Venues

Template 6.6.3.a: Overview of the capital investments in competition and non-competition venues (City, regional or state authorities & private sector).

Template 6.6.3.a to be used for the following tables:

- 6.6.3.a)1: Capital Investments in 2014 local currency
- 6.6.3.a)2: Capital Investments in 2014 USD
- 6.6.3.a)3: Capital Investments in 2022 local currency
- 6.6.3.a)4: Capital Investments in 2022 USD

All budgeting assumptions and calculation methodology should be consistent with the general budgeting approach (as used in tables 6.6.2). Please ensure that all amounts presented in this theme are consistent with the amounts presented in theme 8.

Theme 6 – Finance, Continued

Template 6.6.3a)

CAPITAL INVESTMENTS – COMPETITION AND NON-COMPETITION VENUES

Capital Investments	TOTAL COSTS		
	<i>Currency and Year (please specify)</i>		
	(000)		
	Public Funding	Private Funding	Total
- Competition Venues			
- Training Venues			
- Olympic Village(s)			
- Media Village(s)			
- Other Village(s)			
- IBC			
- MPC			
- Mountain Media Centres			
- Other non-competition venues			
Total Capital Investments:			

GENERAL INFRASTRUCTURE AND GOVERNMENT SERVICES



During the visit of the Evaluation Commission, Candidate Cities must provide:

- A long-term-investment plan for general infrastructure (such as airports, ports, roads and railways, accommodation, power infrastructure, medical, security, telecommunication, meteorology, etc);
- Operations costs covered by public authorities (such as security, transport, medical services, environmental management, project management, meteorology, customs and immigration, etc).

Theme 6 – Finance, Continued

BUDGET TEMPLATE 6.6.3 b): Capital investments by physical location

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

- 6.6.3.b)1: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2014 local currency
- 6.6.3.b)2: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2014 USD
- 6.6.3.b)3: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2022 local currency
- 6.6.3.b)4: TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET in 2022 USD

TABLE 6.6.3.b) TOTAL (OCO & NON-OCO) CAPITAL INVESTMENTS BUDGET

	NON-OCO CAPITAL INVESTMENTS BUDGET			OCO CAPITAL INVESTMENTS BUDGET			TOTAL CAPITAL INVESTMENTS OCO & NON-OCO
	C			B1 – budget line 13			
	New installations	Upgrading of existing installations	Sub-total	New installations	Upgrading of existing installations	Sub-total	
(a) Competition venues							
	(c)	(c)	(c)	(b)	(b)	(b)	
Training venues	(c)	(c)	(c)	(b)	(b)	(b)	
Olympic Village(s) (Detail by location)	(c)	(c)	(c)	(b)	(b)	(b)	
Media Village(s) (Detail by location)	(c)	(c)	(c)	(b)	(b)	(b)	
Other Village(s) (Detail by location)	(c)	(c)	(c)	(b)	(b)	(b)	
IBC	(c)	(c)	(c)	(b)	(b)	(b)	
MPC	(c)	(c)	(c)	(b)	(b)	(b)	
Mountain Media Centre(s)	(c)	(c)	(c)	(b)	(b)	(b)	
Other non–competition venues (Please specify)	(c)	(c)	(c)	(b)	(b)	(b)	
TOTALS							

Continued on next page

Theme 6 – Finance, Continued

- (a) Individual detail should be provided for each physical location with identification of sports events to be held at that location
- (b) Subtotals should be identical to those disclosed under expenditure section B1 point 13 of the OCOG budget tables (template 6.6.2)
- (c) Subtotals should be identical to those disclosed under “Capital Investments: competition and non-competition venues” (template 6.6.3 a)

All budgeting assumptions and calculation methodology should be consistent with the general budgeting approach (as used in 6.6.2 and 6.6.3 a) tables).

BUDGET TEMPLATE 6.6.4: OCOG cash flow forecast in local currency – projected to 2022 values

	Games year – 7	Games year – 6	Games year – 5	Games year – 4	Games year – 3	Games year – 2	Games year – 1	Games year	Games year + 1	Games year + 2
Cash position Beginning of year										
Cash inflows										
-Bank financing										
-IOC Contribution										
-TOP Sponsorship										
-State, region, city										
-Other income										
Cash outflows										
-Capital investments										
-Operations										
Cash position End of year										
Bank credit line – less cash utilised										
Cash available										

Theme 6 – Finance / Description of Olympic Games budget categories

Games budget categories The description of each budgetary section listed below provides Candidate Cities with information on what elements are to be taken into consideration in the preparation of the budget according to the templates provided above.



In addition to the standard budget structure to be presented in the Candidature File, comprehensive data supporting the build-up of each budgetary section shall be included as an annex to the Candidature File.

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

OCOG REVENUES

1. IOC Contribution This contribution consists of revenues arising from the sale of radio and television rights for the Olympic Games which the IOC redistributes to the OCOG to support the preparation and organisation of the Olympic Games. The amount of such contribution shall be decided by the IOC Executive Board. The IOC may elect to provide the OCOG with advances on such contributions on the condition that it receives adequate security that such advances will be reimbursable to the IOC in the event of any contingency such as full or partial cancellation of the Olympic Games. For the 2014 Sochi Olympic Winter Games, the IOC Contribution was USD 400 million.

2. TOP sponsorship These are revenues arising from the international Olympic marketing programme (the “TOP Programme”) whereby major companies are granted certain exclusive worldwide sponsorship rights in particular product or service categories. The IOC created the TOP programme in 1985 in order to develop a diversified revenue base for the Olympic Games and to establish long-term corporate partnerships that would benefit the Olympic Movement as a whole. The IOC distributes TOP programme revenue to each of the 205 NOCs throughout the world.

Revenues are received in the form of cash and the monetary value of “Value in Kind” (VIK) goods and services. This item will be reflected as gross revenue while TOP programme management costs (servicing costs) will be reflected on the expenditure side of the budget. For budgeting purposes only, the IOC will provide Candidate Cities with an estimation of the TOP revenues and management costs. For the 2014 Sochi Olympic Winter Games, the TOP revenue share was USD 191 million.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

3. Revenues from local sponsorship tiers

These are revenues in both cash and VIK arising from the sale of sponsorship rights initiated by the OCOG for marketing rights granted in the OCOG's domestic territory. They include gross revenue before IOC royalties and sponsorship sales and servicing costs.

Provide a subsidiary schedule detailing your estimates by product/service category and sponsorship tier. For these revenues, it should be clearly specified what percentage of the revenue is cash and what percentage is VIK. The budget must be able to demonstrate that the VIK categories are also reflected in the expenditure budget in comparable amounts to the projected VIK revenue.

- Local Sponsorship

These are rights granted to the highest sponsorship tier, and the sponsors are entitled to the highest level of sponsorship rights and benefits.

- Official Suppliers

These are rights granted to the second and third sponsorship tiers, at levels of investment significantly lower than Local Sponsors, who are then entitled to reduced marketing rights and benefits.

Estimates in this section should be consistent with the figures presented in table 7.4 of the Marketing theme.

4. Ticket sales

These are revenues arising from ticket sales to Olympic Games events, Opening and Closing Ceremonies and other programmes (e.g. ticket packages and hospitality programmes), including the cultural programme.

Reflect gross revenue before IOC royalties excluding recoverable taxes. Should a non-refundable tax be included in the ticket price, this tax should be included in the expenditure part of the OCOG's budget.

Provide (a) subsidiary schedule(s) demonstrating the event schedule, gross and net venue capacities, ticket prices for different levels of seating quality, premium tickets or corporate boxes and sell-through assumptions.

5. Licensing

This includes revenues arising from the sale of various merchandise and is the gross licensing royalties revenue before IOC royalties. The merchandise includes:

- Licensing Merchandise

Licensed product sales activities. Provide a subsidiary schedule detailing your estimates by licensed product category.

- Philately

Revenues arising from sales of collectible stamps produced for the particular Olympic Games organised by the OCOG. Provide a subsidiary schedule detailing your estimates by programme sub-component.

- Olympic Coin Programme

Revenues arising from sales of collectible Olympic Coins produced for the particular Olympic Games organised by the OCOG. Provide a subsidiary schedule detailing your estimates by programme sub-component.

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 6. Lotteries** Gross revenues before IOC royalties arising from national and other lotteries organised in relation to the Olympic Games. Provide a subsidiary schedule demonstrating the anticipated parameters of the programme.
- 7. Donations** Donations received from third parties without any attached sponsorship or marketing rights. Provide a subsidiary schedule demonstrating the anticipated parameters of the programme.
- 8. Disposal of assets** Revenues arising from post-Games sales of assets (Competition venues, Olympic Village, MPC & IBC, installations and equipment) for which the OCOG holds title of ownership.
- Provide a subsidiary schedule demonstrating the gross investment value of the assets, the assumed liquidation recovery percentage, and portraying where the gross acquisition costs of the assets (purchase price vs. leased) are reflected in the expenditure budget.
- 9. Subsidies** Subsidies received from city, regional, state or national authorities.
- Provide demonstrable evidence of the commitment of these authorities to provide such subsidies.
- 10. Other revenues** Other revenues not included in the above sections, including the following.
- Provide subsidiary schedules demonstrating your assumptions and calculations for each relevant item.
- Interest income & foreign exchange
 - Gross interest earned on invested cash, as demonstrated by the cash flow model.
 - Foreign exchange gains from hedging strategies for revenues and expenditures denominated in currencies other than the OCOG's domestic currency.
 - Interest expenses and foreign exchange losses should be reflected as a financing cost in the expenditure budget.
 - Accommodation

The OCOG's gross hotel room revenue from all paying customers in the Olympic Hotel network, if managed by the OCOG.
 - Caterer commissions

The OCOG's share of gross spectator food and beverage sales in venues.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

10. Other revenues (continued)

- Accommodation Villages and food & beverage income

Revenue from the sale of room nights and catering in villages other than the Olympic Village (usually Media villages).
(Although it may include Olympic Village accommodation prior to the official village opening and guest meals in the Olympic Village.)

- Torch Relay sale of torches

Revenue from the sale of torches to torchbearers, usually on a cost recovery basis. Costs of torch design and production should be included in the Torch Relay programme.

- Test Event income

Revenue from the conduct of test events that accrues solely to the benefit of the OCOG, generally from sponsorship, TV rights, ticket sales or athlete participation fees.

- Paralympics revenue

Revenues from sponsorships, TV rights, ticket sales, etc. specifically attributable to the Paralympic Games. If these revenues are otherwise included in the respective OCOG revenue categories they should be separately identified in those categories.

- Rate card revenue

Gross revenues generated from the provision of goods and services to customers for a fee, which are in excess of their Host City Contract entitlements. The Rate Card programme is to be run on a cost-recovery basis only.

- Other miscellaneous revenue

Any other revenues not specifically categorised above.

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

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

OCOG EXPENDITURES

13. Capital investments & legacy contributions

Construction, installation and equipment costs of a permanent nature for new competition venues, training venues, the Olympic Village(s), Media village(s), the MPC & IBC and other non-competition venues, if financed by the OCOG.

Costs of upgrading existing sports facilities, Olympic Village, Media village(s), MPC & IBC or other non-competition venues to Olympic specifications. These facility improvements should be of a permanent nature and not uniquely limited to the period of the Olympic Games.

Any contributions to the cost of permanent construction or renovation by the OCOG to other parties, if such construction or renovation is not fully funded by the OCOG.

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

This section should also include expenditure where the OCOG contributes to the acquisition of equipment with a post-Games use as per the legacy vision of the bid (e.g. sports equipment donated post-Games to sports institutions, furniture, fixtures and equipment (FF&E) used for upgrading existing infrastructure, etc.).

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

OCOG OPERATIONS

14. Games operations

The planning, implementation, establishment and operating costs of all Olympic Games facilities, as well as the temporary venues or adaptations required to bring permanent facilities to Olympic requirements. Note that the staffing costs for these operations are portrayed under section 15, "Workforce".

Consider the nature of the ramp-up to full Games operations, whereby the final installation of temporary facilities, equipment, technology and staffing will occur, taking into consideration the venue delivery schedule and the time needed by the OCOG to prepare the venues (competition and non-competition) for the Games operations.

Certain venues will have shorter or longer operating periods. The competition schedule will demonstrate that some venues will host competitions for only a few days, providing the opportunity to re-deploy resources across venues. A number of non-competition venues (Olympic Village, IBC, MPC, uniform distribution and accreditation centre(s), warehouses) will operate for considerably longer periods.

a. Sports Venues

Sports competition venues and training venues.

b. Olympic Village & other villages

Villages and Games-related housing sites established and operated by the OCOG, including Olympic Village(s), Media village(s), etc.

c. MPC, IBC & other non-competition venues

Other operational venues not otherwise reflected in other operating programmes, including Main Press Centre, International Broadcast Centre, and the likes of Olympic hotel(s), uniform distribution centre(s), accreditation centre(s), warehouse(s), transportat depot(s), hubs and facilities, main airport, ports (if applicable) etc.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

14. Games operations (continued)

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

a) Rent

- Rental costs for venues which will be operated by the OCOG. Provide a subsidiary schedule that shows which venues in your programme will be rented on commercial terms, and the basis for the rental calculation. Be mindful that the IOC expects venues owned by public authorities to be provided to the OCOG either at no cost, or at a rental cost to be pre-approved by the IOC. Note: contributions to new venue construction should be reflected under capital investments and not as a venue rental.

b) Overlay

- Overlay costs – include all expenditures for venues and facilities which are 100% temporary as well as temporary adaptations to existing venues, where no long-term use after the Olympic Games is anticipated. Provide (a) subsidiary schedule(s) that demonstrates the quantification and unit pricing, on a venue-by-venue basis, the cost estimates for each temporary commodity type, such as seating, tents, portable buildings, toilets, lighting, temporary power substations and UPS systems and the costs to install, operate, maintain, dismantle and restore the facilities to their permanent configuration.
- All furniture, fixtures and equipment (FF&E) required in relation to the facility (e.g. for sports events, training venues and test events) which will be disposed of after the period of the Olympic Games. Provide (a) subsidiary schedule(s) that demonstrates the quantification and unit pricing of your estimates for sports equipment and FF&E, including acquisition cost (specify leased vs. purchased), and the costs to deliver, install, maintain, recover and dispose of the equipment.

c) Running costs

- Electricity and other sources of energy. Provide a subsidiary schedule that reflects for each facility your estimates for power consumption from primary sources, and the costs of such power consumption.
- Site Management & Facility logistics: costs for the delivery, set-up, installation, maintenance, tracking, recovery and disposal of venue FF&E, usually a labour services contract. Provide a subsidiary schedule indicating parametric estimates on a venue-by-venue basis, taking into consideration size and complexity of venue and duration of operations.
- Cleaning, waste management, snow removal, linen/laundry services: Provide a subsidiary schedule indicating the level of service required on a facility-by-facility basis, taking into consideration size and complexity of the facility and the duration of operations.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

14. Games operations (continued)

For competition venues:

- Event services: costs for spectator crowd flow management, magnetometer and bag search operations, ticket checking, ushering, lost and found and spectator information. Provide a subsidiary schedule that reflects your operating assumptions about each venue and other location requiring event services operations and the resources required to deliver the programme, taking into consideration the size and complexity of each venue, and the duration of operations.
- Command, control & communications: communication, coordination and decision-making structure of Games-time operations. Includes costs for main operations centre, venue communications centres and functional command centres. Provide a subsidiary schedule portraying the parametric estimates of resource requirements to support the command network.

For Olympic Village(s), Media Village(s) and other villages:

- Front desk operations: provide a subsidiary schedule indicating the cost assumptions about front desk operations, taking into consideration the level of service required for each village and the resources required to support the operation.
- Athlete/resident entertainment: provide a subsidiary schedule indicating the cost assumptions about athlete/resident entertainment, taking into consideration the level of service required for each village.
- Village operations: provide incremental operating costs not provided under contracted services contained in operating programmes. Provide a subsidiary schedule indicating rationale for allowances for each village.

For MPC, IBC and other non-competition venues:

- Written & photographic press operations: estimated building/rental and fit out cost of the Main Press Centre on the basis of it being a new or leased structure. Provide a subsidiary schedule that reflects the estimated operating and resources costs of the Main Press Centre and each Venue Media Centre.
- Host broadcast support services: cost for the provision of services as defined in the Host City Contract appendix in support of the Host Broadcasting function assumed by the IOC through its subsidiary, OBS SA.
- Other non-competition venues operations: provide a subsidiary schedule that details the various operating costs for each operating site, taking into consideration the level of service required, and the complexity and duration of the operation.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

15. Workforce The cost of all human resources required in the life-cycle of an OCOG to plan and deliver the Olympic Games. These include but are not limited to:

- Permanent staff of the OCOG
- Temporary staff
- Consultants/contractors: individuals and general Games consultants who perform critical tasks for which the OCOG would otherwise have had to hire permanent or temporary staff.
- Other entities/authorities loaned staff or secondees who would otherwise have had to be hired by the OCOG (e.g. insurances).
- Volunteers

NOT TO BE BUDGETED IN WORKFORCE BUT UNDER THE APPROPRIATE FUNCTIONAL ITEM:

- Consultants: consultant companies providing an end to end service in a specific functional domain (e.g. technology, spectator services, legal, risk management, security, auditing)
- Contractors: employees of contracted service providers providing an end to end service (e.g. catering, waste management and cleaning, and logistics contractors)

16. Technology The Host City Contract will dictate a number of the technology solutions, by virtue of multi-quadrennial agreements the IOC has with several technology providers.

Technology has three subsections: information systems, telecommunications and other technologies and Internet.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

16. Technology (continued)

Provide subsidiary schedules reflecting the parametric resource requirements for each technology area as the basis for your cost estimates. Be aware that the technology area is an intensive user of VIK, especially as several of the TOP Partners provide resources in the technology area. Therefore you should be able to demonstrate that the cost estimates are consistent with the VIK components of the sponsorship revenue plan. Recent quadrennia have also included a significant cash cost for the systems integration effort.

- **16a. Information systems**

Typically consists of the following functional components:

- Timing & scoring systems
- Scoreboards
- On-venue results systems
- Games management systems
- Administrative systems, such as general office administration, finance, human resources, project management, procurement, asset tracking and logistics
- Integration of systems
- Systems operations & security
- System hardware & systems software
- Photocopy, fax & printing
- Technical support and management of both Games and pre-Games operations.
- Provision of services, hardware and support for test event operation.

- **16b. Telecommunications and other technologies**

Typically includes the following functional components:

- Communications infrastructure
- Landline communications
- Wireless communications
- Radio frequency management
- Public address systems
- Cable TV
- Televisions & video recorders
- All cabling to support data, voice, audio and visual systems
- Wired (headset) communications systems
- Video boards
- Technical support and management of both Games and pre-Games operations.
- Provision of services, hardware and support for test event operation.
- Other technological equipment (e.g. interpretation, sports presentation, etc.)

- **16c. Internet**

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

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

17. Ceremonies and Culture

Costs incurred for the pageantry, ceremonial, artistic and celebratory aspects of the Olympic Games, including the following. This area represents the opportunity for the OCOG to showcase the host country's artistic and cultural heritage. It is very much based on a level of investment decision.

Provide subsidiary schedules that reflect the bases for your cost estimates, and your reflection of the levels of investment in these programmes.

- Opening Ceremony
- Closing Ceremony
- Flag hand-over ceremony at the Closing Ceremony
- Medal award ceremonies
- Team welcome ceremonies
- Cultural programme
- Torch Relay
- Other programmes & special events, including educational programmes.

18. Medical services and doping control

Medical services are typically characterised by significant volunteer support from the health care practitioner community. Doping control is typically performed on a fee for service basis, although certain OCOG costs may involve the accreditation of, or enhancing the capacity of a local doping control laboratory.

The costs for the following services should be budgeted in this section. Provide subsidiary schedules reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates.

- Athlete care at competition venues and training venues
- Olympic Village polyclinic services
- Medical services provided to accredited persons according to the provisions of the Host City Contract
- Medical services provided at the MPC & IBC and other non-competition venues (where applicable)
- Doping controls
- Ambulance services / emergency services (helicopters, etc.)

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

19. Food and Beverage Services

Food and Beverage Services costs incurred to meet all food and beverage requirements, including but not limited to the client and cost categories listed below.

Consider the nature of the catering operation for different client groups.

- Athlete and team officials: free and open access to a wide variety of menu choices on a 24-hour basis in the Olympic Village(s). Costs will also be driven by certain sponsor presence requirements.
- Technical officials: as per the respective Technical Manual(s)
- Hospitality: Olympic Family lounges provide a light food or snacks operation. Other hospitality is conducted on a rate card basis.
- Workforce: provided on a defined entitlement of a meal per shift worked, and can be calculated on a cost-per-meal basis, including caterers' operational costs. Consider all the locations where OCOG's workforce will be based (such as Olympic Family Hotel(s), depots, warehouses, uniform distribution centres, etc.). Meals for contract staff are usually cost recoverable from the contractor organisation.
- Media: provided on a defined entitlement and/or on a user-pay basis in most of the areas of media presence (IBC, MPC and competition venues) as per the respective Technical Manual (s) level of services provisions.
- Spectator catering: the OCOG's share of revenue will vary, depending on the level of investment in temporary infrastructure and equipment required by the concessionaire versus existing infrastructure of incumbent caterers.

Provide (a) subsidiary schedule(s) reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates.

- Rental costs of catering centres, equipment and installations
- Athletes', officials' and technicians' meals
- Hospitality at venues
- Meals for the OCOG workforce

20. Transport

Transport costs incurred to provide Olympic Games' participants with reliable, secure and efficient transport between the various Olympic Games activity centres.

Consider the impact of the operating environment on the transport solution. Geographically dispersed venues will demand a different transport operation, and therefore a different cost scenario, than clustered venues.

Different client groups are entitled to a variety of transport modes, including car, bus and rail. The existing transport infrastructure and services will be enhanced by a variety of services including dedicated routes, allocated vehicles and drivers, dedicated bus services, enhanced public transport, park and ride operations, enhanced traffic management, etc.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

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

- Athletes and team officials' transport system and allocated vehicles (and drivers proposed)
- Technical Officials transport system and allocated vehicles (and drivers if proposed)
- Media transport system and allocated vehicles
- IOC transport system and allocated vehicles and drivers
- Marketing Partners coach programme (offered on a cost recovery basis) and allocated vehicles and drivers
- Games workforce transport services and OCOG functional vehicles
- Spectator transport - note that it is not uncommon for OCOGs to include a transport surcharge in the ticket price as a way of compensating local transport authorities for the spectator volume. If contemplated in your programme, such a surcharge should be separately identified in the ticket sales revenue section of the budget (in the underlying comprehensive budget analysis only).
- Transport facilities operating costs, including depots and transport areas outside venues such as interchange, parking and holding areas (if not incorporated in the "other non-competition venues" section)
- Transport planning expenses, transport specific testing and training, including driver training
- Other costs – if any (e.g. potential drivers accommodation costs, transport to the depots, etc)
- Athletes and team travel grants are to be disclosed separately

21. Security Overall Security is under the responsibility of the Public Authorities and they assume the major part of the costs related to the security in the theatre of operations. In some cases, the OCOG is asked to contribute to general security costs or to assume specific costs. These include costs incurred to provide necessary security to accredited persons, visitors and residents of the Host City at sports venues, villages, hotels, other non-competition venues, and during transport between the various Olympic Games activity centres. Provide (a) subsidiary schedule(s) reflecting the level of service and method of service delivery for each area that defines the parametric resource requirements as the basis for your cost estimates. Costs will include:

- Equipment
- Private security contractors
- Planning, co-ordination and training
- Law enforcement. Describe the delineation of jurisdictional responsibilities between the OCOG and the various law enforcement agencies, and the security and command responsibilities of each. Clearly distinguish the different responsibilities of law enforcement and private security with respect to physical security, asset protection, access control, public safety, protection of VIPs, etc.
- Other related costs that may be agreed between the OCOG and the respective security authorities (e.g. meals for security staff, etc) and are not included in other sections.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 22. Paralympic Games** Costs specifically attributable to the Paralympic Games. Provide a subsidiary schedule that details these costs, if not separately included in the other expenditure line items of this budget, including any direct contribution from the OCOG to the Paralympic Games. The OCOG's contribution to the International Paralympic Committee for broadcasting and marketing rights should be included in this category.
- 23. Advertising & promotion** Costs incurred for the advertising and promotion of the Olympic Games. Provide subsidiary schedules that detail your cost estimates for these items. Costs will include:
- Advertising and promotion through international and domestic media. This section also includes any key promotional activities in the lifetime of the OCOG such as the launch of the emblem, mascot(s), volunteer programme, cultural programme, Torch Relay, etc. (where such provisions are not included in other expenditure sections).
 - Publication of sports event brochures and reports
 - Decoration programme of the city and Look of the Games (design, development and implementation)
 - Marketing and sales programme
 - Sponsorship sales and servicing, sponsor recognition
 - Licensing
 - Ticket marketing
 - Ticket sales order processing (IT system and operations)
 - Communications, community relations
 - Media relations
- 24. Administration** These pertain to general overhead costs and include the following areas:
- Corporate administrative services
Olympic Games headquarters administrative costs, including: headquarters rental, fit-out and operating costs, office furniture and equipment, telephone, fax and postage costs. Executive Office operating costs should be included in this section. Please note that a significant number of partners / contractors / loaned staff could be physically based at the OCOG premises, so space requirements should be considered.
 - Finance
OCOG Finance department operations including, financial accounting, financial planning, accounts payable and receivable, internal and external audit and treasury management.
 - Risk management
Risk management, insurance & operational safety costs, including premiums for insurance coverage, brokerage and workplace safety advisory services.
 - Legal services
External legal services provided in the field of contract negotiation, legislation, obligations management, brand protection and litigation.

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

24. Administration (continued)

- Workforce management
All costs related to the management of workforce (paid staff, volunteers or any other staff under the direct management of the OCOG) including recruitment, staff requirements planning, workforce relations and recognition, and uniforms. Salaries, social contributions and other benefits to the workforce should be included in the Workforce section.
- Programme planning & project management
Master planning, strategic planning, operational planning & integration, timelines and milestones.
- Sustainability
Sustainability management system and implementation of initiatives: e.g. impact assessments for OCOG venues and infrastructure, carbon management strategy, promotional initiatives, assurance, reporting and OGI study.
- Post-Games dissolution
Settlement of accounts, final financial results and audit, Post-Games Report.
- Language services
Translation and interpreting costs pre-Games and Games-time including the infrastructure & technological support needed (if not incorporated in other budget section costs).
- Procurement/Logistics
Requirements definition & scoping, planning, value engineering & resource rationalisation, tendering process, supplier selection, contract administration. Material logistics planning, warehouse management, delivery, installation, asset tracking, management, maintenance and removal of goods in venues, disposal of assets (if not included in other expenditure sections).
- Rate card
Order processing and fulfilment. Gross cost of sales and programme administration for the provision to customers for a fee of goods and services which are in excess of their Host City Contract entitlements. Note that all goods and services provided through the Rate Card Programme should be budgeted under the respective responsible functions (e.g. Technology, Transport, Overlay, etc.)
- Accommodation
Costs of establishing and managing the Olympic Hotel network, including establishing contracts with the hotel properties and administering hotel reservations from client groups. If below-market hotel room rates are used in the candidature, the budget should contain an allowance for the OCOG's cost to underwrite this. Special consideration should be given to potential accommodation needs for the OCOG workforce (if required).
- Accreditation
Costs of establishing and administering accreditation policies and operations of the accreditation process on venues. Operations & equipment of accreditation centres are included in venue operations and/or technology sections.
- Government services & coordination
Liaison and coordination of the OCOG's relationship with related public agencies.

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

25. Test events & meetings

This section should include the costs of organising events to test all competition venues, non-competition venues and other functions. Please include any potential venue rental requirements and any necessary temporary structures and equipment needed for running the test events

Other costs relating to liaison and coordination between the OCOG, IOC, NOCs and IFs should also be included in this section. These costs include:

- IOC, IF and NOC meetings, including costs of hosting IOC Coordination Commissions and Sessions, IF technical inspections and IF Association Congresses, and NOC liaison and Association Congresses (respective costs for IPC meetings should be included in the Paralympic Games section).
- Reports and presentations
- Costs of OCOG event observation travel to other Games and events.

26. Other

All other operating costs not included in the above sections, in particular the cost of securing the NOC marketing rights and deductions for TOP marketing commissions and IOC royalties. Provide a subsidiary schedule detailing your calculation of the commissions and royalties.

- Host NOC marketing rights
The cost of securing Olympic Games and host team marketing rights in the OCOG's domestic territory from the host NOC. The Joint Marketing Programme Agreement (JMPA) specifies the contractual relationship between the OCOG and NOC in this respect and has the effect of unifying the marketing efforts of the NOC and the OCOG during the quadrennium and avoiding market confusion over Olympic Games versus team sponsorship.
- Domestic sponsorship and suppliers royalties
Royalties payable to the IOC on domestic sponsorship cash and VIK revenues, as defined in the Host City Contract.
- Licensing royalties
Royalties payable to the IOC on licensing revenues, as defined in the Host City Contract.

Continued on next page

Theme 6 – Finance / Description of Olympic Games budget categories, Continued

- 26. Other**
(continued)
- Coins and philatelic royalties
Royalties payable to the IOC on coins and philatelic revenues, as defined in the Host City Contract.
 - Ticketing royalties
Royalties payable to the IOC on ticketing revenues, as defined in the Host City Contract.
 - TOP Programme management fees.
 - Other operating costs (not included in the above sections)
- 27. Contingency** Establishment and management of financial contingencies against financial risks and uncertainties is an important component of the budget. The contingency is designed to provide a financial cushion against shortfalls in revenues and over-runs in expenses. It should be substantial early in the planning process and then decline as uncertainties become clarified.
- 29. Net financial result** The division of any surplus is laid down in the Host City Contract. In the event of any shortfall, specify how and by whom such shortfall will be absorbed.

Theme 7 → Marketing

Overview

Aim of the theme

Theme 7 seeks to establish a Candidate City's understanding of the complex intricacies involved in the development of a successful OCOG marketing programme. Some of the immediate priorities include:

- Reaching agreements with all sports entities (NOC, NPC, NFs etc.) in the future host territory necessary to develop a successful Joint Marketing Programme
- Obtaining unconditional commitments from all public and private entities within the future host territory to protect the Olympic image and prevent ambush marketing
- Securing all necessary measures to promote and enhance the Olympic image through traditional and innovative initiatives that complement the world-wide promotion of the Olympic Games
- Projecting and substantiating conservative revenue forecasts from major marketing sources (e.g. local sponsorship and suppliers, ticketing, licensing, coins, lotteries and other revenue generating initiatives)
- Developing a strategic and tactical understanding of how to fully leverage corporate hospitality opportunities

Related documents X

- Technical Manual on Brand Protection
- Technical Manual on Marketing Partner Services
- Technical Manual on Ticketing
- Technical Manual on OCOG Business Development
- Technical Manual on Olympic Hospitality Centre
- Technical Manual on Food and Beverages Services
- Complementary Marketing Information for 2022 Candidate Cities
- Joint Marketing Programme Agreement

Continued on next page

Overview, Continued

Guarantees summary



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

Question number	Guarantee
Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.
Q 7.2	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2016.
Q 7.3	Guarantee stating that binding options have been secured from relevant third parties for the acquisition of all existing or hereafter developed outdoor advertising space.
Q 7.6.2	Guarantee(s) from the National Mint and/or Minister of Finance (or other authorised governing entity), committing to a revenue share from the coin/banknote programme for the Olympic Movement pursuant to the Host City Contract.

Theme 7 – Marketing

JOINT MARKETING PROGRAMME (“JMP”)

Q 7.1



The purpose of the JMP is to optimise and protect the revenue generating ability of the OCOG by creating a unified structure for Olympic marketing in the future host territory for the Joint Marketing Period as defined below.

The JMP is formalised through the Joint Marketing Programme Agreement (“JMPA”) entered into between the Candidate City and the NOC, whereby the Candidate City acquires all commercial rights related to the NOC for the period beginning on 1 January 2017 through to 31 December 2024 (the “Joint Marketing Period”).



Enclose one fully executed copy of the JMPA, including the written guarantees from each National Sports Federation and the NPC as well as other required appendices in your Guarantees File.



Standard text provided for the JMPA

The following deadlines shall be respected in connection with the JMPA:

Step	Action
1	Candidate Cities to conclude JMPA discussions with their NOCs and submit draft JMPA to the IOC <u>no later than 15 October 2014</u>.
	<p>The following shall be submitted to the IOC for its review:</p> <ul style="list-style-type: none"> - A marked-up copy of the standard form JMPA modified to reflect the financial terms and local specificities, if necessary. - Detailed explanations on how the financial terms of the JMPA were reached, including audited financial statements from the NOC for the past quadrennium (2009 – 2012) and the quadrennium to date (2013 – 2016), as well as projected marketing income for the NOC for the upcoming quadrennia (i.e. 2017 – 2020, 2021 – 2024). The audited statements and projected income must be presented both in your local currency and USD 2014, using a conversion rate (and discount/inflation rate if relevant) that is consistent with other financial information presented in the Candidature File.

Continued on next page

Theme 7 – Marketing, Continued

Q 7.1 (continued)

Step	Action
	<p>The following shall be submitted to the IOC for its review (continued):</p> <ul style="list-style-type: none"> - A list of all the NOC's commercial partners (e.g. sponsors, suppliers, licensees and others as the case may be), summarising the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted. - A list of all the Bid Committee's (and City's – to the extent any commercial agreements were concluded in relation to the Olympic Games) commercial partners, summarising the product category, exclusivity status, term, financial conditions, renewal terms and any other rights granted. - A list of all (summer and winter) National Sports Federations ("NFs") in the future host territory.
2	IOC to review the draft JMPA and provide Candidate Cities with its comments <u>no later than 15 November 2014</u> . The IOC's comments must be reflected in the subsequent drafts to be submitted to the IOC.
3	Candidate Cities to include the final JMPA in their Guarantees File, <u>no later than 7 January 2015</u> .

PARALYMPIC JOINT MARKETING PROGRAMME

Q 7.2

► IPC

G

Provide a guarantee from the relevant parties stating that, in order to consolidate all Paralympic properties and equities in the future host territory between 1 January 2017 and 31 December 2024 (the "Paralympic Joint Marketing Period"), the OCOG and the NPC will enter into a Paralympic Joint Marketing Programme Agreement ("PJMPA") on or before 31 July 2016.



Standard text provided for this guarantee in the Model Guarantees File

Continued on next page

Theme 7 – Marketing, Continued

MEASURES TO PREVENT AMBUSH MARKETING

Q 7.3



Provide a guarantee stating that binding options have been secured from relevant third parties for the acquisition of all existing or hereafter developed outdoor advertising space (e.g. billboards):

- at any premises of the Sites at which competitions or official events and activities of the Olympic Winter Games will be held as well as any neighbouring land and facilities up to five hundred metres in and around the perimeter of such Sites; and
- on public transport (e.g. buses, metro, trams, etc.) and adjacent parking facilities in the Host City and in cities having an operational role in the staging of the Olympic Winter Games (e.g. co-host cities, ports of entry, transport hubs (including indoor or outdoor advertising at airports)).

Complete tables 7.3.1, 7.3.2 and 7.3.3 for such space in accordance with the Technical Manual on Brand Protection and using 2014 rates adjusted solely for inflation.

State the gross value of the secured advertising inventory in USD 2014.

Candidate Cities are reminded that the exact distance of the perimeter area shall be determined on a case-by-case basis according to the layout of the existing land and facilities. The distance of five hundred metres is an approximate figure for guidance only.

The IOC reserves the right to ask Candidate Cities for a copy of the binding options from space owners.

Continued on next page

Theme 7 – Marketing, Continued

DOMESTIC SPONSORSHIP

Q 7.4

► IPC

Use table 7.4 to indicate the product categories and projected income for each level of national sponsorship. Please DO NOT include here any product categories forming part of the TOP programme or other IOC marketing programmes.

Table 7.4 –Projected income from domestic sponsorship		
Level of sponsorship	Product category*	Projected income by level of sponsorship* (USD 2014)
First level (Highest level of national sponsors)	<i>Category X</i>	TOTAL projected income
	<i>Category Y</i>	
	<i>Category Z</i>	
Second level	<i>Category XX</i>	TOTAL projected income
	<i>Category YY</i>	
	<i>Category ZZ</i>	
Third level	<i>Category XXX</i>	TOTAL projected income
	<i>Category YYY</i>	
	<i>Category ZZZ</i>	

* Product category and projected income should take into account both Olympic and Paralympic Games

Continued on next page

Theme 7 – Marketing, Continued

TICKETING

Q 7.5

Q 7.5.1 Please provide a brief outline of your ticketing programme strategies with a special emphasis on how you intend to deliver full stadia.
‣ IPC

What is the total projected income from ticket sales?

a) Olympic Winter Games b) Paralympic Winter Games

Q 7.5.2 What percentage sell-out rate are these projected incomes based on?
‣ IPC

a) Olympic Winter Games b) Paralympic Winter Games

Q 7.5.3 What is the price range of Olympic and Paralympic Winter Games tickets in the following categories:
‣ IPC

- Opening and Closing Ceremonies
- High demand events (e.g. skiing, figure skating, ice hockey) or other sports with a particularly strong national appeal)
- Other events

Q 7.5.4 How do the proposed ticket prices compare to other major events?
Provide comparative pricing.

Continued on next page

Theme 7 – Marketing, Continued

LICENSING

Q 7.6

Q 7.6.1

► IPC

Use table 7.6.1 to indicate the projected income from licensed merchandise sales as well as type of categories. Please DO NOT include here any product categories forming part of the TOP programme or other IOC marketing programmes.

Table 7.6.1 – Projected income from licensed merchandise sales	
Category type*	Projected income* (USD 2014)
Category X	TOTAL projected income
Category Y	
Category Z	

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

Q 7.6.2

G

Are there plans to develop a circulating and/or commemorative Olympic coin programme?

If so, what format would such a programme take and what is the projected income?

G

Provide the necessary guarantee(s) from the National Mint and/or Minister of Finance (or other authorised governing entity), committing to a revenue share from the coin/banknote programme for the Olympic Movement pursuant to the Host City Contract.

Continued on next page

Theme 7 – Marketing, Continued

LOTTERY

- Q 7.7** Are there any plans for a lottery to finance the Olympic Winter Games (whether or not as part of the OCOG marketing programme)?
- If so, please outline the concept of such lottery.
- What is the projected overall lottery income and what would be the OCOG's share?
- What is the current legislation in place regarding lotteries in general and sports lotteries specifically?
- Are there currently any sports lotteries on-going or under development that would compete with an eventual Olympic Games-related lottery?

Important note	<p>Please ensure that royalties on all projected revenues from sponsorship, ticketing, licensing and lotteries are included in the OCOG budget.</p> <p>Budgeting and currency conversion principles should be consistent with the general assumptions used in the budgets presented under the Finance theme.</p>
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OLYMPIC HOSPITALITY CENTRE

- Q 7.8** Outline the general concept and location (e.g. number of sites, distance from venues, etc.) for the Olympic Hospitality Centre.

TABLE 7.3.1 – Advertising controls (outdoor advertising)

Please provide separate tables for the Candidate City and any other cities which have an operational role in staging the Olympic Winter Games (e.g. co-host cities, ports of entry, etc.)

CITY:								
City-wide billboard signage (list)	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2014 best commercial price**	2022 indexed price***	Period of OCOG control****		Incumbencies (if any)
						Start date	Finish date	

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

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

TABLE 7.3.2 – Advertising controls (advertising on public transport)

Please provide separate tables for the Candidate City and any other cities which have an operational role in staging the Olympic Winter Games (e.g. co-host cities, ports of entry, etc.)

CITY:								
Local transport advertising space (list)	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2014 best commercial price**	2022 indexed price***	Period of OCOG control****		Incumbencies (if any)
						Start date	Finish date	
Bus								
Metro								
Rail								
Other								

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

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

TABLE 7.3.3 – Advertising controls (at the airports/airspace)

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

AIRPORT:								
Key areas	Owned by*	Owner will grant OCOG full control (yes/no)	Applicable legislation	2014 best commercial price**	2022 indexed price***	Period of OCOG control****		Incumbencies (if any)
						Start date	Finish date	
At airports (indoors)								
At airports (outdoors)								
Airspace control								

* Indicate whether owner is a state- or privately-owned entity

** Attach written confirmation. Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

*** Figures should be based on a monthly rate and presented in USD at the exchange rate used for other conversions in the Candidature File

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

Theme 8 → Sport and venues

Overview

Aim of the theme

Theme 8 seeks to establish a Candidate City's detailed plans for sport and venues including the following elements:

- Competition schedule
- Venue identification and location
- Venue financing
- Venue use and ownership
- Venue layouts
- Venue development and works
- Construction processes
- Electrical power

Related documents

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

Guarantees summary

Candidate Cities are required to obtain the following guarantees for theme 8:



Question number	Guarantee
Q 8.7	Guarantees for the financing of works (for each venue)
Q 8.8	Guarantees for use of venues and control of commercial rights
Q 8.8	IF agreements that venues (current or future) conform/will conform with IF technical specifications (competition venues only)
Q 8.17	Guarantee that utility provider(s) will implement an appropriate level of power quality and resilience (on a permanent or temporary basis).

Theme 8 – Sport and venues

SPORT

Q 8.1

SPORT COMPETITION SCHEDULE

Based on the Olympic Programme provided in Appendix A to Theme 8, use table 8.1 to indicate:

- Dates and days of competition (by sport/discipline)
- Session times (morning (8 a.m. – 12 p.m.), afternoon (12 p.m. – 6 p.m.) or evening (6 p.m. – 12 a.m.))
- Type and level of competition
- Finals (by sport/discipline)
- Total gold medals awarded each day and for each sport/discipline
- Opening and Closing Ceremonies

Q 8.2

TEST EVENTS

Specify the period in which the test events will be held. For each sport / discipline, indicate the anticipated month/year and venue for the test events.

Q 8.3

WORKFORCE

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

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

Q 8.4

SPORTS EXPERIENCE

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

Which Olympic Winter Sport World Championships and Multi-Sports Games, if any, have been awarded to your region before 2022?

Use table 8.4 to list, in Excel format on USB key only, all the international sports competitions by Olympic Winter sport that have been organised in your city and country over the last ten years according to the level of competition (World Championships, Multi-Sports Games, Continental Championships and other international level events).

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

Table 8.4 – Sport Experience						
Sport / Discipline	Name of Event	Date	Level of competition	City	Venue	Venue Capacity

Theme 8 – Sport and venues, Continued

VENUES

Q 8.5

Use table 8.5 to list for each sport/discipline:

- All proposed competition venues
- Gross seating and ticketed standing (where applicable) capacities of competition venues
- Legacy seating capacity
- Number of proposed training venues

The venues in table 8.5 should be attributed a unique colour-coded number (according to the colour code provided in Q 8.6).

IOC Guiding Principles – Venues X

The following information contains important guidelines concerning the choice of venues:

Venues are a critical success factor for an Olympic Games, in both financial and operational terms. It is therefore important that Candidate Cities have a full understanding of venues, from planning through to permanent construction, overlay, operations, transition to Paralympic Games (where applicable) and retrofit.

Whilst some guiding principles are listed below, please note that further details concerning venues can be found in the Technical Manuals on Venues and on Design Standards for Competition Venues.

- Venues must be realistic with respect to the master plan of the Host City, resource efficiencies and post-Games legacy
- Sustainability principles should be integrated into all aspects of venue planning e.g. site location, use of permanent versus temporary venues, environmental protection, transport connections, legacy requirements, etc
- For site selection and venue location:
 - Use existing venues with refurbishment if needed
 - Build a new permanent venue only if there is a legacy need, ensuring flexible use (such as temporary additional seating) if possible
 - If there is no legacy need, seek a temporary solution
- Venues should be safely and efficiently operated, keeping the primary focus on the athletes

Continued on next page

Theme 8 – Sport and venues, Continued

Gross seating capacities

Venue gross seating capacities are provided in the Technical Manual on Design Standards for Competition Venues. Please note that, for every Olympic Games, these capacities must be considered with the following points to determine final venue capacities:

- Capacity of any existing venue to be potentially used
- Capacity of any new venue considering its legacy use
- Terrain, venue footprint and layout (mainly for outdoor venues)
- Popularity of the sport in the Host City, region and/or country
- The potential ability to increase capacity on a temporary basis for Olympic Games use
- Existing/planned road capacities or transport operation constraints to bring spectators (and other clients) to the venue
- Operational feasibility due to overlapping competition schedule in venue clusters/precincts/zones.

If your proposed capacities differ significantly from the IOC capacity guidelines, please provide a rationale taking into consideration the points above.

Venue counting principles

- A venue hosting two or more sports, not simultaneously, should be counted as one venue (e.g. bobsleigh/luge).
- An ice venue that has two or more ice sheets within the same venue should be counted as one venue (e.g. curling/figure skating).

Continued on next page

Theme 8 – Sport and venues, Continued

Q 8.6



VENUE LOCATION

Map B

Indicate on Map B, no larger than A3 – folded or double page – and giving the graphic scale used, the location of:

- Competition venues
- Training venues
- Opening and Closing Ceremony venue
- Olympic Village(s)
- Media Village(s)
- Media Hotel Clusters
- Other key accommodation sites of more than 1,000 rooms
- Olympic Family Hotel(s)
- Main Press Centre (MPC)
- International Broadcast Centre (IBC)
- Mountain Media Centre
- Medals Plaza(s)

Maps B1, B2, B3 etc. (venue cluster maps)

Provide (a) separate map(s) (Maps B1, B2, etc.) no larger than A3 – folded or double page – and giving the graphic scale used, for any venue zones in your concept.

Please label each venue on all B maps with the unique number attributed to it in table 8.6 and observe the following colour code:

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



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

- 1 copy of Map B printed in **A0 format** clearly indicating the graphic scale used
- 1 set of Map(s) B1, B2 etc. printed in **A2 format** clearly indicating the graphic scale used
- Maps B, B1, B2 etc. must also be included on the USB keys to be provided to the IOC (see Part 3.1.3)

Continued on next page

Theme 8 – Sport and venues, Continued

Q 8.7



VENUE FINANCING

Complete table 8.7 for all sports/disciplines requiring a specific venue as well as the Opening/Closing Ceremony venues, Olympic Village(s), Media Village(s) and other villages, the IBC/MPC, Mountain Media Centre(s) and Medal Plaza(s):

Candidate Cities are required to define the venue construction status as either:

Existing	Existing venues, <u>no permanent works</u> required (Overlay only)
Existing (PW)	Existing venues, <u>permanent works</u> required
Planned	Venues to be built as <u>new permanent structures</u> – planned (irrespective of the Games)
Additional	Venues to be built as <u>new permanent structures</u> – additional (Games dependent)
Temporary	Venues to be built as <u>totally temporary</u> venues

Indicate for each venue:

- **Financing** (These figures must correspond to the figures provided in the Finance theme)
 - An estimate of the cost (in 2014 USD) of all the permanent works to be carried out
 - An estimate of the cost (in 2014 USD) of all the overlay to be carried out
 - The amount to be financed by the OCOG (amount in figures in 2014 USD and percentage of total cost)
 - The amount to be financed by other organisations (or the private sector), which should be specified (amount in figures in 2014 USD and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk to indicate this as shown in the example in table 8.7

N.B: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.



Provide guarantees for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in 2014 USD figures and percentage of total cost of the venue(s)) and specifying for which venues (Please indicate the unique number code for each venue on the guarantee).

Theme 8 – Sport and venues, Continued

Q 8.8



VENUE USE

“No form of advertising or other publicity shall be allowed in and above the stadia, venues and other competition areas which are considered as part of the Olympic sites. Commercial installations and advertising signs shall not be allowed in the stadia, venues or other sports grounds.”

Olympic Charter – Article 2, Rule 50

Candidate Cities are required, via a guarantee from each venue owner, to secure use of venues and control of all commercial rights (e.g. in-stadium advertising, catering and concessions advertising and services, venue naming rights etc.) for the future OCOG, in relation to existing and hereafter developed Olympic venues (both competition and non-competition venues) for the period the OCOG has control of the venue, including test events.

The guarantee must confirm that the OCOG will have the possibility to rename and rebrand the venue for Olympic use, including test events, rather than using an existing name.

Use table 8.8 a) to indicate for each competition venue:

- **Use of venue**
 - Current (use of land if venues are to be built)
 - Post-Games
- **Ownership**
 - Current (ownership of land if venues are to be built)
 - Post-Games
- **Operator**
 - Current (operators of land if venues are to be built)
 - Post-Games
- **Guarantee status**
 - For use of venue (including any adjacent land needed for operational reasons)
 - For commercial rights
- **IF agreement that a venue conforms/will conform with IF technical specifications (competition venues only)**

Use table 8.8 b) for each training venue and provide the table in Excel format on the USB key only.

Continued on next page

Theme 8 – Sport and venues, Continued

Q 8.8
(continued)



For all competition venues, Opening/Closing Ceremony venue(s), Olympic Village(s), Media Village(s) and other villages, IBC/MPC, Mountain Media Centre(s) and Medal Plaza(s), provide written guarantees from all current and future owners, which grant use of venue and control, to the OCOG, of all commercial rights in relation to existing or hereafter developed Olympic venues (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) for the period the OCOG has control of the venue, including test events. Please indicate the unique number code for each venue on the guarantee.



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

The guarantee should also include the obligation to transfer the terms of the guarantees provided to:

- future owner(s) – in case of sale
- current and future operators of the venue



Provide a guarantee signed by the IFs that a venue conforms/will conform with IF technical specifications (competition venues only).

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

Please note that, once elected as Host City, the OCOG must develop a more detailed agreement with each venue owner, which is subject to approval by the IOC. Amongst other details, this agreement should consider the use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for test events, pre-Games access for overlay and technology installations, commissioning, testing and fit-out.

Please also note that agreements to be developed between the OCOG and all training venue owners once the Host City is elected must ensure control of all commercial rights (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”).

Continued on next page

Theme 8 – Sport and venues, Continued

Q 8.9

INITIAL BLOCK PLANS AND AERIAL PHOTOS

Block plans are venue plan layouts that show major required spaces as blocks of space or areas but without interior layouts. This includes both permanent and temporary spaces.

Provide a block plan for each venue and each cluster of venues, where applicable. That is, where two or more venues are located in close proximity, provide a block plan which demonstrates the relationship between the venues, including and labelling the following information. Use the colours indicated.

Colour	Description
Blue	Competition Field of Play (showing contour lines for outdoor events)
Red	Secure perimeter fence line of the Games-time venue
Black	Transport access routes to the venues and venue entry and exit points, for the following client groups: <ul style="list-style-type: none"> - Athletes and team officials (TA system) - Media (TM system) - Spectators (public transport) Graphic scale of plan North arrow
Orange	All structures (permanent or temporary) that will be shared between or among the venues, that is, they will be used by more than one competition venue. Label these structures individually.
Yellow	All remaining permanent and overlay structures. Do not label these structures, except the broadcast compound (please indicate size).

Please also provide aerial photos showing each venue and its surroundings.

The block plans (pdf) and aerial photos (jpeg) for each cluster and each competition venue shall be included on the USB key only.

Continued on next page

Theme 8 – Sport and venues, Continued

Q 8.10

VENUE DEVELOPMENT

Who are the various organisations responsible for venue development? Please describe these organisations and provide a chart outlining their reporting lines.

Use table 8.11 to indicate for each venue (competition venues, Ceremony venues, Olympic Village(s), Media Village(s) and other villages, IBC and MPC, Mountain Media Centre(s) and Medal Plaza(s)) which organisation is responsible for the various phases in the development of the venue.

Indicate the works scheduling for each venue:

- For existing venues: give the start and finish dates of any permanent works required (month/year)
- For those permanent venues to be built: give the start and finish dates of permanent work

In planning your works schedule, please note that venue works should be at an appropriate state of completion to host test events.

Q 8.11

LAND ACQUISITION/LEASE

Use table 8.11 to indicate for each venue the size of the venue footprint (area within the secure perimeter) as well as the percentage of land (considering the overall venue footprint) that has already been secured for the Olympic projects.

If land still has to be acquired for any of your Olympic projects, please describe the process and timelines of land acquisition and any legal requirements pertaining thereto.

Q 8.12

REGULATORY AND LICENSING PROCESS BY LOCAL AUTHORITIES

For each type of organisation (e.g. OCOG, government, private) that will manage a venue construction process, explain the development (planning and design) process, including major phases, timelines, protest and appeal procedures, environmental/sustainability/patrimonial impact assessments, and tender process (indicate also approximate timelines for each of the phases). This should also include details of the possibility of foreign companies submitting tenders.

Is this process subject to any standing laws, codes or regulations by the city, region, country or other organisation?

Q 8.13

REPORTING, MONITORING AND OVERALL COORDINATION OF VENUE DELIVERY

How will progress on the delivery of venues and infrastructure be centrally reported within the OCOG and to the IOC? What will be the organisation responsible for coordinating all these activities? What project management system (principles, resources) will be put into place to support these activities?

Theme 8 – Sport and venues, Continued

ELECTRICAL POWER

- Q 8.14** Can the existing distribution system supply the anticipated Olympic Winter Games demand in terms of load and reliability?
- If not, describe improvements/further development required to production, transmission and distribution facilities for the years leading up to and including the Games period.
 - Please provide completion dates for each project and explain how they will be financed, specifying national and local authority grants needed.
- Q 8.15** Indicate the level of temporary facilities anticipated to meet specific Olympic venues power requirements.
- Q 8.16** What is planned for the supply of high quality, filtered power to specialised equipment in locations Games wide?
- Q 8.17** Provide a guarantee from the relevant public authorities that utility provider(s) will implement an appropriate level of power quality and resilience (on a permanent or temporary basis), as well as operational support to all Olympic operational locations, in full consideration of potential impact on the “business as usual”, so as not to adversely impact the existing customer base.

TELECOMMUNICATIONS

- Q 8.18** If additional infrastructure for fixed and mobile networks is required to support the organisation of the Olympic and Paralympic Winter Games, describe this infrastructure and list which carriers are prepared to build it.
- Will these carriers charge the OCOG for building this additional infrastructure or will the OCOG only be charged for the usage service based on standard tariffs in effect in the country at Games-time?
- Q 8.19** Describe your strategy for making wireless technologies available in competition and non-competition venues to service the Olympic family.

TABLE 8.1 – Competition schedule

Competition days

Number of gold medals

Finals

- Indicate type and level of competition where applicable: M=Men, W=women, Q=Qualifications, QF=Quarter Final, SF=Semi Final, F=Final (medal) etc...
- Indicate session times
- Please create new lines in the table for separate disciplines as required.

Sport/Discipline	Zone	Cluster	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Total gold medals
			0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Opening/Closing Ceremony																				
Bobsleigh																				
Skeleton																				
Luge																				
Curling																				
Ice Hockey																				
Skating																				
Speed Skating																				
Short Track																				
Figure Skating																				
Biathlon																				
Skiing																				
Cross Country Skiing																				
Ski Jumping																				
Nordic Combined																				
Alpine Skiing																				
Freestyle Skiing																				
Snowboard																				
Total gold medals:																				

TABLE 8.5 – Venues – overview

- If there is more than one competition venue for a sport/discipline/event, please create new lines in the table as needed.

Sport/Discipline	Competition Venues							No of training venues		
	Venue Number	Venue Name	Name of Zone (if applicable)	Seating bowl	Standing area	Total gross capacity	Legacy seating capacity	Same FOP	No of adjacent FOP	No of other training venues
Bobsleigh										
Skeleton										
Luge										
Curling										
Ice Hockey										
Skating										
Speed Skating										
Short Track										
Figure Skating										
Biathlon										
Skiing										
Cross Country Skiing										
Ski Jumping										
Nordic Combined										
Alpine Skiing										
Freestyle Skiing										
Snowboard										

Total number of competition venues: _____

TABLES 8.7 – Venue financing (all figures to be provided in USD million)

- Add as many rows for disciplines/additional venues as needed
- If certain venues are shared, please provide information only once
- Venue construction status: Please use the categories as defined in Q8.7: Existing, Existing with permanent works required, Planned, Additional and Temporary.
- Please also include non-competition venues (Ceremony venues, Olympic Village(s), Media Village(s) and other villages, IBC/MPC, Mountain Media Centre, Medals Plaza(s) etc.)

Sport/ Discipline	Venue name and no.	Venue construct- ion status	Original date of construction (if applicable)	Date(s) of any completed upgrades (if applicable)	FINANCING OF WORKS											
					Permanent works*					Overlay					Venue Rental costs	TOTAL COST OF VENUE USD 2014
					TOTAL perm. works USD 2014	OCOg		OTHER (specify)		TOTAL temp. works USD 2014	OCOg		OTHER (specify)			
						USD 2014	%	USD 2014	%		USD 2014	%	USD 2014	%	OCOg	
					100.00	10.00	10%	90.00 (Private)**	90%	100.00	80.00	80%	20.00 (Regional gvt)	20%		200.00
TOTALS:					100.00	10.00		90.00		100.00	80.00		20.00			200.00

*Please also include temporary works, if there is a legacy use

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

TABLE 8.8 a) – Venue use and ownership

- Please include all competition and non-competition venues (Ceremony venues, Olympic Village(s), Media Village(s) and other villages, IBC/MPC, Mountain Media Centre(s), Medal Plaza(s), etc), except training venues
- If certain venues are shared, please provide information only once.

Venues		Use of venue		Ownership		Operator		Venue Guarantees		IF Agreement		
Names of sports & disciplines (number of events)	Venue name (Existing/new venue)	Current	Post-Games	Current	Post-Games	Current	Post-Games	Venue use	Commercial rights	IF name	Yes	No

TABLE 8.8 b) – Training venues

Training venues*		Field of Play	Use of venue		Ownership		Operator	
Name of sport/discipline	Venue name (Existing/new venue)	Number of Fields of Play	Current	Post-Games	Current	Post-Games	Current	Post-Games

*include competition venues if they are also used as training venues

TABLE 8.11 – Responsibilities and scheduling for venue development

- Please include all competition and non-competition venues (Ceremony venues, Olympic Village(s), Media Village(s) and other villages, IBC/MPC, Mountain Media Centre, Medal Plaza(s), etc)
- If certain venues are shared, please provide the information only once

Sport / Discipline	Venue	Venue construction status	Size of venue footprint	% of land already secured for Games project*	Current owner of venue**	Body responsible for land assembly (if required)	Body responsible for construction approval	Body responsible for delivery of permanent works	Body responsible for delivery of overlay	Works schedule			Date when venue will be made available to OCOG
										Permanent works			
										Start date (m/y)	Finish date (m/y)	Duration (months)	

*including adjacent land needed for Games operations

**or owner of land if the venue is to be built

Appendix A – Olympic programme

OFFICIAL PROGRAMME OF THE SOCHI 2014 OLYMPIC WINTER GAMES

Sports		Men's events		Women's events		Mixed/open events	Total
BIATHLON	5	10 km Sprint 20 km Individual 12.5 km Pursuit 15 km Mass Start 4 x 7.5 km Relay	5	7.5 km Sprint 15 km Individual 10 km Pursuit 12.5 km Mass Start 4 x 6 km Relay	1	Mixed Relay (2 x 6 km women, 2 x 7.5 km men)	11
BOBSLEIGH - <i>BOBSLEIGH</i>	3 2	Two-man Four-man	2 1	Two-woman			5 3
- <i>SKELETON</i>	1	Skeleton	1	Skeleton			2
CURLING	1	Tournament (10 teams)	1	Tournament (10 teams)			2
ICE-HOCKEY	1	Tournament (12 teams)	1	Tournament (8 teams)			2
LUGE	1	Single	1	Single	2	Double Team relay	4
SKATING - <i>SPEED SKATING</i>	11 6	500 m 1,000 m 1,500 m 5,000 m 10,000 m Team Pursuit	11 6	500 m 1,000 m 1,500 m 3,000 m 5,000 m Team Pursuit	3		25 12
- <i>SHORT TRACK</i>	4	500 m 1,000 m 1,500 m 5,000 m relay	4	500 m 1,000 m 1,500 m 3,000 m relay			8
- <i>FIGURE SKATING</i>	1	Individual	1	Individual	3	Pairs Ice Dancing Team Event	5

Continued on next page

Appendix A – Olympic programme, Continued

Sports	Men's events		Women's events		Mixed/open events		Total
SKIING - <i>CROSS COUNTRY</i>	27 6	Skiathlon (15 km Classical Technique / 15 km Free Technique) 15 km Classical Technique 50 km Mass Start Free Technique Sprint Relay Classical Technique 4 x 10 km Relay (2 Classical / 2 Free) Cross-Country Sprint Free Technique	22 6	Skiathlon (7.5 km Classical Technique / 7.5 km Free Technique) 10 km Classical Technique 30 km Mass Start Free Technique Sprint Relay Classical Technique 4 x 5 km Relay (2 Classical / 2 Free) Cross-Country Sprint Free Technique			49 12
- <i>SKI JUMPING</i>	3	Individual Normal Hill Individual Large Hill Team Large Hill	1	Individual Normal Hill			4
- <i>NORDIC COMBINED</i>	3	Individual: NH Ski Jumping + 10 km Cross- Country Individual: LH Ski Jumping + 10 km Cross-Country Team: LH Ski Jumping + 4 x 5 km Cross-Country Relay					3
- <i>ALPINE</i>	5	Downhill Slalom Giant Slalom Super-G Super Combined	5	Downhill Slalom Giant Slalom Super-G Super Combined			10
- <i>FREESTYLE</i>	5	Moguls Aerials Ski Cross Ski Halfpipe Ski Slopestyle	5	Moguls Aerials Ski Cross Ski Halfpipe Ski Slopestyle			10
- <i>SNOWBOARD</i>	5	Parallel Giant Slalom Parallel Slalom Snowboard Cross Snowboard Halfpipe Snowboard Slopestyle	5	Parallel Giant Slalom Parallel Slalom Snowboard Cross Snowboard Halfpipe Snowboard Slopestyle			10
TOTAL	49		43		6		98

Programme changes

A review of the sports programme takes place after each edition of the Olympic Winter Games. Candidate Cities should therefore be aware that any further modifications to the Olympic Winter Games sports programme would be voted on by the 128th IOC Session in 2015.

Theme 9 → Paralympic Games

Overview

Aim of the theme

Theme 9 seeks to establish a Candidate City's plans for the organisation of the Paralympic Games, including plans for:

- Sport and venues
- Transport
- Accommodation
- Security
- Finance

Related documents X

- Technical Manual on Paralympic Games
- Agreement regarding the organisation of the 2018 Paralympic Winter Games and the 2020 Paralympic Games
- Technical Manual on Design Standards for Competition Venues
- Technical Manual on Accommodation
- Technical Manual on Transport

Guarantees summary



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

Question number	Guarantee
Q 9.5.4	Guarantee of venue use and compliance with sports technical requirements and specifications
Q 9.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases
Q 9.12.1	Guarantees from all funding sources obtained, including the government – national, regional, local or others.

Theme 9 – Paralympic Games

CONCEPT

- Q 9.1** Describe your overall philosophy and concept for the Paralympic Winter Games. Explain what will be the legacies of the Paralympic Winter Games and how your concept can contribute to sporting and social development in your region and country.

DATES

- Q 9.2** Please indicate the following dates:

- Paralympic Village opening
- Paralympic Opening Ceremony
- Paralympic Closing Ceremony
- Paralympic Village closing

EXPERIENCE

- Q 9.3** List examples of significant sporting events organised in your city/region/country in the last ten years for athletes with a disability.

STRUCTURE

Q 9.4

- Q 9.4.1** Describe the position and organisation of the National Paralympic Committee in the host country and name other relevant disability organisations. Elaborate on relations with government authorities and with other sporting bodies.

- Q 9.4.2** Describe the structural integration of the organisation of the Paralympic Games within the OCOG and specifically as it relates to the Board of Directors, senior management, the Paralympic department and other functional areas.

Continued on next page

Theme 9 – Paralympic Games, Continued

VENUES

Q 9.5

Q 9.5.1

Use table 9.5.1 to indicate:

- Total number of competition and non-competition venues
- Venue names (if used for the Olympic Winter Games, please use same name)
- Proposed use for each venue
- Modification or construction required to meet the needs of the Paralympic Winter Games (including planned accessible seating capacity)
- Estimated cost of above-mentioned work
- State of negotiations with venue owners relative to the Paralympic Winter Games if the venue is not already used for the Olympic Winter Games (signed agreement/date on which signature is expected)
- Gross seating capacities of competition venues for the Paralympic Winter Games (including existing accessible seating capacity)

Q 9.5.2

Use table 9.5.2 to indicate travel distances in km and average travel times by bus in minutes at Games-time.

Q 9.5.3

Provide a map, no larger than A3 - folded or double page - indicating the location of all competition and non-competition venues, including the Paralympic Village, with all distances indicated in km.

Indicate graphic scale used.

Q 9.5.4



Provide a guarantee for the use of the venue(s) and control of commercial rights for all competition venues which will not be used during the Olympic Winter Games and/or for which the guarantee mentioned in theme 8 does not already cover the Paralympic period.

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

COMPETITION SCHEDULE

Q 9.6

Use table 9.6 to indicate:

- Opening and Closing Ceremonies
- Dates and days of competition (by sport/discipline)
- Finals (by sport/discipline)
- Total number of gold medals awarded each day
- Training days (by sport/discipline)

Continued on next page

Theme 9 – Paralympic Games, Continued

TRANSPORT

Q 9.7 Describe the transport operations concept during the Paralympic Games for the following client groups:

- NPC delegations (athletes and team officials)
- Games officials (national and international technical officials)
- Paralympic Family (IPC, International Paralympic Sports Federations, guests and sponsors)
- Media
- Spectators
- Workforce

ACCOMMODATION

Q 9.8 In addition to the Paralympic Village, describe your Paralympic Games accommodation plan for the following client groups:

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

ACCESSIBILITY

Q 9.9

Q 9.9.1 Describe the level of accessible infrastructure in your region in key areas including venues, accommodation, transport and general city environment.

Q 9.9.2 Provide a guarantee from the competent authorities stating the national and international accessibility standards to be applied for the Paralympic Games and that accessibility will be fully integrated into the planning and construction phases.



Continued on next page

Theme 9 – Paralympic Games, Continued

DISABILITY AWARENESS

- Q 9.10** Describe how a disability awareness and education training programme will be made available to all paid staff, contractors, volunteers and security personnel to ensure that communication, assistance and conflict resolution is handled in an appropriate, professional and sensitive manner with regard to people with disabilities.

COMMUNICATION AND MEDIA

Q 9.11

- Q 9.11.1** How will the Paralympic Games be promoted in the overall communication plan? Provide examples of key measures that will be undertaken especially with regard to fostering knowledge about disability sports and interest among the general public. What budget would be set aside for Paralympic promotion? Please ensure that such amounts are detailed in the Paralympic budget under 9.12.2.

- Q 9.11.2** Since there are wider implications for connectivity equipment and logistics, amongst other things, the IBC for the Paralympic Games should be the same as for the Olympic Games. For the MPC, however, the OCOG may consider using a different, smaller MPC (if available) or make increased use of the venue media centres if the same services as in the MPC are available.

State whether the Paralympic IBC and MPC will be the same as the Olympic IBC and MPC.

If not, indicate the facilities available at the alternative site.

FINANCE

Q 9.12

- Q 9.12.1** Describe how and by whom the Paralympic Games will be financed.



Provide guarantees from all funding sources obtained, including the government – national, regional, local or others.

- Q 9.12.2** Provide the budget for the Paralympic Games.

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

Continued on next page

Theme 9 – Paralympic Games, Continued

CEREMONIES

Q 9.13

Briefly describe the intended venue for the Opening and Closing Ceremonies of the Paralympic Games. Indicate the location and seating capacity and whether the venue exists or has to be built.

If the ceremonies are not taking place in one of your proposed competition venues, please give the location of the venue on the map as requested under Q 9.5.3.

TABLE 9.5.1 – Paralympic venues

Venues (If venues are used for the Olympic Games, please use the same name)	Use of venue	Gross seating capacity (+ Existing accessible seating)	Modification/ construction required (+ Planned accessible seating)	Estimated cost of modification (USD 2014)	State of negotiations with venue owners
--	--------------	---	--	---	---

Competition venues					

Number of competition venues: _____

Non-competition venues					

Number of non-competition venues: _____

TABLE 9.5.2 – Distances and travel times in 2022 *(with example)*

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

All distances in <u>km</u> and average travel times in <u>minutes</u> and by bus	Gateway international airport		Paralympic Family hotel		Paralympic Village		Media accommodation		Paralympic MPC /IBC		Medals Plaza(s)	
	Km	Minutes	Km	Minutes	Km	Km	Minutes	Minutes	Km	Minutes	Km	Minutes
Gateway international airport			14	25 (20 train)	13			20				
Paralympic Family hotel												
Paralympic Village												
Media Accommodation												
MPC/IBC												
Competition venues												
Other non-competition venues												

TABLE 9.6 – Paralympic competition schedule

Competition days

Number of gold medals Finals

Sport/Discipline	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Total gold medals
	0	1	2	3	4	5	6	7	8	9	
Opening/Closing Ceremony											
Alpine Skiing											
Biathlon											
Cross-Country Skiing											
Ice Sledge Hockey											
Para-Snowboard											
Wheelchair Curling											
Total gold medals:											

Please note that the final programme for the Paralympic Winter Games 2022 will be determined six years before the Games.

Theme 10 → Olympic Village(s)

Overview

Aim of the theme

Theme 10 seeks to establish a Candidate City's plans for the Olympic Village(s), including the following elements:

- Concept
- Location
- Design and layout
- Construction
- Financing
- Post-Games use

Related document(s)

- Technical Manual on Olympic Village

Guarantees summary

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



Question number	Guarantee
Q 10.2	Guarantee stating that the site chosen for the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.
Q 10.5	Guarantee stating that the owners of the Olympic Village agree to include OCOG as part of the design team
Q 10.6	Guarantees for the financing of work Underwriting in the event of a shortfall in the financing of the Olympic Village
Q 10.7	Guarantees for rental costs related to the Olympic Village
Q 10.8	Guarantees of use for existing buildings and infrastructure, if applicable
Q 10.9	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.
Q 10.11 	Guarantee for the control of commercial rights.

Theme 10 – Olympic Village(s)

Important note If (an) additional Olympic Village(s) is (are) required in your project of hosting the Olympic Winter Games (according to the requirements of the Technical Manual on Olympic Village), please ensure that all questions are answered and guarantees provided for all villages.

VILLAGE CONCEPT

Q 10.1

X ▶ IPC

The Olympic Village is one of the largest projects an OCOG must undertake in preparing for the Olympic Winter Games. The requirements for the Olympic Village are laid down in the Olympic Charter, the Host City Contract and the Technical Manual on Olympic Village. Post-Olympic legacy must also be carefully considered.

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

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

Describe your concept for the Olympic Village, including the following elements:

- Owner
- Location (in relation to the city)
- Altitude
- Design
- Layout
- Type of accommodation
- Special considerations/operations
- Size of village (hectares)
- Post-Olympic use
- Paralympic considerations

Q 10.2

G

Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.

Q 10.3

Carry out an initial sustainability impact assessment and provide a summary of the study, including possibilities of natural disasters.



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

Theme 10 – Olympic Village(s), Continued

VILLAGE DEVELOPMENT

- Q 10.4** Please explain:
- The topography and soil conditions of the site where the Olympic Village (buildings, operational areas and access roads) is planned to be built,
 - The extent of the site works necessary to deliver the planned project of the Olympic Village.
- Q 10.5** Who will be responsible for the construction of the Olympic Village?
(The answer to this questions should correspond to the information provided in table 8.11)
- G** Provide a guarantee stating that the owners agree to include the OCOG as part of the design team.
- Q 10.6** Give a breakdown of the financing of work separating permanent and overlay works as in theme 8.
- G X**
- G** Provide (a) guarantee(s) for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in USD 2014 and percentage of total cost) for the construction of the Olympic Village.
- G** Provide an underwriting from the local, regional or national government in the event of a shortfall in the financing of the Olympic Village.
- Q 10.7** If the Olympic Village or existing structures are to be rented, provide a guarantee stating rental costs and guaranteeing the financing of upgrade works, if necessary.
- G**
- Q 10.8** Should existing buildings and infrastructure be used in the Olympic Village, provide a guarantee stating the agreement of the owners to allow the use of the property for Olympic and Paralympic purposes, including possession and vacation dates.
- IPC
- G**
- (Please note that, in addition to the period of the Olympic and Paralympic Winter Games, these dates should take into consideration the time required for the fit out and retrofit of the Village)
- Q 10.9** Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.
- IPC
- G**

Continued on next page

Theme 10 – Olympic Village(s), Continued

Q 10.10

► IPC

Give a schedule for the various stages of the development of the Olympic Village, including design, construction, fit-out and Olympic to Paralympic transition.

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

Q 10.11

G

Provide (a) guarantees stating that the owner(s) grant(s) all rights with respect to commercial rights in relation to the Olympic Village (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OCOG for the period the OCOG has control of the venue.



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

VILLAGE ORGANISATION

Q 10.12

Provide the following plans in pdf format on the USB key only:

Q 10.12.1

► IPC

Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the NOC units will be organised and indicating their positions within the site:

- a) in Olympic mode
- b) in Paralympic mode – indicating the accessible facilities

Q 10.12.2

► IPC

Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the apartments and rooms will be organised, including details of equipment and furnishings:

- a) in Olympic mode
- b) in Paralympic mode – indicating the accessible facilities

Q 10.13

Indicate the surface area in m² (wall to wall) of the single and double rooms.

Continued on next page

Theme 10 – Olympic Village(s), Continued

Q 10.14

► IPC

Use table 10.13 to indicate, for both the Olympic and Paralympic Winter Games:

- Number of single rooms
- Number of double rooms
- Number of beds

For the Paralympic Winter Games, please specify the percentage of rooms that are wheelchair-accessible.

Table 10.13 – Number of rooms and beds				
Type of room	OLYMPIC WINTER GAMES		PARALYMPIC WINTER GAMES	
	Number of rooms	Number of beds	Number of rooms (% wheelchair-accessible)	Number of beds
Single rooms				
Double rooms				
TOTALS:				

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

Q 10.15

► IPC

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

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

[a) Olympic mode and b) Paralympic mode)]

Q 10.16

► IPC

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

[a) Olympic mode and b) Paralympic mode)]

Q 10.17

► IPC

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

Q 10.18

► IPC

State the planned number of dining halls in the Olympic and Paralympic Village, the total surface area in m² and the number of seats in each one.

Theme 11 → Games Safety, Security and Medical Services

Aim of the theme

Theme 11 seeks to establish whether Candidate Cities possess the necessary infrastructure to guarantee total safety, discreetly but efficiently, and to provide a secure environment within which the Olympic Games can take place.

It also seeks to establish a Candidate City's ability to provide a health system adapted to the needs of the Olympic Games which will not affect the normal health operations of the city.

Related documents X

- Technical Manual on Medical Services

Guarantees summary

G

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

Question number	Guarantee
Q 11.9	Guarantee for the safety and the peaceful celebration of the Olympic and Paralympic Games – national government
Q 11.10	Guarantee for the safety and the peaceful celebration of the Olympic and Paralympic Games – regional and/or local government (if applicable)

Theme 11 – Games Safety, Security and Medical Services

SAFETY AND SECURITY

- Q 11.1** Identify the public and private organisations that will be involved with security during the Olympic Winter Games.
- Q 11.2** Provide an estimate of the total human resources that would be used in the operational implementation of security during the Olympic Winter Games, specifying by staff type (e.g. police, emergency services, Armed Forces, volunteers, contract security etc.).
- What proportion of these will come from another region and will need varying degrees of logistical support?
- Q 11.3** Identify what the specific responsibilities (including financial) of each will be and how they will be integrated and coordinated, both amongst themselves and with the OCOG, throughout planning and operations.
- Q 11.4** Identify any existing key organisations that will not be involved in Olympic Winter Games security.
- Q 11.5** How will the Intelligence Services be involved?
- Q 11.6** Within the structure of the OCOG, will there be a department responsible for security matters?
- What will its functions and responsibilities be vis-à-vis the organisations identified in Q 11.1?
- Q 11.7** Provide organisational charts of Olympic Winter Games security for the following:
- Organisation of the general and operational planning phases
 - Organisation of the implementation phase
- Q 11.8** State whether the security plan for the Paralympic Winter Games will be the same as for the Olympic Winter Games.
- IPC
- If not, indicate the differences.

Continued on next page

Theme 11 – Games Safety, Security and Medical Services

GUARANTEES

Q 11.9

► IPC

G

Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Olympic and Paralympic Winter Games.

This guarantee must include the respective responsibilities of all relevant authorities (financial, planning, operational, etc.) and must state who has the ultimate responsibility for all security matters.

Q 11.10

► IPC

G

In the event that the regional and/or local government(s) has (have) authority over public security, emergencies or any other aspect of security, in addition to the guarantee requested in Q 11.9, the highest authority of the regional and/or local government(s) must also provide (a) written guarantee(s) in the same terms.

MEDICAL SERVICES

Q 11.11

Specify which hospital(s) would be used for the following client groups:

- Athletes
- International Federations (IFs), National Olympic Committees (NOCs), International Olympic Committee (IOC)

For each hospital, please indicate the number of beds available and the distance in km and travel time by bus and in minutes from the Olympic Village.

Q 11.12

How do you propose to recruit, select and train the personnel necessary for the health services required for the Olympic Winter Games?

Q 11.13

Will a diploma issued by the relevant national regulatory body be sufficient for limited registration of team physicians allowing them to treat their national delegation during the period of the Games, including writing prescriptions and ordering medical investigations in the Olympic Village?

Theme 12 → Accommodation

Overview

Aim of the theme

Theme 12 seeks to establish whether a Candidate City meets Olympic Winter Games' needs in terms of:

- Guaranteed number of rooms
- Room location and rates
- Minimum stay
- Games-time accommodation allocation plan

Related document(s) X

- Technical Manual on Accommodation

Guarantees summary



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

Question number	Guarantee
Q 12.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.
Q 12.7.1	Guarantees from individual hotels and accommodation buildings concerning room availability, room rates, minimum stay/room block waves, other price controls and binding contracts.
Q 12.7.2	Guarantees of use, including possession and vacation dates, rental costs and financial guarantees for upgrades, for all existing buildings being used in the accommodation plan.
Q 12.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.

Theme 12 – Accommodation

- Q 12.1** State what point of reference you have chosen as the Olympic Winter Games centre (e.g. Olympic Family hotel(s), competition venue, etc) in each major competition area according to the list below and explain why:
- Candidate City (a)
 - Mountain cities and/or major competition clusters outside the Candidate City that would have specific accommodation requirements (b, c, d, ...)
- These points of reference must be used to answer the questions below.

TOTAL ROOM INVENTORY

- Q 12.2** Provide tables 12.2.1 and 12.2.2, duly completed and guaranteed by your national tourist board, detailing the total room capacity in and around your chosen points of reference.

G

Provide similar tables (for Candidate City only) detailing the number of accessible rooms complying with your current national standards on the USB key only.

TABLE 12.2.1 - TOTAL HOTEL ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINT OF REFERENCE						
Point of reference in the Candidate City (a)						
Star category	0–10km radius from point of reference			10–50km radius from point of reference (for Candidate City only)		
	Existing	New construction		Existing	New construction	
		Planned*	Additional**		Planned*	Additional**
5 STAR						
4 STAR						
3 STAR						
2 STAR						
Other points of reference (b, c, d – please specify)						
Star category	0–10km radius from point of reference					
	Existing	New construction				
		Planned*	Additional**			
5 STAR						
4 STAR						
3 STAR						
2 STAR						

* Planned = hotels to be constructed irrespective of the Games and for which construction authorisations have already been signed

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

Continued on next page

Theme 12 – Accommodation, Continued

TABLE 12.2.2 – TOTAL <u>OTHER</u>* ROOM CAPACITY IN AND AROUND YOUR CHOSEN POINT OF REFERENCE						
Point of reference in the Candidate City (a)						
Star category	0–10km radius from point of reference			10–50km radius from point of reference (for Candidate City only)		
	Existing	New construction		Existing	New construction	
		Planned**	Additional***		Planned**	Additional***
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
Other points of reference (b, c, d – please specify)						
Star category	0–10km radius from point of reference					
	Existing	New construction				
		Planned**	Additional***			
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						
<i>Specify type of accommodation*</i>						
5 STAR						
4 STAR						
3 STAR						
2 STAR						

* Please list all other accommodation in this table, grouped by type (e.g. condominiums, apart-hotels, university residences...) and clearly specified in table as shown – please include as many lines as necessary.

** Planned = hotels to be constructed irrespective of the Games and for which construction authorisations have already been signed

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

Continued on next page

Theme 12 – Accommodation, Continued

GUARANTEED ROOM INVENTORY

Q 12.3

X



Questions Q 12.3.1 to Q 12.3.6 require Candidate Cities to provide tables and maps that illustrate the total guaranteed room inventory (hotel + other accommodation) for the 2022 Olympic Winter Games as follows:

- Q 12.3.1 – 5 STAR accommodation (table + map)*
- Q 12.3.2 – 4 STAR accommodation (table + map)*
- Q 12.3.3 – 3 STAR accommodation (table + map)*
- Q 12.3.4 – 2 STAR accommodation (table + map)*
- Q 12.3.5 – TOTAL guaranteed rooms by Games centre (summary table + map)*
- Q 12.3.6 – TOTAL guaranteed rooms (table in electronic format only)

* Provide separate tables and maps for each point of reference. For the Candidate City list all guaranteed accommodation within a 50km radius and for any other mountain city/major competition cluster outside the Candidate City list all guaranteed accommodation within a 10km radius.

IMPORTANT: EACH HOTEL OR OTHER ACCOMMODATION BUILDING SHOULD APPEAR ONLY ONCE IN TABLES 12.3.1 TO 12.3.4

EXAMPLE:

Candidate City XYZ has 3 points of reference:

- a) ALPHA (Candidate City)
- b) BETA (Mountain city 1)
- c) GAMMA (Mountain city 2)

Candidate City XYZ is therefore required to produce 15 tables and maps as follows:

	ALPHA	BETA	GAMMA	
5 STAR	12.3.1 a)	12.3.1 b)	12.3.1 c)	} Maps 12.3.1 to 12.3.4 to be provided as separate documents with the Candidature File.
4 STAR	12.3.2 a)	12.3.2 b)	12.3.2 c)	
3 STAR	12.3.3 a)	12.3.3 b)	12.3.3 c)	
2 STAR	12.3.4 a)	12.3.4 b)	12.3.4 c)	
TOTAL	12.3.5 a)	12.3.5 b)	12.3.5 c)	→ Maps 12.3.5 to be included in the Candidature File

Continued on next page

Theme 12 – Accommodation, Continued

Q12.3

(Continued)

Tables/maps

Provide the tables and maps requested in questions Q 12.3.1 to Q 12.3.5, in strict accordance with the following instructions:

- For each table and map, please use, and clearly indicate, the appropriate point of reference listed in Q12.1 (a, b, c, d,...)
- Indicate the graphic scale used on each map.
- Maps 12.3.5 in the Candidature File should be no larger than A3 – folded or double page.
- Number each hotel/accommodation building with a unique colour-coded number, differentiating between hotels and other accommodation buildings* as follows:

	Hotels	Other accommodation buildings*
BLUE – existing	1	7
GREEN – planned (1)	3	8
RED – additional (2)	5	9

* e.g. condominiums, university residences, village etc...

(1) planned - to be constructed irrespective of the Games and for which construction authorisations have already been signed

(2) additional - accommodation needed to host the Games but for which construction authorisations have not yet been signed

- Numbers should be allocated in such a way that they appear in consecutive order on each map, in a clockwise direction.

i.e. if there are 50 hotels/accommodation buildings on map 12.3.1 a numbered from 1 to 50, the first hotel indicated on map 12.3.2 a should bear number 51

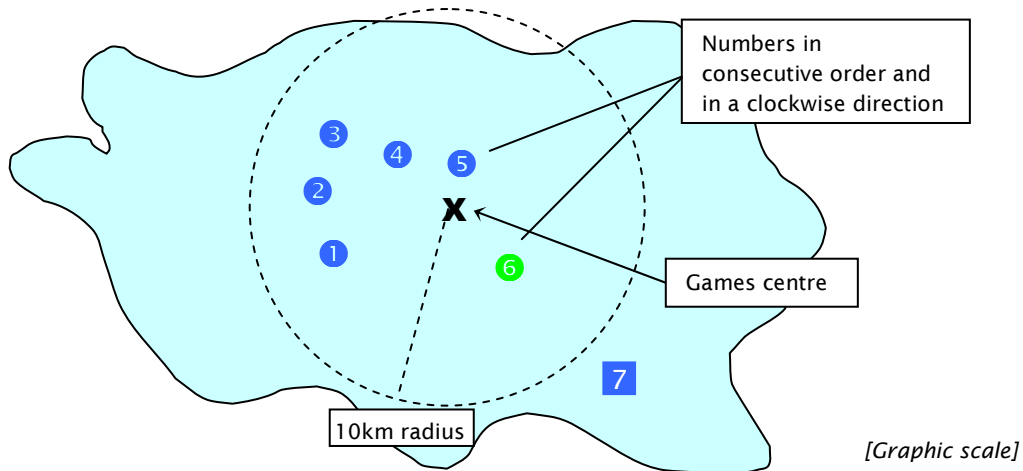
Theme 12 – Accommodation, Continued

Q12.3

(Continued)

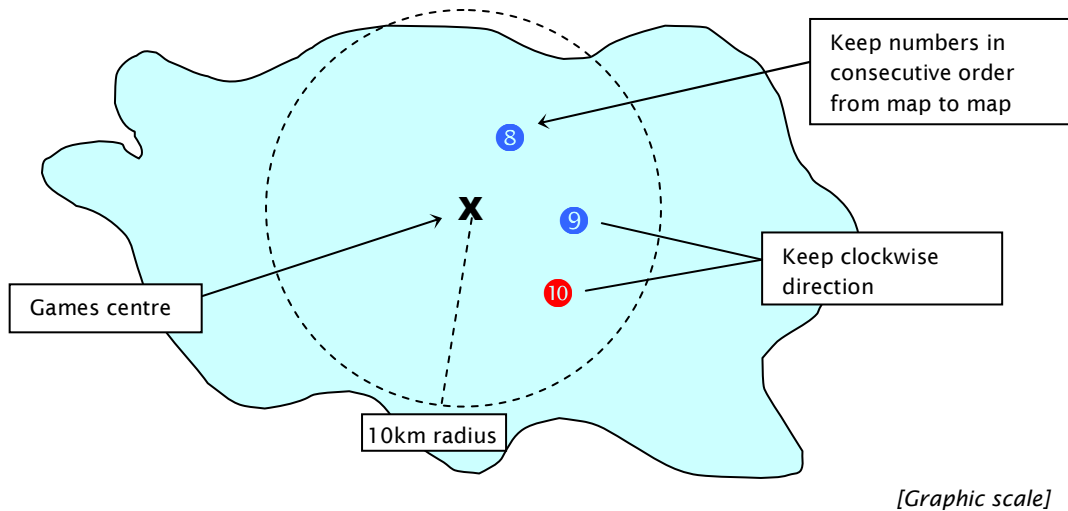
Example:

MAP 12.3.1 a – 5 STAR accommodation (Candidate City)



Example:

MAP 12.3.2 a – 4 STAR accommodation (Candidate City)



Continued on next page

Theme 12 – Accommodation, Continued

Q12.3

(Continued)



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

- 1 printed set of maps 12.3.1 to 12.3.4 (a, b, c, d...), no larger than A3, indicating the graphic scale used
- 1 printed set of accommodation maps 12.3.5 (a, b, c, d...) using a graphic scale large enough to clearly identify the location of each hotel/accommodation building
- All accommodation maps and tables 12.3.1 to 12.3.4 specified above must also be included on the USB keys to be provided to the IOC (see Part 3.1.3)

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

Client group	Client sub-group	Population
IOC	IOC members	Members
		Honorary and Honour members
	IOC management	President
		Honorary President
		Directors
	Other IOC	IOC group administration
		IOC interpreters
		IOC Commissions (Medical, Ethics, Athletes)
		IOC advisors, experts, consultants, agents
		IOC partners* and suppliers
		IOC guests, including IOC members' guests
		ANOC, ASOIF, AIOWF, SportAccord*
		Previous OCOGs (President, Director General)*
		Bid Cities (Executives)
		Offices
		Security
		Future Sessions*
	Summer IFs	Presidents/Secretaries General
	Winter IFs	Presidents/ Secretaries General
	Future OCOGs	President, Director General, Mayor, Executives*
IF	Agencies	CAS*
		WADA*
	NOC	Presidents/ Secretaries General
	Technical Officials	International Technical Officials
		National Technical Officials
	Other IF	Technical Delegates
		EB Members
		Staff
		Guests
		Host country national federations
		Equipment Technicians

Continued on next page

Theme 12 – Accommodation, Continued

Client group	Client sub-group	Population
NOC	NOC	Additional Officials Ao
		NOC guests and sponsors
		Host country NOC
Host OCOG	Host OCOG	President/CEO
		Ceremony stars
		Ceremony production
		Cultural Olympiad
		Workforce including security forces
		Ticket agents
	Dignitaries	International dignitaries
		Domestic dignitaries
Future OCOGs	Observers	Staff
Marketing partners	Top sponsors	Hospitality guests and management
		Support and technical staff
	OCOG sponsors	Hospitality guests and management
		Support and technical staff
Media	Broadcasters hospitality	Rights holders hospitality
	Broadcasters production	Rights holders production
		OBS production
	Written and photographic press	World news agencies
		Individual written and photographic press

* according to the IOC Accreditation at the Olympic Games – Users' Guide

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.1 5 STAR ACCOMMODATION – GUARANTEED

Complete tables 12.3.1 for the point of reference listed in Q 12.1 (12.3.1 a) and any other mountain city/major competition cluster outside your Candidate City that would have specific accommodation requirements. (12.3.1 b, c, d, etc.).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 5 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other city hosting an Olympic event.

TABLE 12.3.1 – 5 STAR ACCOMMODATION (specify point of reference a/b/c/d...)											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
①	Hotel ABC	✓	–	500	250	50%	Broadcasters	–	–	Complete hotel renovation	April 2014
PLANNED HOTELS											
②	Hotel TBD	–	✓	1,000	1,000	100%	IOC	Dec 2014	Apr 2016	–	–
ADDITIONAL HOTELS											
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS:

* for table 12.3.1a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.2 4 STAR ACCOMMODATION – GUARANTEED

Complete tables 12.3.2 for the point of reference listed in Q 12.1 (12.3.2 a) and any other mountain city/major competition cluster outside your Candidate City that would have specific accommodation requirements. (12.3.2 b, c, d, etc.).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 4 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other city hosting an Olympic event.

TABLE 12.3.2 – 4 STAR ACCOMMODATION (specify point of reference a/b/c/d...)											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
3	Hotel XYZ	✓	–	250	100	40%	IFs	–	–	Upgrade to 5 STAR	April 2016
PLANNED HOTELS											
ADDITIONAL HOTELS											
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
4	Condo 4	✓	–	500	300	60%	Media	–	–	–	–
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS: _____

* for table 14.3.2a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.3 3 STAR ACCOMMODATION – GUARANTEED

Complete tables 12.3.3 for the point of reference listed in Q 12.1 (12.3.3 a) and any other mountain city/major competition cluster outside your Candidate City that would have specific accommodation requirements. (12.3.3 b, c, d, etc.).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 3 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other city hosting an Olympic event.

TABLE 12.3.3 – 3 STAR ACCOMMODATION <i>(specify point of reference a/b/c/d...)</i>											
#	Accom. name	Location		Total number of rooms	Guaranteed rooms		Client sub-group	Construction timelines		Planned upgrade	
		0–10 km	10–50km*		Nb. of rooms	% of total		Start date	Finish date	Description	Finish date
EXISTING HOTELS											
5	Hotel 5	✓	-	250	100	40%	IOC	-	-	-	-
PLANNED HOTELS											
ADDITIONAL HOTELS											
6	New hotel	✓	-	200	100	50%	OCOG sponsors	April 2011	Sept 2013	-	-
CONDOMINIUMS/APART-HOTELS WITH HOTEL SERVICES**											
CONDOMINIUMS/APART-HOTELS WITHOUT HOTEL SERVICES**											
OTHER (please specify)**											

TOTAL NUMBER OF ROOMS: _____

* for table 14.3.3a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.4 2 STAR ACCOMMODATION – GUARANTEED

Complete tables 12.3.4 for the point of reference listed in Q 12.1 (12.3.4 a) and any other mountain city/major competition cluster outside your Candidate City that would have specific accommodation requirements. (12.3.4 b, c, d, etc.).



Provide corresponding maps as separate documents with the Candidature File indicating all guaranteed 2 STAR accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other city hosting an Olympic event.

TABLE 12.3.4 – 2 STAR ACCOMMODATION (specify point of reference a/b/c/d...)

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

TOTAL NUMBER OF ROOMS: _____

* for table 12.3.4a only (Candidate City)

** please use the unique colour-coded number attributed to each accommodation building to indicate whether accommodation is existing (blue), planned (green) or additional (red)

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.5

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

Complete tables 12.3.5 for the point of reference listed in Q 12.1 (12.3.5 a) and any other mountain city/major competition cluster outside your Candidate City that would have specific accommodation requirements. (12.3.5 b, c, d, etc.).

Provide corresponding maps in the Candidature File indicating all guaranteed accommodation within a 50 km radius of your Candidate City point of reference and within a 10 km radius of any other city hosting an Olympic event.

TABLE 12.3.5 – SUMMARY OF GUARANTEED ROOMS (Specify point of reference a/b/c/d...)					
Hotels			Other accommodation		TOTAL NUMBER OF ROOMS
Number of hotels	Number of hotel rooms	Number of other accommodation buildings	Number of rooms		
5 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
4 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
3 STAR					
Existing	34	1,400	3	540	1,940
Planned	2	150	-	-	150
Additional	-	-	-	-	
Sub-totals:	36	1,550	3	540	2,090
2 STAR					
Existing					
Planned					
Additional					
Sub-totals:					
TOTALS:					

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.3.6



Candidate Cities must include table 12.3.6, duly completed listing all guaranteed hotels and other accommodation buildings in numerical order by reference number, in electronic format only (.xls) on the USB keys to be provided to the IOC (see Part 3.1.3).

TABLE 12.3.6 – TOTAL GUARANTEED ROOM INVENTORY *(with example)*

Ref. number	Name	Accom. type*	Star rating	Client group	Client sub-group	Number of guaranteed rooms	Total number of rooms in the hotel	Location**		Construction status***
								Point of reference	Radius	
1	Hotel ABC	Hotel	5 STAR	Media	Broadcasters	250	400	Candidate City	0-10km	Existing

* Accommodation type: hotel, condominium, university residence, village etc...

** Location: state which Games Centre the hotel/accommodation building refers to and the radius 0-10 km or 10-50 km for the Candidate City only.

*** Construction status: existing, planned (accommodation to be constructed irrespective of the Games and for which construction authorisations have already been signed), additional (accommodation necessary to host the Games but for which construction authorisations have not yet been signed) or temporary.

Continued on next page

Theme 12 – Accommodation, Continued

ROOM ALLOCATION

Q 12.4

In accordance with tables 12.3.1 – 12.3.6, show your planned allocation of rooms to the various client sub-groups by using table 12.4 (listing all client sub-groups individually) **in electronic format only** (.xls) on the USB keys to be provided to the IOC (see Part 3.1.3).:

Please also provide a map per client sub-group in electronic format only.

TABLE 12.4 – ROOM ALLOCATION BY CLIENT SUB-GROUP																	
Client sub-group (e.g. Technical Officials)																	
STAR rating	Location*	HOTELS								OTHER ACCOMMODATION							
		Number of hotels				Number of rooms				Number of buildings				Number of rooms			
		Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL	Existing	Planned	Additional	TOTAL
5 STAR	A																
	B																
	C																
4 STAR	A																
	B																
	C																
3 STAR	A																
	B																
	C																
2 STAR	A																
	B																
	C																
TOTALS:																	

* please specify as follows and create new lines in the table as required:

- Candidate City 0-10 km (A)
- Candidate City 10-50 km (B)
- Other Games Centre 0-10 km (C, D, E etc...)

Continued on next page

Theme 12 – Accommodation, Continued

ROOM RATES

Q 12.5

Q 12.5.1 Olympic hotel(s) rate

Clearly stipulate the **maximum room rate for all room types** (single, double/twin and suite) in USD 2022 and including breakfast(s), taxes and WiFi internet access, applicable to the following population:

Olympic hotel(s) rate population
IOC Members
IOC Honorary & Honour Members
IOC Management (President, Director General & Directors)
IF President/Secretary General (Summer/Winter*)
NOC President/Secretary General
IOC group administration
IOC interpreters
IOC Commissions (Medical, Ethics, Athletes)
IOC advisors, experts, consultants, agents
IOC partners and suppliers
IOC Guests (including IOC Members' guests)
ANOC, ASOIF, AIOWF, SportAccord*
Future OCOGs (President, Director General, Mayor, Executive members)*
Previous OCOGs (President, Director General)*
Bid Cities (Executives)*
Future Sessions*
CAS*
WADA*

* according to the IOC Accreditation at the Olympic Games – Users' Guide

Budget consideration

Should the price of such rooms in 2022 be higher than the price stated in your Candidature File, the OCOG must pay the difference (this must be clearly indicated in your budget).

Continued on next page

Theme 12 – Accommodation, Continued

Q 12.5.2 Other clients' hotels rate

Give the maximum room rate in USD 2014 and 2022 including breakfast(s) and taxes for all room types for all populations not covered by the Olympic hotel(s) rate stated in Q 12.5.1.

Describe how such room rates have been calculated for 2022 and how they will be controlled.

Media village(s)

Should your concept involve one or more media villages, please specify the maximum room rates (in USD 2022) for all room types (single, double/twin) including breakfast, applicable taxes and WiFi internet access.

Q 12.5.3 Paralympic hotel(s) rate

► IPC

Clearly stipulate the maximum room rate for all room types (single, double/twin and suite) in USD 2022 and including breakfast(s) and taxes, applicable to the IPC client group (see IOC Technical Manual on Accommodation for list of sub-groups).

Q 12.5.4 Room rate control

What are your plans to control room rates in hotels to be constructed and in existing hotels to be refurbished?

MINIMUM STAY

Q 12.6

If a minimum stay is envisaged in your accommodation plan, the Olympic Winter Games requirement is to allow different waves of room blocks throughout the Games period (17 nights from the night of the Opening Ceremony to night of the Closing Ceremony).

If applicable, describe your plan for minimum stay and room block waves.

Continued on next page

Theme 12 – Accommodation, Continued

GUARANTEES

Q 12.7

IMPORTANT: PLEASE MARK EACH GUARANTEE WITH THE UNIQUE COLOUR-CODED NUMBER ATTRIBUTED TO THE CORRESPONDING HOTEL/ACCOMMODATION BUILDING IN Q 12.3 AND SUBMIT TO THE IOC IN NUMERICAL ORDER IN THE GUARANTEES FILE. (SEE DETAILED INSTRUCTIONS IN PART 3)

Q 12.7.1

G

Provide guarantees from all individual hotels and other accommodation owners listed in tables 12.3.1 to 12.3.5 guaranteeing, for all client groups:

- Room availability (from 14 nights prior to the Opening Ceremony until 2 nights after the Closing Ceremony)
- Room rate (from 14 nights prior to the Opening Ceremony until 2 nights after the Closing Ceremony)*
- Minimum stay/room block waves, if applicable
- Timelines and financing of hotel upgrades, if applicable
- Price control mechanism / formula for services other than room rates
- Fixed rates for function room space
- Obligation to transfer the terms of the guarantees provided to future owner(s) – in case of sale – up to and including the Olympic Games

* The guarantee must state that if the actual room rate in 2022 should be lower than the guaranteed room rate provided, the lower rate shall apply.

Please note that, following election as Host City, the OCOG will be required to develop a detailed contract with each hotel/accommodation owner. Further, a different contract will be required for the Olympic hotel(s), to be selected by the IOC. Both types of agreement are described in the IOC Technical Manual on Accommodation and are subject to IOC approval after the election of the Host City.

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

Q 12.7.2

G

In addition, for all existing buildings (other than hotels) being used as part of your accommodation plan, provide guarantees from each individual owner concerned, guaranteeing:

- Use of building
- Possession and vacation dates
- Rental costs, if any
- Financial guarantees for any upgrade to the building(s), if applicable
- Obligation to transfer the terms of the guarantees provided to future owner(s) in case of sale up to and including the Olympic Winter Games in 2022.

Q 12.7.3

G

In addition, for all hotels and other accommodation buildings to be constructed provide guarantees from the competent authorities, guaranteeing:

- Construction authorisation
- Works timelines
- Financing
- Management company

Theme 12 – Accommodation, Continued

- Q 12.8** **Provide details regarding your accommodation plan for spectators during the Olympic Winter Games.**
- Stipulate what pricing regulations will be in place and how they will be implemented.**
- Q 12.9** **Provide a brief explanation of how your accommodation plan is linked to public transport arrangements.**
- Q 12.10** **If applicable, list any other accommodation possibilities which could be envisaged.**
- What would be the capacity of this additional accommodation?**

Theme 13 → Transport

Overview

Aim of the theme Theme 13 seeks to establish a Candidate City's transport network and operational plans for the Olympic Games.

Related document(s)

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

X

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



Question number	Guarantee
Q 13.3	Guarantees for projected capacity improvements at your airport(s)
Q 13.6	Guarantees for planned and additional transport infrastructure projects
Q 13.11	Guarantees for projected fleet and rolling stock capacity improvements
Q 13.19	Guarantee for the delivery of Olympic Lanes, if applicable
Q 13.22	Guarantee for the transport and traffic management command and control centre.

Theme 13 – Transport

Introduction

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

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

TRANSPORT STRATEGY AND AUTHORITIES

Q 13.1

TRANSPORT STRATEGY AND OBJECTIVES

Based on your general Games concept and your city and regional transport systems, explain your Olympic transport strategy.

State your goals and objectives as well as general transport strategies and policies in relation to Games clients and the general public.

Q 13.2

AUTHORITIES

Which authorities (national, region, city etc.) will be responsible for planning, financing and constructing new and upgraded transport infrastructure defined in the transport infrastructure plan (see Q 13.7) and which authorities will be responsible for transport operations (including airport operations)?

What will their respective responsibilities be?

How will these different authorities as well as main transport service providers and operators be integrated with the OCOG from the foundation planning phase through strategic and operational planning and finally to Games-time transport and traffic management?

Provide a diagram showing the structure of this partnership.

Continued on next page

Theme 13 – Transport, Continued

AIRPORT, ARRIVALS AND DEPARTURES

Q 13.3

G

AIRPORT DATA

For your gateway international airport, as well as any other airport you intend to use for the Olympic Winter Games, complete table 13.3.

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

Table 13.3 – Airport data		
<i>Airport A – Location and function* at Games-time</i>		
Capacity	Existing (2014)	Planned (2022)
Number of terminals		
Number of international departure gates		
Number of national departure gates		
Passengers/hour		
Runway movements/hour		
Night flight ban		

* e.g. Olympic arrival and departures, freight, charter flights etc.

What are the types and lengths of surface transport links from the airport(s) to the IOC hotel, the Olympic Village and the IBC/MPC?

G

For all projected capacity improvements provide guarantees containing:

- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing

Q 13.4

FLIGHT NETWORK (2014)

Use table 13.4 to list the number of weekly national and international scheduled direct flights during the Olympic Winter Games period for each airport you intend to use, indicating the split between continents and cities served.

Continued on next page

Theme 13 – Transport, Continued

Table 13.4 – Flight network <i>(and example)</i>		
Continent	Cities served	Number of weekly flights
<i>Continent 1</i>	<i>City A</i>	<i>12</i>
	<i>City B</i>	<i>6</i>
	<i>City C</i>	<i>25</i>
TOTALS:	3	43

Should you expect the flight network at any of the proposed airports to expand rapidly, please give a brief description of the anticipated changes for 2022.

Q 13.5

PORT OF ENTRY

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

TRANSPORT SUPPLY AND INFRASTRUCTURE

Q 13.6

G

TRANSPORT INFRASTRUCTURE PLAN

Complete tables 13.6.1, 13.6.2, 13.6.3 and 13.6.4 to include all transport infrastructure (gateway airport, motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity) according to their state of construction:

- Existing infrastructure, no permanent works required
- Existing infrastructure, permanent works required
- All transport infrastructure developments planned irrespective of the Olympic Winter Games but having a direct impact on Olympic venue accessibility
- Any additional transport infrastructure necessary to host the Games

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

The infrastructure items in tables 13.6.1 to 13.6.4 should be attributed a unique colour-coded number (according to the colour code provided in Q 13.7) and listed in numerical order.

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

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

Continued on next page

Theme 13 – Transport, Continued

Q 13.6
(continued)

G

For all projected transport infrastructure (existing with permanent works required, planned and additional), provide guarantees containing:

- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing

Q 13.7



Complete the maps requested in Q 8.6 as follows:

Superimpose your city's transport infrastructure, as listed in tables 13.6.1 to 13.6.4, on Maps B, B1, B2 etc.

Please label each infrastructure item on the map with the unique number attributed to it in tables 13.6.1 to 13.6.4 and observe the following colour code:

- PALE BLUE Existing infrastructure, no permanent works required
- DARK BLUE Existing infrastructure, permanent works required
- GREEN Planned infrastructure (irrespective of the Games)
- RED Additional infrastructure (necessary to host the Games)

Should your gateway international airport not appear on this (these) map(s), please use an arrow to indicate its direction and the additional distance to the airport.

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

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

Continued on next page

Theme 13 – Transport, Continued



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

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

Q 13.8

MOTORWAY AND MAIN ROAD NETWORK (2014 and 2022)

Referring to tables 13.6.1 to 13.6.4 and Map B, describe the motorway and main road network which will play a key role during the Olympic Winter Games.

Are there alternative ways to reach the competition and non-competition venues?

Q 13.9

MAIN PARKING AREAS (2014 and 2022)

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

Use table 13.9 to indicate what is currently available in terms of main parking areas (location + capacity) and what you estimate are the additional needs during the Olympic Winter Games at competition and non-competition venues (capacity and location).

Provide table 13.9 in electronic format only (.xls) on the USB keys to be provided to the IOC (see Part 3.1.3).

Q 13.10

PUBLIC TRANSPORT NETWORK (2014 and 2022)

Referring to tables 13.6.1 to 13.6.4 and map B, describe the public transport network lines (regional and suburban rail, subway, light rail, high capacity dedicated bus lanes or cableways and waterways if applicable) which will play a key role during the Olympic Winter Games.

Are there alternative ways to reach the competition and non-competition venues?

Continued on next page

Theme 13 – Transport, Continued

Q 13.11 FLEET AND ROLLING STOCK (2014 and 2022)

G

Use table 13.11 to provide information on the fleet and rolling stock of the principal transport companies, including mode (e.g. train, bus, ferry...) and type (e.g. light rail, 12m. bus...).

Provide table 13.11 in electronic format only (.xls) on the USB keys to be provided to the IOC (see Part 3.1.3).

What part of the fleet is/will be of low emission type?

G

For all projected fleet and rolling stock (planned and additional) provide guarantees containing:

- Bodies responsible for projects
- Financing

Q 13.12 DISTANCES AND TRAVEL TIMES – COMPETITION AND NON-COMPETITION VENUES

Use table 13.12 to indicate distances in kilometres and average and peak-hour travel times by bus and in minutes in 2014 and at Games-time. Use five (5) minute intervals for travel time in the table.

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

Please include table 13.12 in the Candidature File and in electronic format (Excel) on the USB keys as described in 3.1.3.

Q 13.13 DISTANCES AND TRAVEL TIMES – TRAINING VENUES

Use table 13.13 to indicate distances in kilometres and average travel times by bus and in minutes between the training venues and the Olympic Village(s) at Games-time. Use five (5) minute intervals for travel time in the table.

Please provide table 13.13 in electronic format only (Excel) on the USB keys as described in 3.1.3.

Q 13.14 MOTORISATION RATES

Use table 13.14 to provide automobile motorisation rates in 2006, 2014 and 2022.

Table 15.14 – Motorisation rates									
Motorisation rate	City			Region (please specify)			Country		
	2006	2014	2022	2006	2014	2022	2006	2014	2022
Automobile motorisation rate (cars per thousand people)									

Continued on next page

Theme 13 – Transport, Continued

TRANSPORT DEMAND AND CLIENT REQUIREMENTS

Q 13.15 TRANSPORT DEMAND FOR SPECTATORS AND WORKFORCE

Use table 13.15 to estimate the average and maximum number of spectators and workforce for each venue per day and per session.

Considering the origin of spectators and Games workforce, explain how you intend to reinforce existing transport systems and rolling stock to respond to the additional spectator and workforce traffic loads both in the city and in the Olympic region.

Please provide table 13.15 in electronic format only (Excel) on the USB keys as described in 3.1.3.

Table 13.15 – Transport for spectators and Games workforce										
Venue	Sport/ Event	Number of event days	Number of spectators per day		Number of spectators per session		Number of Games workforce per day		Number of Games workforce per session	
			Ave.	Max.	Ave.	Max.	Ave.	Max.	Ave.	Max.

Q 13.16 TRANSPORT SERVICES

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

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

Take into consideration:

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

Continued on next page

Theme 13 – Transport, Continued

Q 13.17 SPECTATOR TRANSPORT POLICIES

Will ticketed spectators using public transport benefit from fare reductions or free transport on the day of their event? If so, within which geographical boundaries?

Explain any parking regulatory policies planned to limit parking demand (e.g. pre-paid parking reservation for ticketed spectators, parking priorities for car sharing, etc) in the vicinity of competition venues (radius ca. 400m).

TRANSPORT OPERATIONS

TRAFFIC MANAGEMENT

Q 13.18 List your main operational objectives with regard to traffic management and performance during the Olympic Games.

What constraints will be inherent to the project and what contingency plan will you implement in case of a major transport accident, unexpected demand peaks, event rescheduling and adverse weather?

Q 13.19 Describe the measures planned to facilitate Olympic Games traffic flow, punctuality and reliability, such as Olympic lanes*, as well as normal traffic restrictions.

G

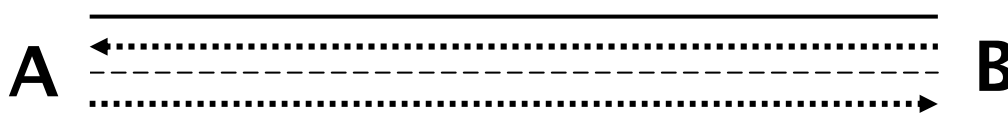
*Olympic lane: “an Olympic lane is a continuous directional road lane dedicated to designated Olympic traffic during 15 hours or more per day”

The length of an Olympic lane is measured in kilometres per direction:

- If an Olympic lane is provided in one direction only on a route AB, the Olympic lane length is **AB**:



- If Olympic lanes are provided for both traffic directions on a route AB, the Olympic lane length is **2 x AB**:











Continued on next page









Theme 13 – Transport, Continued

Should your traffic management measures include Olympic lanes, please indicate these on Maps B, B1, B2 etc. as follows:

Major urban arterial network

Olympic lane in one direction only				
Olympic lanes in both traffic directions				
	(Existing, no permanent works)	(Existing, permanent works required)	(Planned)	(Additional)

Motorways

Olympic lane in one direction only				
Olympic lanes in both traffic directions				
	(Existing, no permanent works)	(Existing, permanent works required)	(Planned)	(Additional)



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

Q 13.20 TRANSPORT WORKFORCE

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

Q 13.21 TRAINING AND TESTING

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

Continued on next page

Theme 13 – Transport, Continued

GAMES TRAFFIC COMMAND AND COMMUNICATION

Q 13.22

GAMES-TIME RESPONSIBILITIES

G

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

G

Provide a guarantee from the responsible authority.

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

Q 13.23

INFORMATION AND COMMUNICATION

Describe the intelligent information technologies and communication equipment designed to control and command traffic, taking into account weather conditions, delays, accidents, diversion routes, special security requirements, etc.

How will you communicate Games-time traffic and transport information to spectators and the general public?

TABLES 13.6 –Transport infrastructure

- The infrastructure items should be listed in numerical order with a unique colour-coded number as shown in the table
- Please note that all infrastructure items listed should appear on map B with the unique number attributed to it in tables 13.6.1 to 13.6.4

TABLE 13.6.1 – EXISTING transport infrastructure, NO PERMANENT WORKS REQUIRED

Type of transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction/upgrade	
	Within City boundary	From City boundary to outlying venues	Construction date	Date of completed upgrade(s)
①				
②				

TABLE 13.6.2 – EXISTING transport infrastructure, PERMANENT WORKS REQUIRED

Type of transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction/upgrade			Source of financing (Public/private/joint)
	Within City boundary	From City boundary to outlying venues	Body responsible	Construction date	Date of upgrade	
③						
④						

TABLE 13.6.3 – PLANNED transport infrastructure

Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction			Source of financing (Public/private/joint)
	Within City boundary	From City boundary to outlying venues	Body responsible	Start	End	
⑤						
⑥						

TABLE 13.6.4 – ADDITIONAL transport infrastructure

Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)	Length (km) + capacity (n° of traffic lanes or tracks)		Construction			Source of financing (Public/private/joint)
	Within City boundary	From City boundary to outlying venues	Body responsible	Start	End	
⑦						
⑧						

TABLE 13.9 – Main parking areas

- Group venues by clusters where applicable
- For venues with more than one parking area, please use separate lines

Venue	Sport/Event	Seating capacity (from theme 8)	2014			2022		
			Parking location (note if on-venue or off-venue and distance from venue)	Number of cars	Number of buses	Parking location (note if on-venue or off-venue and distance from venue)	Number of cars	Number of buses
All competition venues								
CLUSTER AAA								
Venue A								
Venue B								
Venue C								
CLUSTER BBB								
Venue D								
Venue E								
Venue F								
Venue G								
Venue H								
Non-competition venues								
Olympic Village(s)								
MPC								
IBC								
IOC hotel(s)								

TABLE 13.11 – Fleet and rolling stock

Relevant infrastructure project number as attributed in tables 13.6.1 to 13.6.4, if applicable	Mode	Type	Average age (in years)		Rolling Stock				Passengers/hour/ direction		% low emission	
			2014	2022	City existing 2014	City planned by 2022	Additional Games-time stock	TOTAL stock 2022	Current 2014	2022	Current 2014	2022
③	Bus	12 metres	6 years	3 years	2,500	3,100	400	3,500	1,400	2,900	25%	45%

TABLE 13.12 – Distances and travel times in 2014 and 2022 / competition venues

- All distances must be given in full kilometres
- All times must be given in minutes and for travel times by bus (average and peak hours), using 5 minute intervals
- Provide in brackets travel times and mode of transport for any alternative means of transport available for a particular travel, if applicable at Games-time
- If your project includes any other village(s) for athletes, please include it/them in this table.
- If there is more than one competition venue for a sport/discipline/event please create new lines in the table as needed.

All distances in <u>km</u> and travel times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village(s)			Olympic Stadium (if applicable)			Media Accommodation (please specify)			MPC/IBC			Medals Plaza		
		Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak	Km	Ave.	Peak
Gateway international airport	2014				14	25 (15 train)	35 (15 train)															
	2022					20 (15 train)	30 (15 train)															
Main hotel area	2014																					
	2022																					
Olympic Village	2014																					
	2022																					
Olympic Stadium	2014																					
	2022																					
Media Accommodation	2014																					
	2022																					
MPC/IBC	2014																					
	2022																					
Bobsleigh/Skeleton/ Luge	2014																					
	2022																					
Curling	2014																					
	2022																					
Ice Hockey	2014																					
	2022																					

TABLE 13.12 – Distances and travel times in 2014 and 2022 /competition venues

All distances in <u>km</u> and travel times in <u>minutes</u> and by bus	Year	Gateway international airport			Main hotel area			Olympic Village			Olympic Stadium (if applicable)			Media Accommodation (please specify)			MPC/IBC			Medals Plaza		
		Km	Ave.	Peak	Km.	Ave.	Peak	Km.	Ave.	Peak	Km.	Ave.	Peak	Km.	Ave.	Peak	Km.	Ave.	Peak	Km.	Ave.	Peak
Speed Skating	2014																					
	2022																					
Short Track	2014																					
	2022																					
Figure Skating	2014																					
	2022																					
Biathlon	2014																					
	2022																					
Cross Country Skiing	2014																					
	2022																					
Ski Jumping	2014																					
	2022																					
Nordic Combined	2014																					
	2022																					
Alpine Skiing	2014																					
	2022																					
Freestyle Skiing	2014																					
	2022																					
Snowboard	2014																					
	2022																					

TABLE 13.13 – Distances and travel times / training venues

- All distances must be given in full kilometres
- All times must be given in minutes and for travel times by bus using 5 minute intervals
- Provide in brackets travel times and mode of transport for any alternative means of transport available for a particular travel, if applicable at Games-time
- If your project includes any other village(s) for athletes, please include it/them in this table.

Training venues	Sport/Discipline/Event	Olympic Village(s)	
		Km.	Minutes (average travel time)
<i>Training venue 1</i>	<i>Biathlon</i>	<i>5</i>	<i>15</i>
<i>Training venue 2</i>	<i>Ice Hockey</i>	<i>7</i>	<i>20</i>

Theme 14 → Media operations

Overview

Aim of the theme

Theme 14 seeks to establish a Candidate City's ability to ensure that the accredited media at the Olympic Games are provided with appropriate facilities and services to ensure the best possible media coverage of the Games.


Related document X

- Technical Manual on Media (Broadcasting & Press)
- Facilities and Services for Broadcasting to be provided by the OCOG and the OBO

Guarantees summary



Candidate Cities are required to obtain the following guarantees for theme 14:

Question number	Guarantee
Q 14.1 	Guarantees of use and/or construction for the IBC and MPC, including construction timelines, financing, possession, retrofit and vacation dates. Guarantees for the control of commercial rights.

Theme 14 – Media operations

Olympic Broadcasting Organisation (“OBO”)

X

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

For the 2022 Olympic Winter Games OBS shall undertake its responsibilities and fulfil its obligations as the Host Broadcaster in a manner so as, at a minimum, to meet the IOC’s and the Organising Committee’s obligations to the various Rights Holders and to meet the requirements of the Olympic Charter, the Host City Contract, the IOC Technical Manual on Media and the Rights Holder Agreements.

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

The city, NOC and OCOG acknowledge and accept the importance of ensuring the highest broadcast quality of the Olympic Games and the widest possible worldwide audience for the Olympic Games. In accordance with the Host City Contract, it is the OCOG’s obligation to fully cooperate with OBS in accordance with the instructions of the IOC Executive Board.

Accommodation and transport

X

Please note that media accommodation and media transport are covered in greater detail in themes 12 and 13 respectively. Guarantees pertaining to both functions are also requested in themes 12 and 13.

MEDIA CONCEPT

Q 14.1

G

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


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

Continued on next page

Theme 14 – Media operations, Continued

Q 14.1
(continued)

G Provide all guarantees obtained for the use and/or construction of the IBC, MPC and Mountain Media Centre(s) from the owners concerned, including possession and vacation dates. This guarantee must also state that the owner(s) grant(s) all rights with respect to commercial rights in relation to the IBC, MPC and Mountain Media Centre(s) (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”) to the OCOG for the period the OCOG has control of the venue(s).

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

(Please note that these dates should take into considerations the time required for both the fit out and retrofit of the IBC, MPC and Mountain Media Centre(s)).

Q 14.2
X

Briefly describe your concept for media accommodation. (This description should correspond to the list provided in Q 12.4)

If you plan to use a media village(s), specify its/their location, size, capacity, type of structure (existing, permanent, temporary), room sizes and intended post-Olympic use/legacy.

Q 14.3

Briefly describe your concept for media transport, including:

Airport	↔	Media Accommodation
Media Accommodation	↔	IBC/MPC
Media Accommodation	↔	Competition Venues
IBC/MPC	↔	Competition Venues
Competition Venues	↔	Competition Venues

Q 14.4

Provide a map, no larger than A3 - folded or double page - and giving the graphic scale used, indicating:

- IBC
- MPC
- Mountain Media Centre(s)
- Media accommodation
- Media transport
- All competition venues
- Olympic Village(s)

TAXES

Q 14.5

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

Explain.

Part 3 → Instructions

Overview

Introduction This part contains precise instructions on how Candidate Cities must present both their Candidature and Guarantees Files.

Contents Part 3 contains the following chapters:

Chapter
3.1 Model Candidature File
3.2 Model Guarantees File
3.3 Checklist

3.1 → Model Candidature File

Overview


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

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

Contents This chapter contains the following topics:

Topic
3.1.1 General presentation and layout
3.1.2 Content instructions
3.1.3 USB key instructions

3.1.1 General presentation and layout

Format	A4
Presentation	<p>Simple, soft-cover and glued binding. Loose leaves and binders not accepted.</p> <p>The three volumes of the Candidature File may be submitted in a simple cardboard sleeve, the design of which reflects the design of the Candidature File. No other wrapping/packaging is authorised.</p> <p>Candidate Cities must show moderation with regard to expenditure on the presentation of their Candidature File. The form and presentation of the file are not evaluation criteria. The IOC wishes to have comprehensive answers so that it can analyse the current situation and potential of a bid. A costly, deluxe presentation therefore serves no purpose.</p>
Languages	The Candidature File must be bilingual English and French.
Layout	<p>The same information must be presented in French on the left-hand page and in English on the right-hand page.</p> <p>Exceptions to this are the cover of each volume, the first page (presentation) of each theme and all maps and tables: these pages will be bilingual.</p> <p>Each language may be presented in full page layout or in two columns in vertical format:</p> 
Colour illustration	Colour plans, graphics and other illustrations are permitted to present technical information. Photos may also be used to illustrate sites and infrastructure <u>without increasing the maximum number of pages permitted.</u>
Colour code	<p>The following colour code must be used throughout your Candidature File:</p> <ul style="list-style-type: none"> • <u>PALE BLUE</u> <u>existing</u> infrastructure, <u>no permanent works required</u> • <u>DARK BLUE</u> <u>existing</u> infrastructure, <u>permanent works required</u> • <u>GREEN</u> <u>planned permanent</u> infrastructure (irrespective of Games) • <u>RED</u> <u>additional permanent</u> infrastructure (Games dependent) • <u>PINK</u> <u>temporary</u> venues (Games dependent)

Continued on next page

3.1.1 General presentation and layout, Continued

Sport pictograms

The IOC hereby authorises Candidate Cities to use the following Vancouver pictograms, on condition that they are not provided to third parties, no commercial use will be made of the pictograms and that they are used solely to illustrate your competition venues. (Pictograms will be provided in electronic format.)



Biathlon



Skeleton



Ice Hockey



Speed Skating



Figure Skating



Ski Jumping



Alpine Skiing



Snowboard



Bobsleigh



Curling



Luge



Short Track



Cross Country Skiing



Nordic Combined



Freestyle

3.1.2 Content instructions

Volumes and themes

The 14 themes of the questionnaire must be divided into three volumes as follows:

- Volume 1 Themes 1 – 7
- Volume 2 Themes 8 – 10
- Volume 3 Themes 11 – 14

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

	Themes	Max. pages per theme – bilingual
VOLUME 1	Introduction	14
	Theme 1 Vision, legacy and engagement	14
	Theme 2 Overall concept of the Olympic Games	6
	Theme 3 Political and public support	8
	Theme 4 Legal aspects	8
	Theme 5 Sustainability	16
	Theme 6 Finance	20
	Theme 7 Marketing	18
	Max.	104
VOLUME 2	Introduction	6
	Theme 8 Sport and venues	50
	Theme 9 Paralympic Games	20
	Theme 10 Olympic Village(s)	40
	Max.	116
VOLUME 3	Introduction	6
	Theme 11 Games Safety, Security and Medical Services	20
	Theme 12 Accommodation	34
	Theme 13 Transport	48
	Theme 14 Media operations	10
	Conclusion	4
	Max.	122
TOTAL (max.)		342

Continued on next page

3.1.2 Content instructions, Continued

Answers

Answers should be concise and concrete and should address the substance of the question put forward.

Answers must respect the form required for each question, as described below. This aspect is essential for the analysis which the IOC will subsequently perform.

There are three types of answers:

- **Explanatory:** textual explanation.
- **Visual:** concrete information which allows rapid visual grasp and objective analysis of the context (e.g. tables, graphics, lists, maps and plans). When an answer has to be given using these elements, any attached explanation must be complementary and extremely brief.
- **Guarantees:** replies which require undertakings on the part of third parties. In the corresponding theme and question, indicate **whether or not** the Bid Committee has obtained the guarantee and **who** gave it. Include all original guarantee documents in the Guarantees File. (See instructions in the Model Guarantees File)

A detailed list of information and response types by volume, theme and question follows below.

Maps



Instructions regarding the individual maps requested in the questionnaire are given in the relevant themes/questions.

In addition to the maps included in your Candidature File, the IOC requires Candidate Cities to provide certain maps in a specific format.

The following table summarises the instructions for all maps requested in the questionnaire:

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 2.3	Concept map (<u>Map A</u>)	<ul style="list-style-type: none"> • No larger than A3 (folded page) • Bilingual • Indicate graphic scale used • North arrow 	-

Continued on next page

3.1.2 Content instructions, Continued

Maps (continued)

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 8.6/ Q 13.7	<ul style="list-style-type: none"> Venue location and transport infrastructure – <u>Map B</u> Venue location and transport infrastructure <u>cluster maps</u> – Maps B1, B2, etc. (if applicable) 	<ul style="list-style-type: none"> No larger than A3 (folded or double page) Bilingual Indicate graphic scale(s) used Colour-coded (existing, planned and additional) Use the graphic standards provided in theme 13 to represent different types of transport infrastructure Label each infrastructure item on the map with the number attributed to it in tables 13.3.1 to 13.3.4 North arrow 	<ul style="list-style-type: none"> Provide 2 sets of Maps B, B1, B2, etc. (if applicable) using the following formats: <u>Map B</u>: A0 <u>Maps B1, B2 etc.</u>: A2 Clearly indicate the graphic scale used Also Include the above-mentioned maps on the USB keys to be provided to the IOC (see 3.1.3)
Q 9.5.3	Paralympic Games concept map	<ul style="list-style-type: none"> No larger than A3 (folded or double page) <ul style="list-style-type: none"> Bilingual Indicate graphic scale used North arrow 	-
Q 10.12.1	Plans and cross-sections showing how the NOC units will be organised		<ul style="list-style-type: none"> Bilingual Use graphic scale 1:200 Clearly indicate dimensions In electronic format on USB key only
Q 10.12.2	Plans and cross-sections showing how the apartments and rooms will be organised		<ul style="list-style-type: none"> Bilingual Use graphic scale 1:200 Clearly indicate dimensions In electronic format on USB key only
Q 10.16	Layout of the international and residential zones	<ul style="list-style-type: none"> Bilingual Indicate graphic scale used North arrow 	

Continued on next page

3.1.2 Content instructions, Continued

Maps (continued)

Table 3.1.2 – Map instructions			
Question number	Map description	Maps included in the Candidature File INSTRUCTIONS	Additional format request
Q 12.3.1 – Q 12.3.4	<u>Accommodation maps:</u> <ul style="list-style-type: none"> • 5 star accommodation • 4 star accommodation • 3 star accommodation • 2 star accommodation 		<ul style="list-style-type: none"> • Provide 2 sets of accommodation maps 12.3.1 to 12.3.4 (a, b, c, d...) • No larger than A3 • All maps must show the point of reference used • Indicate graphic scale used • All hotels/accommodation buildings to be attributed a unique, colour-coded number as described in Q 12.3 (existing, planned and additional) in such a way that they appear in consecutive order on the maps, in a clockwise direction • Include the above-mentioned maps on the USB keys to be provided to the IOC (see 3.1.3)
Q 12.3.5	<u>Accommodation maps:</u> <ul style="list-style-type: none"> • Summary of all guaranteed rooms 	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • All maps must show the point of reference used • Indicate graphic scale used • All hotels to be attributed a unique, colour-coded number as described in Q 12.3 (existing, planned and additional) 	<ul style="list-style-type: none"> • Provide 2 sets of accommodation maps 12.3.5 (a, b, c, d...), using a graphic scale large enough to clearly visualise the location of each individual hotel. • Include the above-mentioned maps on the USB keys to be provided to the IOC (see 3.1.3)
Q 14.4	Media concept map	<ul style="list-style-type: none"> • No larger than A3 (folded or double page) • Bilingual • Indicate graphic scale used • North arrow 	-

Continued on next page

3.1.2 Content instructions, Continued

VOLUME 1

Volume 1	<ul style="list-style-type: none"> • Themes 1 – 7 • <u>Maximum number of pages</u>: 104 • <u>Front cover</u>: name of the city, year of the Olympic Games, volume number • <u>Inside front cover</u>: Map A • <u>Inside back cover</u>: organisational chart of the future OCOG • <u>Back cover</u>: emblem of the candidature
Introduction	<ul style="list-style-type: none"> • <u>Maximum number of pages</u>: 14 • Map of the country, showing its continental location, distances and major cities • General introduction to the Candidature File <u>Optional</u>. May include support letters from the national, regional and/or local authorities and greetings or explanations by the Bid Committee. • Introduction to Volume 1 <u>Compulsory</u>. Must include a preamble and contents of Volume 1.
Theme 1	Vision, legacy and communication
Theme 2	Overall concept of the Olympic Games
Theme 3	Political and public support
Theme 4	Legal aspects
Theme 5	Environment
Theme 6	Finance
Theme 7	Marketing

Continued on next page

3.1.2 Content instructions, Continued

VOLUME 2

- Volume 2**
- Themes 8 –10
 - Maximum number of pages: **126**
 - Front cover: name of the city, year of the Olympic Games, volume number.
 - Inside front cover: Map B.
 - Inside back cover: optional or blank.
 - Back cover: emblem of the candidature.

- Introduction**
- Maximum number of pages: **6**
 - **Introduction to Volume 2**
Compulsory. Must include a preamble and contents of Volume 2.

Theme 8 **Sport and venues**

Theme 9 **Paralympic Games**

Theme 10 **Olympic Village(s)**

Continued on next page

3.1.2 Content instructions, Continued

VOLUME 3

Volume 3	<ul style="list-style-type: none"> • Themes 11 –14 • <u>Maximum number of pages:</u> 130 • <u>Front cover:</u> name of the city, year of the Olympic Games, volume number. • <u>Inside front cover:</u> Map B. • <u>Inside back cover:</u> optional or blank. • <u>Back cover:</u> emblem of the candidature.
Introduction	<ul style="list-style-type: none"> • <u>Maximum number of pages:</u> 6 • Introduction to Volume 3 <u>Compulsory.</u> Must include a preamble and contents of Volume 3.
Theme 11	Games Safety, Security and Medical services
Theme 12	Accommodation
Theme 13	Transport
Theme 14	Media operations
Conclusion	<ul style="list-style-type: none"> • <u>Maximum number of pages:</u> 4 <u>Optional.</u>

3.1.3 USB key instructions

Quantity

Candidate Cities are required to provide the IOC with **80 USB keys**, in addition to their Candidature Files, containing the following documents:

- **Electronic version of your Candidature File (.pdf)**
- **Maps B, B1, B2 etc.** in the formats specified in table 3.1.2 (.jpg)
- **All accommodation maps** (Q 12.3.1 – 12.3.5) in the formats specified in table 3.1.2 (.jpg)
- **The following tables in electronic format** – please note that these should be simple Excel tables (.xls):
 - **All budget templates 6.6.2 and 6.6.3**
 - **Table 8.4 – Sport experience**
 - **Table 8.5 – Venues – overview**
 - **Tables 8.7 – Venue financing**
 - **Tables 8.8 – Venue use and ownership /Training Venues**
 - **Tables 8.11 – Responsibilities and scheduling for venue development**
 - **A combined master table 8.5/8.7/8.8a)/8.11**
 - **Table 12.3.6 – Total guaranteed room inventory**
 - **Table 12.4 – Room allocation**
 - **Tables 13.6 – Transport infrastructure**
 - **Table 13.9 – Main parking areas**
 - **Table 13.11 – Fleet and Rolling Stock**
 - **Tables 13.12 and 13.13 – Distances and travel times**
 - **Table 13.15 – Transport demand – spectators and workforce**
- **The following plans in electronic format (pdf):**
 - **Plans 8.9 – Venue block plans**
 - **Plans 10.12 – Olympic Village(s) plans**

Please create a folder for each theme (e.g. “Theme 13 – Transport”) and include the tables, maps and plans in the folder of the relevant theme.

Please state under the relevant question that a table/map/plan has been included on the USB key.

3.2 → Model Guarantees File

Overview

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

Contents This chapter contains the following topics:

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

3.2.1 General presentation and layout

Requirement	<p>Candidate Cities must provide <u>two sets</u> of guarantees:</p> <ul style="list-style-type: none"> • Guarantees File I: all original documents (with certified translations if the language of the original documents is not English or French) • Guarantees File II: Copies of all English or French version originals / translations only <p>Only those guarantees requested in the questionnaire should be included in the Guarantees File. Any other document of support, assistance etc. should not be included.</p>
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Presentation A4 binder, made of simple and inexpensive materials, that reflects the presentation and design of the rest of the Candidature File.

Languages The guarantees may be provided in the official language(s) of your country.

If this (these) language(s) is (are) not English or French, you must include, for every guarantee, in the same sleeve, a translation either in English or in French. All translations must be duly certified that they correspond accurately to the originals.

Referencing All guarantees must be clearly identified and referenced according to the following instructions:

- Each guarantee should be in a plastic sleeve, identified with a label stating:

Theme & question number
Institution, organisation and/or persons who provided the guarantee

- Guarantees should be classified according to the 14 themes by using dividers.
- Should a single guarantee document provide undertakings relating to several questions:
 - the content of the guarantee should be structured by question number with clear headings
 - the original guarantee should be classified and referenced under the lowest theme number it refers to and copies of this document should be classified under all other theme numbers it refers to, with the additional mention of where the original is located in the Guarantees File.

Continued on next page

3.2.1 General presentation and layout, Continued

Referencing (continued)

Example:

Guarantee XYZ provides undertakings relating to questions Q 1.5 and Q 2.1

Original – file under divider 1
Reference as follows:

Copy – file under divider 2
Reference as follows:

Theme 1 Question Q 1.5
Government Authorities

Theme 2 Question Q 2.1
Original: Theme 1 Question 1.5
Government Authorities

Accommodation guarantees

Candidate Cities are required to provide a large number of accommodation guarantees. It is therefore essential that these guarantees are duly classified and presented as follows:

- Guarantees should be classified in ascending order according to the unique number attributed to it in theme 12.
- Each guarantee should be in a plastic sleeve, identified with a label stating:

Theme & question number

Person (*name + title*) who provided the guarantee

HOTEL NAME

Star category


Location (*0-10km or 10-50km and specify from which point of reference*)

1



Unique number attributed in theme 12

3.2.2 List of all guarantees requested

The following table is a summary of all the guarantees requested in the IOC Questionnaire:



Theme	Question	Guarantee	Provided by	Standard Text
Theme 1	No guarantees requested			
Theme 2	No guarantees requested			
Theme 3	Q 3.2	Guarantees obtained from national, regional and local authorities and bodies regarding their support and commitments towards your Olympic Winter Games project.	National, regional and local authorities and bodies	-
Theme 4	Q 4.1	Covenant(s) from all authorities concerned by your project of hosting the Olympic Games.	National, regional and local authorities	
	Q 4.2	Guarantee that no other event will take place during the Olympic Games or one week immediately before or after.	Competent authorities	-
	Q 4.3	Declaration stipulating that all necessary legal measures have been taken, or will be taken to facilitate the protection of Olympic marks and broadcast rights.	National authorities	-
	Q 4.4	Guarantee(s) confirming that the legislation necessary to effectively reduce and sanction ambush marketing and, during the period beginning two weeks before the Opening Ceremony to the Closing Ceremony of the Olympic Games eliminate street vending and control advertising space and air space will be passed as soon as possible but no later than 1 January 2020.	Competent authorities	-
	Q 4.7.1	Declaration confirming that the Bid Committee is empowered to represent the Candidate City and indicating the names of the persons and/or their titles who have the authority to sign contracts and other documents on behalf of the city.	Candidate City authorities	-
	Q 4.9	Guarantee authorising temporary entry for Games-related personnel to work and domicile in your country prior to the Olympic Games.	Competent authorities	-
	Q 4.10	Guarantee authorising the import, use and export of goods required for the Olympic Games, free of all customs duties.	Competent authorities	-
Theme 5	Q 5.5	Guarantee(s) stating that all venue construction and infrastructure development projects necessary for the organisation of the Olympic Games will comply with - Local, regional and national regulations and acts - International agreements and protocols	Competent authorities	-

3.2.2 List of all guarantees requested, Continued


Theme	Question	Guarantee	Provided by	Standard Text
Theme 6	Q 6.1.1	Guarantee to cover any potential economic shortfall of the OCOG, including refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.	Competent authorities	-
	Q 6.2	6.2.1 Guarantee from the relevant authorities to provide all security, medical, customs, immigration and other government-related services at no cost to the Organising Committee 6.2.2 Additional financial guarantees, if applicable.	Competent authorities	-
	Q 6.3	Guarantee concerning price gouging with particular reference to hotel rates and related services.	Competent authorities	-
Theme 7	Q 7.1	A fully executed copy of the Joint Marketing Programme Agreement with all the required appendices.	Candidate City / NOC	
	Q 7.2	A guarantee to enter into a Paralympic Joint Marketing Programme Agreement on or before 31 July 2016.	Candidate City / NPC	
	Q 7.3	Guarantee stating that binding options have been secured from relevant third parties for the acquisition of all existing or hereafter developed outdoor advertising space.	Candidate City	
	Q 7.6.2	Guarantee(s) committing to a revenue share from coin/banknote programmes for the Olympic Movement	Competent authorities	-

Continued on next page

3.2.2 List of all guarantees requested, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 8	Q 8.7	Guarantees for the financing of work (for each venue).	Competent bodies/ authorities	-
	Q 8.8	Guarantees for use of venues and control of commercial rights.	All venue owners	
	Q 8.8	IF agreements	International Federations	-
	Q 8.17	Guarantee that the utility provider(s) will implement the appropriate level of power quality and resilience (on a permanent or temporary basis).	Competent authorities	-
Theme 9	Q 9.5.4	Guarantee of venue use and compliance with sports technical requirements and specifications	Venue owners / IPSFs	-
	Q 9.9.2	Guarantee that accessibility will be fully integrated into the planning and construction phases.	Competent bodies/ authorities	-
	Q 9.12.1	Guarantees from all funding sources obtained, including the government – national, regional, local or others.	Competent authorities	-
Theme 10	Q 10.2	Guarantee stating that the site chosen for the Olympic Village is in keeping with the city development plan and the standards to be met to obtain planning permission.	Authorities and owners concerned	-
	Q 10.5	Guarantee stating that the owners of the Olympic Village agree to include OCOG as part of the design team.	Owners of the Olympic Village	-
	Q 10.6	Guarantees for the financing of work. Underwriting from the local, regional or national government in the event of a shortfall in the financing of the Olympic Village(s).	Competent bodies / authorities	-
	Q 10.7	Guarantees for rental costs related to the Olympic Village.	Competent bodies / authorities	-
	Q 10.8	Guarantees of use for existing buildings and infrastructure, if applicable.	Authorities and owners concerned	-
	Q 10.9	Guarantee(s) stating with which international and national accessibility standards the Olympic and Paralympic Village conforms/will conform.	Competent authorities	-
	Q 10.11	Guarantee for the control of commercial rights.	Authorities and owners concerned	

3.2.2 List of all guarantees requested, Continued

Theme	Question	Guarantee	Provided by	Standard Text
Theme 11	Q 11.9	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Games.	National government	-
	Q 11.10	Guarantee for the safety and peaceful celebration of the Olympic and Paralympic Games.	Regional and local governments	-
Theme 12	Q 12.2	List of the Candidate City's total hotel room capacity, guaranteed by the national tourist board.	National Tourist Board	
	Q 12.7.1	Guarantees concerning room availability, room rates and minimum stay/ room block waves, other price controls and binding contracts.	Owners concerned	-
	Q 12.7.2	Guarantees of use, including possession and vacation dates, rental costs and financial guarantees for upgrades for all existing buildings.	Owners concerned	
	Q 12.7.3	Construction authorisation, works timelines and finance guarantees for hotels/other accommodation to be built.	Hoteliers and/or competent authorities	-
Theme 13	Q 13.3	Construction and finance guarantees for projected capacity improvements at your airport(s).	Competent authorities	-
	Q 13.6	Construction and finance guarantees for planned and additional transport infrastructure projects.	Competent authorities	-
	Q 13.11	Responsibility and finance guarantees for projected fleet and rolling stock capacity improvements.	Competent authorities	-
	Q 13.19	Guarantee for the delivery of Olympic Lanes, if applicable	Competent authorities	-
	Q 13.22	Guarantee for the transport and traffic management command and control centre.	Competent authorities	-
Theme 14	Q 14.1	Guarantees of use and/or construction for the IBC and MPC and control of commercial rights.	Owners and/or authorities concerned	

3.2.3 Standard text guarantees

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

Q 4.1

The following text should be used for this guarantee:

“..... *(name(s) of the duly authorised representative(s))* hereby confirm(s) that the government of *(name of the host country)*/regional authority of *(name of the region)*/local authority of *(name of the city)*

- Guarantees the respect of the Olympic Charter and the Host City Contract;
- Understand(s) and agree(s) that all representations, warranties and covenants contained in the Candidate City's bid documents, as well as all other commitments made, either in writing or orally, by either the Candidate City (including the Bid Committee) or its NOC to the IOC, shall be binding on the city;
- And guarantees that it will take all the necessary measures, in its respective area of competence and jurisdiction, so that the Host City fulfils its obligations completely.”

Joint Marketing Programme Agreement

Q 7.1

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

Continued on next page

3.2.3 Standard text guarantees, Continued

Paralympic Joint Marketing Programme Agreement

Q 7.2

The NPC and, on behalf of the OCOG, the City hereby:

- undertake that, in order to consolidate all of their Paralympic-related properties and equities in the host territory between 1 January 2017 and 31 December 2024 (the "Paralympic Joint Marketing Period"), the OCOG and the NPC will enter into a Paralympic Joint Marketing Programme Agreement ("PJMPA") on or before 31 July 2016, such agreement to be based on the form attached hereto; and
- acknowledge that the PJMPA shall become effective upon its approval by the IOC and the IPC.

Further, the NPC hereby undertakes:

- to include the necessary contractual clause in their NPC sponsorship agreements stating that such agreements shall terminate on 31 December 2016 and NPC sponsors shall have no right to a commercial association with the Paralympic Games, the OCOG, the NPC (beyond 31 December 2016) or the 2018, 2020, 2022 and 2024 NPC Paralympic Teams and shall have no right of first discussion or preferential right in connection with the Paralympic Games, the OCOG, the NPC or the 2018, 2020, 2022 and 2024 NPC Paralympic Teams; and
- to ensure that National Paralympic Sports Federations (both summer and winter, hereinafter "NF") work with the OCOG to develop areas of common marketing interests and that NFs refrain from and cause their sponsors to refrain from any ambush marketing activities including without limitation the development of marketing activities that may have any connection with the Olympic or Paralympic Games, the city of *[insert name of City]*, the year of the Olympic and Paralympic Games or any Olympic or Paralympic Team.

[place and date]

City

NPC

Continued on next page

3.2.3 Standard text guarantees, Continued

Guarantees for use of venues and control of commercial rights

Q 8.8

The following text should be used for these guarantees:

"The undersigned, on behalf of (*venue owner*), hereby guarantees that, with respect to the Olympic Games venue(s) identified below, which is(are) owned by (*venue owner*), in return for a **rental fee of USD** (*please specify*), the Organising Committee of the Olympic Games (OCOG) will have:

- **exclusive use of the venue** for the Olympic and Paralympic Games;
- the right (and obligation) to facilitate the access of NOC delegations to venues for training and venue familiarisation; and
- all rights with respect to commercial rights (including but not limited to the terms and conditions listed in the "**Clean venue appendix**")

during the period (*the period the OCOG has control of the venue, including test events*).

Games venue name(s)

Venue A

Venue B

The undersigned also agrees to abide by the terms of the Olympic Charter and Host City Contract throughout the term of the lease agreement with the OCOG."

Clean venue appendix

Q 8.8 Q 10.11 Q 14.1



As part of the guarantees submitted granting the OCOG the right to use the venue in the period leading up to and during the Olympic Games and Paralympic Games (where applicable), the Bid Committee must ensure that for each proposed venue, the following terms and conditions are agreed to by the venue owner/manager.

1. Signage

The venue owner grants the OCOG the right to have:

- Exclusive use of all indoor and outdoor signage at the venues as well as signage in areas adjacent thereto and under the control of the owner
- Exclusive control of all venue naming rights and signage, including but not limited to the right to re-brand or cover existing signage. The undersigned further undertakes to comply with the IOC's Naming Rights Protocol for Venues used in the Games of the Olympiad and the Olympic Winter Games from the date of election of the Host City to the conclusion of the 2022 Paralympic Games.

Continued on next page

3.2.3 Standard text guarantees, Continued

Q 8.8

Q 10.11

Q 14.1



(continued)

2. Retailing and concessions

The venue owner grants the OCOG the right to:

- Be the sole and exclusive manager and operator of merchandise retail outlets and food/beverage concessions at the venue
- Sell Olympic merchandise at retail outlets and food/beverage concessions services, facilities and outlets
- Access all merchandise retail outlets as well as food and beverage products in venue
- Use staff of its choice and dress such staff in uniforms of its choice to operate the merchandise retail outlets and food/beverage concessions

3. Ticketing and hospitality

The venue owner grants the OCOG the exclusive right to:

- Manage and sell tickets and hospitality in relation to the Olympic Games for the venue
- Manage and sell suites and specialty seats in relation to the Olympic Games for the venue

Throughout the term of the lease agreement, the venue owner shall not subject the OCOG to any taxes or parking charges at the venue in relation to the sale of the aforementioned.

4. Broadcasting and Sponsorship

Throughout the term of the lease agreement, the venue owner agrees that the IOC and/or the OCOG has the exclusive right to sell broadcast, sponsorship or any other multimedia rights in relation to the Olympic Games being held at the venue.

5. Exclusive use of sponsor products

The venue owner agrees that the OCOG shall have the right to exclusively use products and services of Olympic Games sponsors at the venue (and re-brand existing products and services, to the extent necessary to respect the exclusive rights granted to Olympic sponsors), including but not limited to the following product categories:

- Payment systems (including but not limited to credit card acceptance, automated teller machines (ATMs) and telephone payment systems) in relation to all sales occurring at the venue related to the Olympic Games
- Non-alcoholic and alcoholic beverages
- Audio-visual equipment including but not limited to video boards and speakers
- Timing, scoring and on-venue results equipment including but not limited to scoreboards

Continued on next page

3.2.3 Standard text guarantees, Continued

Q 8.8

Q 10.11

Q 14.1



(continued)

6. No use of Olympic marks

The venue owner agrees that, at no time, shall it have the right to use any Olympic marks, symbols, terminology or derivatives thereof.

7. Brand protection and anti-ambush assistance

Throughout the term of the lease agreement, the venue owner agrees to assist the OCOG to combat attempts of ambush marketing by advertisers at the venue who are not Olympic sponsors but develop advertisements for use at the venue that may, implicitly, suggest that they are sponsors of the Olympic Games.

3.3 → Checklist

Checklist of documents to be submitted to the IOC

The following table gives a summary of all documents to be submitted to the IOC:

Date	Documents to be submitted	Quantity	✓
No later than 15 October 2014	<ul style="list-style-type: none"> Draft JMPA to be submitted to the IOC 	1	
7 January 2015	<ul style="list-style-type: none"> Candidature File 	80	
	<ul style="list-style-type: none"> Guarantees File 	2	
	<ul style="list-style-type: none"> Original signed Undertaking 	1	
	<ul style="list-style-type: none"> Comprehensive financial data supporting the build-up of each budgetary section including a list of all the people having contributed to the preparation of the budget (names + qualifications) 	3	
	<ul style="list-style-type: none"> Printed set of maps B, B1, B2 etc. – see map instructions. 	1	
	<ul style="list-style-type: none"> Printed set of accommodation maps 12.3.1 to 12.3.4 (a, b, c, d...) – see map instructions 	1	
	<ul style="list-style-type: none"> Printed set of accommodation maps 12.3.5 (a, b, c, d...) – see map instructions. 	1	
	<ul style="list-style-type: none"> USB keys (see instructions – 3.1.3) 	80	
During the Evaluation Commission visits	<ul style="list-style-type: none"> Initial environmental impact assessments and other relevant studies 	1	