APPENDIX 4E

HOST CITY OPERATIONAL REQUIREMENTS

INTERNATIONAL
OLYMPIC
COMMITTEE

HOST CITY CONTRACT
OPERATIONAL REQUIREMENTS

DECEMBER 2016

Host City Contract Operational Requirements

December 2016

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Acronyms and IOC Functional Area (FA) Codes

Acronyms

Acronym	Definition
AAA	Accommodation Allocation Agreement
AHU	Air Handling Unit
AIOWF	Association of International Olympic Winter Sports Federations
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
ATM	Automated Teller Machine
ATR	Authorised Ticket Reseller
ATV	All Terrain Vehicle
AV	Audio-visual
BI	Background Instrumental
BIO	Broadcast Information Office
BMS	Building Management System
BOH	Back of House
BV	Background Vocal
CAD	Computer-aided Design
CAIDI	Customer Average Interruption Duration Index
CAS	Court of Arbitration for Sport
CATV	Cable Television
CCR	Commentary Control Room
CCTV	Closed Circuit Television
CD	Compact Disc
CEO	Chief Executive Officer
CIE	*Commission internationale de l'éclairage*/International Commission on Illumination
CIS	Commentator Information System
CRI	Colour Rendering Index
CRM	Customer Relationship Management
CT	Computed Tomography
CV	Coefficient of Variation
D&O	Directors and Officers
DCAS	Detailed Competition Activity Schedule
DD	Detailed Design
DDP	Domestic Dignitary Programme
DDS	Direct and Dedicated Services
DOS	Directory of Services
DRM	Delegation Registration Meeting
DSLA	Detailed Service Level Agreement

Acronym	Definition
DVD	Digital Video Disc
EB	Executive Board
EBU	European Broadcasting Union
EMR	Electronic Medical Record
ENG	Electronic News Gatherer
ET	End Title
EU	European Union
FAOP	Functional Area Operating Plan
FFE	Furniture, Fixtures and Equipment
FOH	Front of House
FOP	Field of Play
FX	Foreign Exchange
GDP	Games Delivery Plan
GFP	Games Foundation Plan
GMS	Games Management System
GR	Glare Rating
HCC	Host City Contract
HLD	High Level Design
HOG	Head of Government
HOS	Head of State
HSSM	High Speed Slow Motion
HVAC	Heating, Ventilation and Air Conditioning
IBC	International Broadcast Centre
IDP	International Dignitary Programme
IEC	International Engineering Consortium
IESNA	Illuminating Engineering Society of North America
IF	International Federation
INFO	Games Information System
IOC	International Olympic Committee
IOPP	International Olympic Photo Pool
IOSD	International Organisations of Sport for the Disabled
IP	Intellectual Property
IPC	International Paralympic Committee
IPP	Internationally Protected Person
ISO	International Organisation for Standardization
IT	Information Technology
ITO	International Technical Official
ITVR	International Television and Radio
JMPA	Joint Marketing Plan Agreement
JOOG	Joint Operators Olympic Group
KPI	Key Performance Indicator
LED	Light Emitting Diode

Acronym	Definition
LOC	Local Organising Committee
LOLP	Loss of Load Probability
MBC	Mountain Broadcast Centre
MHE	Materials Handling Equipment
MMC	Mountain Media Centre
MOC	Main Operations Centre
MOU	Memorandum of Understanding
MPA	Marketing Plan Agreement
MPC	Main Press Centre
MPCP	Marketing Partner Coach Programme
MRI	Magnetic Resonance Imaging
MT	Main Title
NF	National Federation
NOC	National Olympic Committee
NPC	National Paralympic Committee
NTO	National Technical Official
OB	Outside Broadcast
OBO	Olympic Broadcast Organisation
OBS	Olympic Broadcasting Services
OCOG	Organising Committee for the Olympic Games
OCS	Olympic Channel Services SA
ODF	Olympic Data Feed
OFA	Olympic Family Assistant
OFH	Olympic Family Hotel
OGKM	Olympic Games Knowledge Management
OGLM	Olympic Games Learning Model
OHC	Olympic Hospitality Centre
OHR	Olympic Hotel Rate
OIAC	Olympic Identity and Accreditation Card
OIS	Olympic Information Service
OLC	The Olympic Club
OPP	Occasional Presentation Position
ORIS	Olympic Results and Information Services
OSC	Olympic Studies Centre
OTR	Olympic Torch Relay
OVEP	Olympic Values Education Programme
OVP	Olympic Village Plaza
OZ	Operational Zone
PCC	Protocol Coordination Centre
PEQ	Paralympic Entries and Qualification
PF	Paralympic Family
PFA	Paralympic Family Assistants

Acronym	Definition
PFH	Paralympic Family Hotel
PHC	Paralympic Hospitality Centre
PNS	Paralympic News Services
PMPA	Paralympic Marketing Plan Agreement
POE	Port of Entry
PRIS	Paralympic Results and Information Services
PSLA	Principle Service Level Agreement
PTR	Paralympic Torch Relay
RF	Radio Frequency
RGB	Red/Green/Blue
RHB	Rights-Holding Broadcaster
RTDS	Real-time Data System
RZ	Residential Zone
SAIDI	System Average Interruption Duration Index
SAIFI	System Average Interruption Frequency Index
SDP	Sport Delivery Plan
SEO	Search Engine Optimisation
SEQ	Sport Entries and Qualification
SGH	Stakeholder Group Hotel
SHR	Stakholder Hotel Rate
SIC	Sports Information Centre
SLA	Service Level Agreement
SMP	Sustainability Management Plan
SRS	Ski Racing Suppliers Association
SSM	Super Slow Motion
TER	Telecommunications Equipment Room
TLCI	Television Lighting Consistency Index
TOC	Technical Operations Centre
TOK	Transfer of Knowledge
TOP	The Olympic Programme
TUE	Therapeutic Use Exemption
UG	Uniform Gradient
UK	United Kingdom
UN	United Nations
UPS	Uninterrupted Power Supply
USA	United States of America
VAPP	Vehicle Access and/or Parking Permit
VAPPS	Vehicle Access and/or Parking Permit Scheme
VCP	Vendor Certification Programme
VD	Visual Dance
VLAN	Virtual Local Area Network
VMC	Venue Media Centre

Acronym	Definition
VOP	Venue Operating Plan
VS	Visual Source
VSA	Vehicle Screening Area
VTOK	Visual Transfer of Knowledge
VUA	Venue Use Agreement
VV	Visual Vocal
WADA	World Anti-Doping Agency
WBB	World Broadcaster Briefing
WBM	World Broadcaster Meeting
WFSGI	World Federation of the Sporting Goods Industry
WHO	World Health Organisation
YOGOC	Youth Olympic Games Organising Committee

IOC Functional Area (FA) codes

Functional Area name	Functional Area code
Accommodation	ACM
Accreditation	ACR
Arrivals & Departures	AND
Brand, Identity & Look of the Games	BIL
Broadcast Services	BRS
Business Development	BUS
Ceremonies	CER
City Activities & Live Sites	LIV
City Operations	CTY
Cleaning & Waste	CNW
Communications (including Digital Media and Publications)	COM (including DIG and PUB)
Communications, Command & Control	CCC
Culture	CUL
Doping Control	DOP
Education	EDU
Energy	NRG
Event Services	EVS
Finance (including Rate Card)	FIN (including RTC)
Food & Beverage	FNB
Government Relations	GOV
Information & Knowledge Management	IKM
Language Services	LAN
Legacy	LGY
Legal	LGL

Functional Area name	Functional Area code
Licensing	LIC
Logistics	LOG
Marketing Partner Services	MPS
Medical Services	MED
NOC Services	NCS
Olympic Family Services (including Dignitary Programme and Protocol)	OFS (including DIP and PRT)
Olympic Torch Relay	OTR
Operational Readiness	OPR
People Management	PEM
Planning & Coordination	PNC
Press Operations	PRS
Procurement	PRC
Rights Protection	RPP
Risk Management	RSK
Security	SEC
Spectator Experience	SPX
Sport (including International Federation Services)	SPT (including INS)
Sustainability	SUS
Technology	TEC
Test Events Management	TEM
Ticketing	TKT
Transport	TRA
Venue Management	VEM
Venues & Infrastructure (including Venue Development and General Infrastructure)	VNI (including VED and INF)
Villages Management	VIL
Wayfinding Signage	SIG

Foreword

a) Purpose

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

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

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

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

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

- HCC 2024 - Principles, including all appendices thereto (the "HCC - Principles");
- HCC - Operational Requirements, including all annexes thereto;
- Games Delivery Plan (as defined in the HCC - Principles); and
- Candidature Commitments (as defined in the HCC - Principles).

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

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

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

c) Relationship with the Olympic Charter

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

d) Games Delivery Plan

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

e) Other important documents

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

f) Definitions

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

Structure and scope of this document

g) Operational areas

The requirements contained in the HCC - Operational Requirements are grouped into subject matters referred to as "areas", each with an introduction. The operational requirements are provided in a numbered list for easy reference.

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

Many areas addressed in this document focus on the provision by the OCOG of certain facilities, goods or services to the IOC, IOC Controlled Entities or other Games stakeholders (e.g. athletes, National Olympic Committees (NOC), International Federations (IF), media, IOC Marketing Partners, Rights-Holding Broadcasters (RHB), domestic and international dignitaries and spectators). Such facilities, goods or services shall be provided in accordance with the parameters defined in the HCC - Principles, the MPA, the Broadcasting Cooperation Agreement entered into between the OCOG and OBS pursuant to the HCC - Principles and other relevant agreements or documents. Unless expressly stated otherwise such services and facilities shall be provided to the relevant stakeholder group at the OCOG's cost, and without the OCOG requesting any financial compensation from the relevant stakeholders.

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

h) Paralympic Games

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

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

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

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

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

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

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

k) Visual symbols

To assist readers in finding specific types of information, the following symbols are applied:

- Games of the Olympiad-specific content
- Olympic Winter Games-specific content
- Paralympic Games-specific content
- numbers and statistics.

Cross-reference matrix

The following table is meant to provide a visual aid to the reader. It shows which OCOG Functional Areas (listed as column headings) are implicated in each HCC – Operational Requirements area and annex (listed in the left-hand column). While the HCC - Operational Requirements remains binding on the OCOG, the Host City and the Host NOC in its entirety, close coordination among all areas is particularly essential to ensure a full understanding of the overall context for planning and operations.

	Functional Areas implicated in HCC-OR Operational Area's requirements (in alphabetical order of Functional Area name)																									
HCC-OR Operational Areas + Annexes *(in alphabetical order)*	ACM	ACR	AND	BIL	BRS	BUS	CER	LIV	CTY	CNW	COM (incl. DIG, PUB)	CCC	CUL	DOP	EDU	NRG	EVS	FIN (incl. RTC)	FNB	GOV	IKM	LAN	LGY	LGL	LIC	LOG
Communications				✔	✔		✔		✔		✔	✔	✔		✔					✔			✔		✔	
Culture											✔		✔													
Digital Media				✔	✔																✔	✔	✔	✔	✔	
Education															✔					✔						
Energy		✔			✔											✔				✔			✔			
Engagement								✔			✔		✔		✔					✔			✔			
Finance					✔	✔												✔		✔	✔					
Food and Beverage				✔	✔												✔		✔							
Games Management			✔		✔	✔	✔				✔	✔						✔		✔				✔		
Information and Knowledge Management											✔									✔	✔		✔	✔		
Language Services					✔						✔											✔				
Marketing Partner Services	✔	✔		✔		✔		✔			✔								✔						✔	
Media	✔	✔	✔	✔	✔				✔	✔	✔					✔	✔	✔	✔	✔		✔				✔
Medical Services		✔				✔	✔							✔						✔	✔					
NOC Services			✔						✔		✔							✔				✔				✔
Olympic Family and Dignitary Services	✔	✔		✔	✔		✔			✔	✔					✔	✔	✔	✔	✔		✔				✔
Olympic Torch Relay				✔	✔	✔			✔		✔									✔				✔		
People Management			✔	✔																✔						
Protocol							✔													✔	✔					
Rights Protection				✔	✔	✔	✔	✔			✔								✔	✔				✔	✔	
Sport (including IF Services)	✔	✔	✔	✔	✔		✔				✔							✔					✔	✔		✔
Sustainability and Olympic Legacy				✔	✔		✔			✔	✔		✔		✔	✔		✔	✔	✔			✔	✔	✔	✔
Technology		✔			✔	✔					✔					✔				✔	✔					
Ticketing		✔		✔		✔	✔				✔							✔		✔				✔		
Transport	✔		✔		✔		✔		✔		✔			✔				✔		✔	✔		✔	✔		
Venues	✔			✔	✔		✔									✔		✔		✔			✔			✔
Villages Management		✔	✔	✔	✔		✔			✔	✔			✔		✔		✔	✔						✔	✔
Wayfinding Signage				✔																✔		✔				
CER Annex 1 Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games		✔		✔	✔	✔	✔	✔			✔										✔		✔	✔		
CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts (June 2015)					✔		✔										✔					✔				
CER Annex 3 Specifications on Protocol Elements for Ceremonies							✔										✔			✔		✔				
BRS Annex 1 Operational Specifications for Broadcasting Services and Facilities	✔	✔	✔	✔	✔		✔			✔	✔					✔	✔	✔	✔	✔		✔				✔
BRS Annex 2 Broadcast Master Plan - Timelines	✔	✔		✔	✔		✔			✔						✔		✔	✔					✔		✔
BRS Annex 3 - Specifications on Lighting				✔	✔		✔									✔										
BRS Annex 4 - Transport Media Table	✔				✔																					
VIL Annex 1 - Specifications on NOC Office Space										✔						✔			✔							✔
ACR Annex 1 : Accreditation at the Olympic Games - Detailed Specifications (December 2016)	✔	✔	✔	✔	✔		✔		✔	✔	✔	✔		✔			✔	✔	✔	✔		✔		✔		✔
ACR Annex 2 : Accreditation at the Paralympic Games - Detailed Specifications (June 2015)	✔	✔	✔	✔	✔		✔		✔	✔	✔	✔		✔				✔	✔	✔		✔		✔		✔
MED Annex 1 - Specifications on Office Space for the IOC Medical and Scientific Commission																										✔
FIN Annex 1 - Specifications for OCOG Insurance				✔	✔													✔						✔		
PRT Annex 1 - Specifications on Olympism and Olympic Symbol (January 2011)				✔	✔						✔													✔	✔	
PRT Annex 2 - Specifications on Protocol			✔		✔		✔													✔						
BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners' Workforce at the Olympic Games (October 2015)				✔			✔																			
TKT Annex 1 - Specifications on Client Ticket Portal (June 2015)					✔						✔							✔		✔	✔					
	ACM	ACR	AND	BIL	BRS	BUS	CER	LIV	CTY	CNW	COM (incl. DIG, PUB)	CCC	CUL	DOP	EDU	NRG	EVS	FIN (incl. RTC)	FNB	GOV	IKM	LAN	LGY	LGL	LIC	LOG
	Functional Areas implicated in HCC-OR Operational Area's requirements (in alphabetical order of Functional Area name)																									

* Paralympic Games Integration

Cross-reference matrix (continued)

Functional Areas implicated in HCC-OR Operational Area's requirements (in alphabetical order of Functional Area name)																									
MPS	MED	NCS	OFS (incl. DIP, PRT)	OTR	OPR	PEM	PNC	PRS	PRC	RPP	RSK	SEC	SPX	SPT (incl. INS)	SUS	TEC	TEM	TKT	TRA	VEM	VNI (incl. VED, INF)	VIL	SIG	PGI*	HCC-OR Operational Areas + Annexes *(in alphabetical order)*
✔		✔		✔	✔	✔		✔		✔			✔	✔	✔		✔	✔	✔					✔	Communications
																		✔						✔	Culture
✔		✔						✔		✔				✔		✔		✔						✔	Digital Media
														✔										✔	Education
								✔			✔	✔			✔	✔			✔	✔	✔				Energy
				✔										✔	✔			✔							Engagement
✔		✔	✔					✔			✔			✔		✔								✔	Finance
	✔		✔			✔		✔		✔			✔	✔							✔	✔		✔	Food and Beverage
✔			✔		✔	✔	✔				✔			✔	✔	✔	✔	✔				✔		✔	Games Management
					✔	✔	✔									✔	✔							✔	Information and Knowledge Management
		✔	✔			✔		✔																✔	Language Services
✔										✔								✔	✔		✔			✔	Marketing Partner Services
								✔				✔				✔		✔	✔	✔	✔		✔	✔	Media
	✔	✔	✔			✔			✔			✔		✔		✔	✔		✔	✔		✔		✔	Medical Services
		✔				✔		✔						✔		✔			✔	✔		✔		✔	NOC Services
✔		✔	✔					✔		✔		✔		✔		✔		✔	✔	✔	✔	✔	✔	✔	Olympic Family and Dignitary Services
✔				✔		✔		✔								✔				✔				✔	Olympic Torch Relay
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			✔			✔								✔	✔						✔				CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts (June 2015)
		✔	✔	✔										✔		✔				✔	✔	✔			CER Annex 3 Specifications on Protocol Elements for Ceremonies
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	✔	✔														✔					✔	✔			VIL Annex 1 - Specifications on NOC Office Space
✔	✔	✔	✔			✔		✔				✔		✔		✔		✔	✔	✔	✔	✔		✔	ACR Annex 1 : Accreditation at the Olympic Games - Detailed Specifications (December 2016)
✔	✔	✔	✔			✔		✔				✔		✔		✔		✔	✔	✔	✔	✔		✔	ACR Annex 2 : Accreditation at the Paralympic Games - Detailed Specifications (June 2015)
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✔		✔	✔									✔		✔		✔		✔	✔	✔	✔			✔	TKT Annex 1 - Specifications on Client Ticket Portal (June 2015)
MPS	MED	NCS	OFS (incl. DIP, PRT)	OTR	OPR	PEM	PNC	PRS	PRC	RPP	RSK	SEC	SPX	SPT (incl. INS)	SUS	TEC	TEM	TKT	TRA	VEM	VNI (incl. VED, INF)	VIL	SIG	PGI*	
Functional Areas implicated in HCC-OR Operational Area's requirements (in alphabetical order of Functional Area name)																									

* Paralympic Games Integration

1. Product and Experience

1.1. Sport (including IF Services)

Introduction

The Olympic and Paralympic Games promote the Olympic and Paralympic values worldwide by providing a global stage for the best athletes to compete at the highest level. Their success, and, ultimately that of the Games, requires close attention to all aspects of delivering the best possible environment for competition and training.

For the Sport area, key success factors include:

- thorough sports planning and competition management, including venue readiness, training and sports presentation;
- competition venues and Fields of Play (FOP) consistent with high performance;
- sports equipment that meets the technical requirements of the sport; and
- efficient organisation of Olympic and Paralympic sport.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, the IF and OBS, are also essential for the successful delivery of this area. As the governing bodies for sport, IFs' expertise, experience and resources are essential.

The Sport area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Sport, the IPC Guide on Orthotic, Prosthetic and Wheelchair Repair Services, and any cross-referenced documents listed within them.

Operational Requirements

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

SPT 01 - Location of sports

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

SPT 02 - Duration of competitions

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

SPT 03 - Organisation of Paralympic sports

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

Requirements related to competition and training venues

SPT 04 - IF venue standards

- Follow the most current IF technical requirements as they relate to competition venues for each sport (e.g. standard Field of Play (FOP) dimensions, standard warm-up space, standard Back-of-House [BOH] requirements for athletes' preparation and IF spaces, including working areas), as defined in relevant sport-specific and venue-specific documentation provided by each IF.

SPT 05 - Competition venues

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

SPT 06 - Paralympic competition venues

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

SPT 07 - Look of the Games

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

SPT 08 - Olympic flag and IF recognition

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

SPT 09 - Pre-Games access to venues

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

SPT 10 - Games-time training

- Agree with each relevant IF all technical requirements relating to the training venues identified for use before and during the Olympic Games and make these training venues available for all athletes from the opening of the Olympic Village until the end of competition for each sport/event (including for sports held in Co-Host Cities). The level of services delivered to athletes during official training shall be equal to the services delivered during competition. For other training opportunities, the OCOG and the IF shall agree on the services to be provided to the athletes.
- Ensure that such venues meet the IF technical requirements. Any exception to these requirements shall be submitted to the IOC and to the respective IF for approval.

SPT 11 - Paralympic training schedule projects

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

Requirements related to IF services

SPT 12 - Attendance at IF events

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

SPT 13 - Appointment of IF representatives

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

SPT 14 - Sport Delivery Plan

- Ensure that the terms and level of engagement with each IF, as well as all their respective service levels applicable to the delivery of the Games, are documented by the OCOG and each IF in the Sport Delivery Plan (SDP). Such agreement shall also stipulate any financial consideration associated with the services to be provided by the IFs for the delivery of the Games.

SPT 15 - Paralympic sport Memorandum of Understanding

- Enter into cooperative agreements (Memorandum of Understanding [MOU]) with the IPC and the IFs, which clearly set out the relationship, responsibilities, scope, levels of service and delivery timelines expected by both parties in the planning and execution of the respective sports competitions at the Paralympic Games.
- Should the IF, IPC and the OCOG agree, the elements of the MOU can be incorporated into the SDP.

SPT 16 - Pre-Games IF visits to the Host City

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

SPT 17 - Games-time expenses for IF delegates

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

SPT 18 - Technical officials' transport

- Submit an International Technical Officials' (ITO) travel policy to the IOC for approval.
- Pay for the travel expenses of the ITOs for the Olympic Games. The total number of ITOs shall be confirmed by the IOC following a proposal from the relevant IF. Travel expenses shall be calculated to the Host City from the ITOs' place of residence and back.
- Pay the travel expenses of the National Technical Officials (NTO) within the Host Country.

SPT 19 - Technical officials' accommodation

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

- Provide accommodation (including breakfast) for the ITOs and NTOs, according to the HCC - Operational Requirements - Accommodation.

SPT 20 - Technical officials' per diem

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

SPT 21 - Technical officials' uniforms

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

SPT 22 - Opening and Closing Ceremony Tickets for IFs

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

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

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

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

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

Requirements related to sport competition

SPT 25 - Appointment and approval of sport managers

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

SPT 26 - Recruitment and training strategy

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

SPT 27 - Sport volunteer training for the Paralympic Games

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

SPT 28 - Competition schedule

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

SPT 29 - Paralympic competition schedule

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

SPT 30 - Weather data

- For outdoor sports, provide venue-specific weather stations that collect weather data during the competition season (Winter or Summer). These weather stations shall be installed as soon as possible following the election of the Host City and:
  - no later than four years prior to the Games of the Olympiad
  - no later than five years prior to the Olympic Winter Games.

- Ensure that the weather stations collect data which meets each IF's weather reporting requirements. The weather service provider shall also provide overall weather data and metrics within the Host City for use by Games Information System (INFO+) and other data systems.

SPT 31 - Sport presentation

- Develop sport-specific presentation plans, in cooperation with each IF and OBS, which build on the overall sport presentation concept but are specifically tailored to the requirements and culture of each sport/discipline.
- Submit the following primary elements of the sport presentation to the IOC, the IFs and OBS:
  - announcements and commentary;
  - music;
  - video board content; and
  - scoreboard animation.
- With regard to sports presentation, develop a music library within the framework of both the "Olympic theme" and the sport-specific requirements (IFs' and athletes' possible contributions). Songs and sounds should be varied to cover the style spectrum and ensure that appropriate music is available. Obtain all required music rights.
- In order for the OCOG to benefit from existing content, consult the IOC, OBS, Olympic Channel Services SA (OCS) and IFs at all stages of the development of video content for the in-venue video board.
- Provide OBS with all broadcast feed requirements for the video boards.

SPT 32 - Paralympic sport presentation content

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

SPT 33 - Sport engagement/initiation at Games time

- Where operationally feasible, implement, in collaboration with the respective IFs and NFs, a sport engagement/initiation programme which allows spectators of all ages to better understand and experience each of the sports on the Olympic Programme and which improves or enhances the spectators' experience at Games time.

SPT 34 - Broadcast camera and microphone positions on the FOP

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

SPT 35 - Broadcast feed requirements for IF

- Provide OBS with the summary of all broadcast feed requirements for IFs, including video adjudication.

SPT 36 - Enforcement of Rule 50 of the Olympic Charterl

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

Requirements related to sports equipment

SPT 37 - Sports equipment lists

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

SPT 38 - World Federation of the Sporting Goods Industry

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

SPT 39 - Generic sports equipment supplier agreements

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

SPT 40 - Provision of equipment for FOP preparation

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

SPT 41 - Delivery of Ski Racing Suppliers Association and WFSGI sports equipment

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

SPT 42 - Ski Racing Suppliers Association

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

SPT 43 - Wax cabins

- At the Olympic Winter Games, according to the requirements determined by the IOC, provide wax cabins to:
  - NOCs based on the allocation formula related to the number of athletes; and
  - SRS, subject to a financial contribution by their member companies, decided by the IOC.

Requirements related to sport entries

SPT 44 - Sport entries

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

SPT 45 - Integration of sport entries and Paralympic classification operational plans

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

Requirements related to sport publications

SPT 46 - Required Olympic sport publications

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

SPT 47 - Games officials' guide for the Paralympic Games

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

SPT 48 - Paralympic pre-Games training guide

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

Other Requirements specifically related to the Paralympic Games

SPT 49 - Classification programme

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

SPT 50 - Classification Coordination Centre for the Paralympic Games

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

SPT 51 - Orthotic, prosthetic and wheelchair repair services

- Provide a range of orthotic, prosthetic and wheelchair repair facilities and services for all accredited athletes, NPC team officials, IF Games officials and other Paralympic stakeholders.
- Select an orthotic, prosthetic and wheelchair repair supplier and seek written IPC approval of the final agreement between the OCOG and the supplier.
- Ensure that the facility and basic Furniture, Fixtures and Equipment (FFE) for the repair services in the Paralympic Village Plaza and at the different venues meets the relevant technical specifications.
- Ensure pre- and post-Paralympic Games storage of shipped equipment in a secure venue for the timeframes set in the supplier agreement. Facilitate the customs clearance process for the temporary import of technology and spare items, and the venue load-in and load-out of the equipment in a timely manner.
- Provide the supplier's staff with a suitable OCOG accreditation category and access rights to ensure appropriate multi-venue and zone access, plus a small number of upgrade cards to ensure flexibility to cover all operations. In addition:
  - allow access to a suitable transport system that guarantees quick and flexible provision of services over multiple venues; and
  - provide additional support staff or volunteers to the technicians, subject to agreement with the supplier.
- Provide the supplier with access to the rate card programme, thus allowing them to acquire additional equipment, supplies and services available for purchase or lease at a reasonable price on arrival at the Games.

1.2. Ceremonies

Introduction

Ceremonies provide some of the most memorable moments of the Olympic and Paralympic Games. They showcase the Olympic and Paralympic values, celebrate the athletes' achievements, contribute to the spirit of solidarity and highlight the cultural traditions of the Host City and nation. Successful Ceremonies help ensure that the Olympic and Paralympic Games are much more than just another sporting event.

For the Ceremonies area, key success factors include:

- well-developed concepts and master plans;
- early-stage creative planning for the Opening and Closing Ceremonies, Victory Ceremonies and Team Welcome Ceremonies;
- attention to protocol considerations; and
- strict respect for Intellectual Property Rights, and the rights of the Rights-Holding Broadcasters (RHB).

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, respective producers, OBS and the public authorities, are also essential for the successful delivery of this area. Coordination with OBS is particularly important to ensure that a global audience can share the emotion and excitement of the Ceremonies.

The Ceremonies area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Ceremonies and in the IPC Guide on Paralympic Ceremonies, as well as any cross-referenced documents listed within them.

Operational Requirements

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

Requirements related to all Olympic Ceremonies

CER 01 - Organisation and scope of Ceremonies

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

CER 02 - Creative approach and vision of the Ceremonies

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

CER 03 - Concepts and detailed production master plans for Ceremonies

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

CER 04 - Protocol elements for Ceremonies

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

CER 05 - Music for Ceremonies

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

- Report all musical content to be used in advance to the IOC in accordance with the "IOC Music Reporting Instructions" contained in the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games.

CER 06 - Preview of Ceremonies

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

CER 07 - Coordination with OBS

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

Requirements related to Opening and Closing Ceremonies

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

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

CER 09 - Templates of contractual agreements for artists and music

- Submit all templates of contractual/legal documentation regarding the artists and the use of music in relation to the Opening and Closing Ceremonies to the IOC for approval before hiring the artists, in accordance with the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games.

CER 10 - Olympic cauldron

- Given the engineering complexities of the Olympic cauldron, present the final design to the IOC for approval.

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

CER 11 - Moment of remembrance

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

CER 12 - Olympic laurel award

- For the Games of the Olympiad only, ensure that the scenario of the Opening Ceremony includes a segment for the Olympic laurel award presented to a personality having made outstanding contributions to Olympism. The selection is made of a jury named for the occasion by the IOC.

CER 13 - Next Host City artistic segment

- During the Closing Ceremony of the Games, a creative segment produced by the next OCOG shall take place. This next OCOG has the opportunity either to introduce a live performance or to broadcast a video clip/film during the Ceremony. The next OCOG should ensure that:
  - all creative concepts or the content of the video clip/film comply with IOC requirements and are submitted to the IOC for approval;
  - this segment is subject to the same rights acquisition, assignment, clearance and other requirements as outlined above for other Ceremonies and further described in the CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games. These tasks shall be managed entirely by the Organising Committee for the next Olympic Games; and
  - submit all document templates related to hiring creative crews, artists or talents to the IOC for approval.

Requirements related to Victory Ceremonies

CER 14 - Approval of Victory Ceremony related elements

- Submit the following elements related to the Victory Ceremonies to the IOC for approval:
  - the initial presentation on the Victory Ceremony concept including integration of Olympic protocol elements;
  - the detailed creative concepts and Olympic protocol elements associated with the Victory Ceremonies, along with a master plan including a production budget, high-level production schedules and staff/production plans;

- the final script of the Victory Ceremonies, including in the Host Country's language if different from French or English (being understood that the IOC will provide in advance the script containing the exact wording for the Victory Ceremonies in French and English (refer to CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts);
- the initial design of the podiums;
- the final podium design, including any backdrop(s) when necessary due to the given layout of specific venue(s);
- the final staging plan of the Victory Ceremonies, including the athletes' and medal presenters' entrance and exit, green room (waiting area) location, flag poles/flag trapeze as well as still photographers' positions; and
- the list of all music to be played during the Victory Ceremonies.

CER 15 - Medal and flower presenters at Victory Ceremonies

- Liaise with the IFs to identify presenters of the flower bouquets (understanding that the IFs shall advise the OCOG of the presenters).
- Announce specifically as indicated, without any addition or alteration, the two lists of IOC members who will present the Olympic medals, provided by the IOC to the OCOG, including the full text of titles that shall be announced. The lists are referred to as:
  - the short list – for use on the Light Emitting Diode (LED) screens; and
  - the long list – for use by the announcers.
- Create a document integrating the IOC medal presenters and the IF flower presenters with the precise schedule for the Victory Ceremonies. This document shall be updated as required and provided to all appropriate venue teams, sport presentation, OBS and media operations.

CER 16 - Victory Ceremony scripts

- Follow the detailed specifications of Victory Ceremony scripts included in the CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts.

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

- Present the proposed location of the Medals Plaza for IOC approval.
- Ensure that all existing rights of Olympic Marketing Partners and RHBs are respected within the Medals Plaza. If an OCOG is interested in offering special marketing opportunities to TOP and/or OCOG Partners (i.e. making this a "signature property"), the OCOG shall present such plan to the IOC for approval, well in advance of any implementation.
- Ensure that all requirements set out in CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games are fully respected in the context of the Medals Plaza and, in particular, that all clearances and licenses described in CER Annex 1 are obtained in relation to all music, all artistic performances and other creative elements used at the Medals Plaza.

- Deliver the following elements for the Medals Plaza and its Victory Ceremonies:
  - Submit the initial presentation of creative concept to the IOC for approval;
  - Submit the creative concept (including scenarios, programme, use of Olympic symbol, site and stage designs, back drop to the podium and production process) to the IOC for approval;
  - Submit the final scripts (including musical segments and staging) to the IOC for approval;
  - all headline talent and other performance-related signed contracts; and
  - Provide draft music cue sheets for each night of Medals Plaza programming to the IOC and OBS. Final music cue sheets, including any update, shall be provided to the IOC and OBS on a daily basis.

- Ensure that, at the Medals Plaza, before the commencement of the Victory Ceremonies segment, the Olympic flag is raised and accompanied by the Olympic anthem (the score will be provided by the IOC).

- For crowd control and to ensure smooth operations, ensure that access to the venue is granted with a ticket or accreditation (based on categories approved by the IOC). Unless otherwise agreed by the IOC, the OCOG shall make all tickets to the Medals Plaza complimentary. Details of the ticketing plan related to the Medals Plaza shall be presented to the IOC for approval.

Requirement related to Team Welcome Ceremony

CER 18 - Team Welcome Ceremony plan, concept and script

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

Requirement related to Paralympic Ceremonies

CER 19 - Concepts and plans for Paralympic Ceremonies

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

CER 20 - Paralympic Opening and Closing Ceremonies

- Organise the official Opening and Closing Ceremonies for the Paralympic Games, which shall take place on the first and last day of the Games respectively, in a location within the Host City and in accordance with IPC protocol. The Opening and Closing Ceremonies respectively shall officially begin and close the celebration of the Paralympic Games.

- Establish, in coordination with IPC Legal, all necessary contractual documentation with the composers/performers to ensure that all intellectual property and music rights are cleared according to IPC requirements, particularly those for broadcasting and digital media.

- Submit preliminary Ceremonies programmes/concepts including the artistic segments of the

Games, the final Opening Ceremony programme and the Closing Ceremony programme to the IPC for approval.

CER 21 - Language requirements during the Opening and Closing Ceremonies

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

CER 22 - Protocol requirements during the Opening and Closing Ceremonies

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

CER 23 - Paralympic Victory Ceremonies

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

CER 24 - Protocol and order of the Paralympic Victory Ceremonies

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

CER 25 - Paralympic Victory Ceremony presenters

- Recognise that all medal and flower presenters are selected according to the policy set out by the IPC executive office which is responsible for the allocation of medal and flower presenters for all sports.

- For each Victory Ceremony for individual events held during the Paralympic Games and Paralympic Winter Games, one medal presenter and one flower presenter shall be identified. For team sports and team events, three medal and three flower presenters shall be selected.
- At the Paralympic Games, the same medal/flower presenter can be scheduled for several Victory Ceremonies, however, the same presenter cannot be assigned to more than three consecutive Ceremonies.

CER 26 - Paralympic Victory Ceremony set-up and protocol

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

CER 27 - Paralympic Team Welcome Ceremonies

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

1.3. City Activities and Live Sites

Introduction

Exciting and engaging Games-related events and activities, both inside and outside the Olympic Park(s), extend the reach, passion and spirit of the Olympic and Paralympic experience throughout the Host City, the Host Country and beyond. Live sites are one of the most common city activities, offering residents and visitors an opportunity to gather together to enjoy broadcasts of Olympic Games competitions, cultural events, performances, Ceremonies and other activities.

The development of city activities and live sites is not required by the HCC, though it is highly recommended. If the OCOG chooses to develop such activities, the following requirements apply.

For the City Activities and Live Sites area, key success factors include the following important elements:

- the development of strategic and operational plans;
- guaranteed OCOG control over all live sites (in the Olympic venues, the Host City and throughout the Host Country); and
- agreements that respect marketing and supply rights.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, OBS, Olympic Marketing Partners, contractors and the public authorities, are also essential for the successful delivery of this area.

The City Activities and Live Sites area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on City Activities and Live Sites and any cross-referenced documents listed within it.

Operational Requirements

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

LIV 01 - Plan for city activities for the Olympic Games

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

LIV 02 - Plan for city activities for the Paralympic Games

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

LIV 03 - Live site programme strategic and operational plans

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

LIV 04 - IOC programmes of live sites and other activities

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

LIV 05 - Delivery partner agreements for live sites

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

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

- Ensure that sponsorship, promotional, advertising and broadcasting rights relating to the city activities (including live sites) are granted only to Olympic Marketing Partners and/or RHBs.

LIV 07 - IOC Marketing Partner supply rights

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

LIV 08 - Obtaining a clean broadcast feed

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

1.4. Culture

Introduction

Celebrating the culture of the Host City and the Host Country adds to the festive atmosphere of the Olympic Games Culture is made up of projects and events that celebrate local, national and international culture while also drawing on the Olympic values to engage the widest possible population in the Host City and Host Country during the four-year Olympiad. This is accomplished through the Cultural Olympiad, a multi-year celebration of culture and the arts. The Cultural Olympiad provides an opportunity to engage a wide cross-section of the Host Country's population in the spirit of the Games and the Olympic values — particularly young people and those with interests outside sport.

Because the Cultural Olympiad can extend over four years, it enables the development of long-term cultural projects with significant legacy value. The Cultural Olympiad culminates in a dedicated cultural festival during the Olympic Games.

The cultural programme for the Paralympic Games should have its own distinctive elements while being integrated and seeking efficiencies with the Cultural Olympiad.

For the Culture area, key success factors include:

- effective partnerships with a variety of stakeholders, including cultural institutions, artists, performers, government agencies and Olympic Marketing Partners;
- a strong spirit of co-production with the IOC and its entities; and
- various programmes aligned with the Olympic values.

Close coordination and cooperation with external partners and other OCOG areas are also essential. The OCOG's Culture area must be the driving and controlling force for the Cultural Olympiad, but external partners will provide much of the content and resources.

The Culture area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on the Cultural Olympiad and any cross-referenced documents listed within it.

Operational Requirements

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

CUL 01 - Cultural Olympiad programme

- Develop and implement a programme of various cultural projects and events which shall celebrate local, national and international culture while also drawing on the Olympic values to engage the widest possible population in the Host Country and its visitors during the four-year Olympiad.
- Submit to the IOC for prior approval the plan for an extended cultural programme, and the communications strategy for this plan, which shall at least cover the period of the four-year Olympiad and culminate with a cultural festival which shall operate for at least the entire period during which the Olympic Village(s) is/are open.
- Coordinate with the IOC to determine any possible use of IOC expertise, research and patrimonial assets (such as artefacts, photographs, videos, sound recordings and other archival material) in relation with the Cultural Olympiad.
- At the request of the IOC, ensure that the Cultural Olympiad includes the IOC's own programme and potential cultural activities related to Agenda 2020, such as the Artists in resident programme, the Olympic House and the "Olympic Museum on the Move" concept (all costs of which are to be borne by the IOC or marketing partners).

CUL 02 - Seating at the events of the Cultural Olympiad

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

CUL 03 - Official Film of the Games

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

CUL 04 - Official Poster

- Develop and submit to the IOC for approval artistic projects for an official poster of the Games and create an artistic series of posters to be developed and published at least three months before the Opening Ceremony.

CUL 05 - Paralympic cultural programme

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

1.5. Education

Introduction

Education is one of the key elements of the Olympism, alongside sport and culture. Establishing educational programmes for schools and colleges is an effective way for Organising Committees for the Olympic Games (OCOG) to promote sport, the Olympic Games and the Olympic values among young people.

Educational programmes require significant long-term planning and implementation. Some successful past initiatives were tested during the candidature process, more fully developed after the election of the Host City and implemented for the four years of the Olympiad.

For the Paralympic Games, a distinct programme that seeks to educate children and their families about the event, the Paralympic values and Paralympic sports should be developed.

For the Education area, key success factors include:

- strong partnerships with a variety of stakeholders to deliver the programme;
- organisation and distribution of inspiring Olympic and Paralympic education programmes to schools and colleges throughout the Host Country;
- close collaboration with the IOC's Olympic Values Education Programme (OVEP) and other IOC educational initiatives; and
- an impactful accessibility awareness and enhancement programme in conjunction with the Paralympic education programme.

Close coordination and collaboration within the OCOG and a variety of stakeholders, including governmental and private partners, educators and educational institutions, are also essential for the delivery of this area. The OCOG's Education area must be the key driving and controlling force for the education programme.

The Education area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Education and any cross-referenced documents listed within it.

Operational Requirements

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

EDU 01 - Education programme

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

EDU 02 - Paralympic education programme

- Develop and implement an education programme about Para sport, the Paralympic Games and the Paralympic values on offer to schools, colleges, clubs or similar local organisations with education and learning activities throughout the Host Country during the pre-Games phase. Education activities around the time of the Paralympic Games shall be organised to establish a direct link with these Games.
- Present the Paralympic education concept and the Paralympic education materials and methods to the IPC for review.
- Ensure appropriate collaboration with the IPC's own global education programmes (such as "I'm Possible: Engaging Youth with the Paralympic Movement)".

EDU 03 - Accessibility awareness and enhancement programme

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

1.6. Olympic Torch Relay

Introduction

The Olympic Torch Relay (OTR) shares the Olympic spirit throughout the Host Country, engaging a wide cross-section of the public and generating excitement for the upcoming Olympic Games. It is a source of inspiration and a powerful symbol for the ideals of peace, unity and friendship.

The Paralympic Torch Relay (PTR) is a unique and separate event that has no commercial relationship with the OTR. The PTR begins after the closing of the Olympic Village and at least six days before the Paralympic Games Opening Ceremony.

Both relays are unparalleled opportunities to showcase the country to an international audience through media coverage of the event.

For the Olympic Torch Relay area, key success factors include:

- well-developed vision and scope;
- well-planned organisation for torch relays, launch events and flame-lighting Ceremonies;
- engaging design and look of the torch, torchbearer uniforms and other elements; and
- strong partnerships and sponsorships for promotion of the relays.

Close coordination and collaboration, as well as meticulous planning and collaboration with multiple stakeholders, including the Host Country NOC, government authorities and agencies, police, venue owners and operators, the media, and Olympic Marketing Partners, as well as with communities along the OTR/PTR routes, are also essential for the successful delivery of this area.

The Olympic Torch Relay area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on the Olympic Torch Relay and any cross-referenced documents listed within it.

Operational Requirements

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

Requirements related to the planning and approval of the torch relay

OTR 01 - Approval of OTR vision, scope and plans

- Submit the following items to the IOC for approval:
  - the vision and overall scope;
  - the operations plan;
  - the sponsorship plan, which respects the rights of IOC Marketing Partners;
  - the communication plan;

- the overall torchbearer allocation plan, including the timetable, process and mecanism for selecting and slotting torchbearers prior to allocating any torchbearer slots;
- the route scope, including duration, number of torchbearers, cities to be visited, means of transport and special visits;
- any plans to promote the OTR;
- any plans to use the flame as part of its wider communications, public relations or commercial activities;
- any animation or other programme created by the OCOG in relation to the OTR;
- the community agreement template;
- the broadcast plan for RHBs and non-RHBs;
- the media operations plan;
- the disposal plan of remaining torches; and
- the list of all devices that will carry the Olympic flame.

OTR 02 - Approvals on OTR design and Look of the Games elements

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

Requirements related to the commercial aspects of the torch relay

OTR 03 - OTR presenting partners

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

OTR 04 - OTR sponsorship agreements

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

OTR 05 - Sale of torches

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

Requirements related to torch relay operations

OTR 06 - Olympic flame lighting ceremony Memorandum of Understanding

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

OTR 07 - Torchbearers' uniforms

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

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

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

OTR 09 - OTR consumer website

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

OTR 10 - Provision of OTR related items to the IOC

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

Requirements related to the Paralympic Torch Relay

OTR 11 - PTR organisation

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

OTR 12 - Approval of PTR proposals

- Ensure that the messaging, vision and values of the PTR are consistent with those of the Paralympic Games.

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

OTR 13 - Approvals on PTR design and Look elements

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

OTR 14 - PTR flame lighting ceremony

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

OTR 15 - PTR launch event

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

OTR 16 - PTR fixed flame festival city

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

OTR 17 - PTR torchbearers' uniforms

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

OTR 18 - Provision of PTR related items to the IPC

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

OTR 19 - PTR promotion

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

OTR 20 - PTR television communications

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

1.7. Engagement

Introduction

Public engagement multiplies the benefits of the Olympic and the Paralympic Games by maximising the number of people actively participating in or feeling a strong connection to these events. This is how the OCOG reaches out to increase enthusiasm for the Games among local, regional, national and international audiences. Engagement also differentiates the Games from other sporting events, and contributes to a successful and resilient Games legacy.

A successful engagement strategy reaches beyond naturally committed sports fans to connect with a wide audience. It encourages people to attend the Games or participate in Games-related events in the Host City and the Host Country, before, during and after the Games.

Engagement takes many forms and cuts across several OCOG areas. It is linked to, but distinct from, communications and includes the education programme, the culture programme, ticketing, live sites, city activities, the Olympic Torch Relay and other events and initiatives that provide opportunities for public participation. There is no single blueprint for a successful engagement programme, but it should reflect the local context, culture and Games vision.

For the Engagement area, key success factors include:

- early implementation and strong collaborative structures that integrate all relevant areas within the OCOG;
- demonstrated ownership and support from the OCOG senior leadership;
- a strategic vision rooted in the overall Games vision;
- strong external partnerships with public and private organisations;
- effective use of digital and social media; and
- a well-developed implementation plan that includes key milestones, target audiences, external partners and opportunities for proactive engagement.

Close coordination and collaboration within the OCOG and a variety of stakeholders, including governmental and private partners, are also essential for the delivery of this area.

The Engagement area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Engagement and any cross-referenced documents listed within it.

Operational Requirements

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

ENG 01 - Engagement programme

- Develop and submit to the IOC for approval the engagement programme, including communication elements, which shall raise awareness of the Olympic Games as well as inspire and motivate the general public to become involved with the Olympic Games.

2. Stakeholder Services

2.1. Marketing Partner Services

Introduction

Olympic Marketing Partners provide invaluable financial and operational support for the Olympic and Paralympic Games, and help promote the Games and the Host City to a global audience. They play a direct role in staging the Games by providing essential technical services and products. They also support the work of more than 200 NOCs and more than 175 NPC worldwide.

The IOC has established long-term partnerships with some of the world's leading companies through The Olympic Programme (TOP). In return for their support, the TOP Partners are granted exclusive worldwide marketing rights and other sponsorship benefits. The OCOG has an opportunity to enlist domestic partners whose marketing and promotional rights are limited to the Host Country and do not conflict with rights granted to the TOP Partners.

The Marketing Plan Agreement (MPA), a contract between the IOC and the OCOG, establishes the Games marketing structure and compliance requirements. The Paralympic Marketing Plan Agreement (PMPA) is a similar agreement between the IPC and the OCOG.

For the Marketing Partner Services area, key success factors include:

- a full understanding of and compliance with the MPA;
- respect for marketing rights and Intellectual Property Rights (IPR);
- effective protection against ambush marketing;
- procurement agreements with Olympic Marketing Partners in accordance with the MPA; and
- an integrated communications programme recognising marketing partners' contributions.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC and TOP Partners, are also essential for the successful delivery of this area.

The Marketing Partner Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Marketing Partner Services and any cross-referenced documents listed within it.

Operational Requirements

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

MPS 01 - Procurement of goods and services by the OCOG

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

MPS 02 - Marketing Partner recognition

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

MPS 03 - Outdoor advertising in the Host City

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

MPS 04 - Marketing partner access to Games assets

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

MPS 05 - Olympic Hospitality Centre (OHC)

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

MPS 06 - Showcasing strategy and plans

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

MPS 07 - Concessions, retail operations and licensees

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

MPS 08 - Games-time filming

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

2.2. Media

Introduction

The media bring the Olympic and Paralympic Games and the values of sport into the homes of billions of viewers and readers around the world. High-quality facilities and services for the media facilitate the best possible media coverage of the Games to the widest possible audience, on a wide range of platforms including television, radio, newspapers and magazines, and mobile, digital and social media platforms.

OBS has primary responsibility for meeting the needs of the Rights-Holding Broadcasters (RHB), and coordinates the services and facilities provided directly to the RHBs by the OCOG.

For the Media Services area, key success factors include:

- a Main Press Centre (MPC) for the written and photographic press, and an International Broadcast Centre (IBC) for broadcasters, with 24/7 support;
- a joint IBC/MPC transport hub, or separate hubs for each centre, serving all venues and accommodation;
- detailed planning in the pre-Games period and the timely provision of facilities and services for the media at the venues; and
- effective delivery of results, data, timing and other information needed by the media.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, especially OBS, as well as the IOC, IPC and the international news agencies, are also essential for the successful delivery of this area.

The Media Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Media and the IPC Guide on Paralympic Media Services, the following annexes and any cross-referenced documents listed within them:

- BRS Annex 1 – Operational Specifications for Broadcasting Services and facilities
- BRS Annex 2 – Broadcast Master Plan – Timelines
- BRS Annex 3 – Specifications on Broadcast Lighting
- BRS Annex 4 – Transport Media Table
- Olympic Games Photo Guide.

Operational Requirements

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

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

Requirements related to the press

PRS 01 - General facilities and services provided for the press

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

PRS 02 - Main Press Centre (MPC)

- Provide an MPC, which is the central workplace of the accredited written and photographic press at the Olympic Games, offering 24/7 support and facilities, and in addition, for the Olympic Winter Games, a Mountain Media Centre (MMC). The MPC and MMC shall be an existing exhibition centre-type facility, new construction or large building shell (e.g. warehouse) that is easily retrofitted, or a temporary facility that is fit for purpose. It shall be conveniently located for the competition venues, with access to public services, such as transport, accommodation, restaurants.
- For the MPC, ensure that:
  - the MPC at the Games of the Olympiad provides 30,000m^2 of usable space, with a further 1,000m^2 in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area;
  - the MPC at the Olympic Winter Games provides 20,000m^2 of usable space, with a further 1,000m^2 in or alongside the building for use as a logistics compound, with truck access, loading dock and secure storage area; and
  - a combined International Broadcast Centre (IBC)/MPC media transport mall, fit for purpose, is provided. If the IBC and MPC are adjoining facilities, there should be one shared transport mall but, if separate, both the IBC and MPC will need their own transport malls.
- Ensure that the MMC (Olympic Winter Games only) provides no less than 3,000m^2, with an adjacent transport hub and a logistics compound in the mountain zone.
- Ensure that the OCOG takes full possession of the facility in a timeframe that allows sufficient time for fit-out and overlay. Timing will change depending on the type of facility, but should be at least six months before for the Games of the Olympiad and at least three months before for the Olympic Winter Games depending on the type of facilities provided. For example, an existing exhibition-type facility may require less time for fit-out and overlay compared to a newly constructed building. Any timeframe later than that specified above shall be approved by the IOC.

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

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

PRS 04 - Internet connectivity for the press

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

PRS 05 - Olympic Information Service (OIS)/Paralympic News Service (PNS)

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

Requirements related to press at the Paralympic Games

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

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

PRS 07 - Paralympic MPC

- Provide an MPC for the Paralympic Games that is fit for purpose and that offers an appropriate level of services aligned with the needs of the press for the Paralympic Games. The MPC for the Paralympic Games may or may not be that of the Olympic MPC. The venue should accommodate the relevant services, according to the expected number of accredited members of the press.

PRS 08 - Media services at Paralympic venues

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

Requirements related to broadcast services

BRS 01 - Planning Phase – facilities and services

- Manage the venue planning process, including the facilitation of meetings and surveys, provide original Computer-aided Design (CAD) drawings and cooperate fully with OBS on the design of all broadcast-related facilities and venue overlay. CAD management procedures shall be established in agreement with OBS.
- Establish a standard procedure for OBS and RHBs to access the venues during the Planning Phase and provide relevant information as required by OBS in briefings/meetings with RHBs.
- Implement a consistent approach across venues and sports to planning the operation of venues, in full consultation with OBS.
- Develop the competition schedule in close cooperation with OBS.
- Develop the Directory of Services (DOS) or rate card to comprise two parts:
  - OBS-supplied services (Part A); and
  - OCOG-provided services (Part B) (e.g. specific rates for internet, information services, telephony, VLANs, computers, printers, vehicles, Furniture, Fixtures and Equipment (FFE).
- Ensure that all the services for which the OCOG may be entitled to charge a fee to the RHBs are defined in the DOS (or rate card) (Part B), together with specific rates for these OCOG-provided services so that they can be incorporated into the complete DOS (including Parts A and B) distributed by OBS to the RHBs.

- Ensure that all contracts between the OCOG and telecommunication company(ies) or any broadcasting organisation concerning any services or facilities which involve costs to be paid by RHBs, which are not fully addressed by the DOS, are submitted to the IOC for its prior written approval.
- Determine a plan for the delivery of results, data and timing, Commentator Information System (CIS), remote CIS, Real-time Data System (RTDS), ODF, graphical virtual enhancement elements and any other technology information/services, subject to specifications provided by OBS.
- Provide the redundant underground fibre network connecting the venues and the IBC, as per the OBS specifications and requirements described in BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide the required general telecommunications services for OBS facilities and offices (such as fixed telephone sets and lines, mobile phones, secure high-speed broadband and internet, radios, infrastructure and equipment to an agreed level of service and usage) in accordance with OBS's telecommunications specifications and detailed requirements arranged directly with the telecommunications provider and/or OCOG.
- Procure and maintain the relevant insurance policies as defined in FIN Annex 1 – Specifications for OCOG Insurance.

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

- Provide an existing facility, new construction or large building shell that can be easily retrofitted, which is conveniently located in proximity to the competition venues, to serve as the IBC, the base of operations for all broadcast-related activities. Furthermore, for Olympic Winter Games, a similar facility on a smaller scale may be required in the form of an MBC or secondary facility.
- Ensure that the IBC/MBC facilities meet the appropriate height and space requirements and that these facilities are properly equipped in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide all architectural and installation drawings of the building to OBS, which shall have final approval of the building space planning.
- Conduct the handover of the facility to OBS on the agreed date, allowing sufficient time for fit-out and overlay and ensure that possession is maintained until the removal of equipment and retrofit of the building is complete, following the Paralympic Games period.
- Allocate space within and surrounding the facility for the guest pass office, daily briefing room, compound/satellite farm, generators space, loading dock, logistics operations, motor pool, parking facilities, drop off areas and OCOG-provided services.
- Provide fixtures and infrastructure for technology (computers, printers, copiers), general telecommunications (fixed phone lines, mobile coverage, high speed internet), internal coverage for mobile phones and communication radios,Cable Television (CATV) systems and FFE.

- Provide all the optical fibre strands required by OBS for the establishment of the broadcast telecommunications network between the different competition and non-competition venues. For further detail, refer to BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Ensure appropriate security and perimeter control are in place, including supplying access control personnel, beginning from the day of the IBC/MBC handover until the completion of dismantling.
- Provide external and internal Look of the Games elements (e.g. maps, wayfinding signage, room designations).
- Provide all maintenance and facility management of the building and its services, including specialised management system (e.g. Building Management Systems [BMS]).

BRS 03 - Games Operations Phase – facilities and services - Venues

- Ensure proper support and assistance to allow OBS to produce the ITVR signals.
- Ensure that each venue contains the space, infrastructure, cabling requirements, lighting, HVAC, FFE and technical/domestic power required for broadcasting operational areas, in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide facilities to be used as offices, technical space, food and beverage and storage (i.e. containers, cabins, trailers, tents, etc.), FFE for each of these facilities, drinkable water and drainage (if required) and daily cleaning services for all OBS and RHB areas.
- Ensure appropriate security and perimeter controls are in place including access control for personnel, from the time of venue occupancy until equipment load-out is complete.
- Ensure all OCOG-provided services and facilities are installed and cabled correctly in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.
- Provide dedicated service vehicles for equipment load-in/out, installations, cabling and personnel movement, including Materials Handling Equipment (MHE) and other relevant logistical support for refuelling purposes.
- Establish and implement a lighting plan in accordance with the OBS lighting requirements. For further detail, refer to BRS Annex 3 - Specifications on Broadcast Lighting.
- Supply and install Look of the Games, with broadcast considerations taken into account, as well as wayfinding, identification and transport signage in all broadcast areas.

BRS 04 - Games Operations Phase – other facilities and services

- Supply all pre-Games, Games-time and post-Games accreditation, supplementary devices and any other passes required for personnel and vehicles to access controlled areas.
- Ensure the process of obtaining operational permits and licences for OBS and RHB personnel before, during and after the Games.
- Provide warehouse and field shop facilities required for OBS close to most of the Olympic venues and/or IBC to store, assemble, test and stage equipment, as well as ship and receive goods. Facilities must be properly equipped in accordance with BRS Annex 1 – Operational Specifications for Broadcasting Services and Facilities.

- Provide all required media transport services according to BRS Annex 4 - Transport Media Table.
- Ensure the availability of accommodation of an acceptable level for all RHB and OBS personnel in accordance with the HCC - Operational Requirements - Accommodation.
- Provide a fully constructed and operational facility to house approximately 10 to 12 RHB mid-sized studios (approximately 70m^2 per studio) and stand-up positions equipped with power, HVAC, security, compound, etc., with an unobstructed view of an Olympic area or Host City interest point.
- Organise and coordinate with relevant authorities, the Games-time frequency allocations for cameras, microphones, air-to-ground communications, microwaves, satellites and general two-way communications, in order to satisfy all OBS and RHB needs.
- Submit generic filming policies for OBS and RHB filming in host and Co-Host Cities to OBS for approval, including the required permits and/or licences.

Requirements related to Paralympic broadcast services

BRS 05 - Paralympic broadcast requirements

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

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

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

2.3. NOC Services

Introduction

The NOCs and NPCs establish, organise and lead their teams at the Olympic and Paralympic Games. The role of NOC Services is to help NOCs and NPCs carry out their essential duties on behalf of the athletes. This area serves as the NOCs' and the NPCs' primary liaison with the OCOG; communicates on their behalf within the OCOG; and hosts pre-Games visits by the NOCs and the NPCs to the Host City. As such, the NOC Services team is responsible for defining and validating all athlete and NOC service levels with the other relevant areas.

Service levels for NPCs should be equal or similar to the services provided to NOCs, scaled to the specific requirements and needs of the Paralympic Games.

For the NOC Services area, key success factors include:

- the creation of an Athletes' Commission to help ensure that the needs of the athletes are met;
- efficient delivery of information to the NOCs and NPCs before the Games, including an informative Chefs de Mission seminar one year beforehand;
- a comprehensive recruitment and training programme for volunteers (NOC assistants);
- coordination of all requirements for NOC visits, travels, meetings and seminars; and
- effective delivery of information and services at Games time through the NOC Services Centre in the Olympic Village, and via Chefs de Mission meetings.

Close coordination and collaboration within the OCOG, as well as with delivery partners, including the IOC, IPC, Association of National Olympic Committees (ANOC), the NOCs and NPCs, are also essential for the successful delivery of this area.

The NOC Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on NOC Services and any cross-referenced documents listed within it.

Operational Requirements

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

Requirements related to the management of NOC services

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

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

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

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

NCS 03 - Movement of NOC goods

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

NCS 04 - Damage and loss of items

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

NCS 05 - Gift bags

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

Requirements related to official NOC/NPC visits and travel

NCS 06 - Official NOC/NPC visits to the Host City

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

NCS 07 - Support travel grants

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

NCS 08 - NPC Services

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

Requirements related to meetings, seminars and manuals

NCS 09 - Creation of an Athletes' Commission

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

NCS 10 - Use of official languages in publications and meetings

- Provide all NOC and NPC publications in French, English and Spanish for both the Games of the Olympiad and the Paralympic Games (Summer).
- Provide all NOC and NPC publications in French and English for both the Olympic and Paralympic Winter Games.
- Provide simultaneous interpreting services at the Chefs de Mission seminar and Chefs de Mission meetings in French, English, Spanish, Russian and Arabic for the Games of the Olympiad and the Paralympic Games (Summer).
- Provide simultaneous interpreting services at the Chef de Mission seminar and Chefs de Mission meetings in French and English for the Olympic and Paralympic Winter Games.

NCS 11 - Chefs de Mission Dossier and Manual

- Submit the Chefs de Mission Dossier and Chefs de Mission Manual to the IOC for approval.

NCS 12 - Chefs de Mission seminar

- Organise a Chefs de Mission seminar in the Host City.

NCS 13 - NPC Chefs de Mission seminar

- Organise an NPC Chefs de Mission seminar in the Host City.

NCS 14 - Delegation Registration Meetings (DRM)

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

2.4. Olympic Family and Dignitary Services

Introduction

A diverse group of senior leaders from all sectors of the sports industry attend the Olympic and Paralympic Games to fulfil essential Games-related tasks. Many leaders from other sectors of society, including top business executives, Heads of State (HOS) and government and other dignitaries, also attend the Games in various capacities.

Olympic family and dignitary services are planned and delivered by the OCOG international relations team. As such, this team is responsible for defining and validating all Olympic family and dignitary service levels with the other relevant areas. It also serves as the IOC and IPC's primary liaison with the OCOG, including coordinating the logistics for all their events in the Host City, before and during the Games.

For this area, key success factors include:

- a thorough knowledge of the stakeholder group and its needs
- effective delivery of information and services at the competition and non-competition venues
- a detailed and effective dignitary services plan.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, World Anti-Doping Agency (WADA), Court of Arbitration for Sport (CAS) and Host Country Authorities, are also essential for the successful delivery of this area.

The Olympic Family and Dignitary Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Olympic Family and Dignitary Services, in the IPC Guide on Paralympic Protocol and Paralympic Family Services and any cross-referenced documents listed within them.

Operational Requirements

In order to deliver the Olympic family and dignitary services requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Requirements related to Olympic family services

OFS 01 - IOC meetings and events

- Organise, at the IOC's expense, the following pre-Games meetings/events:
  - Coordination Commission (CoCom) meetings; and
  - Project Reviews (PR).

- Facilitate the organisation of the following Games-time meetings/events, organised at IOC's expense:
  - IOC Executive Board meeting;
  - IOC Session; and
  - other Games-time meetings and events.
- The proposed facilities, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.
- Organise, in coordination with the IOC, the Opening Ceremony of the IOC Session.

OFS 02 - IOC Session Look

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

OFS 03 - Olympic Family Assistant (OFA) programme

- Provide an OFA to those Olympic family stakeholders listed below, to assist them in fulfilling their official duties:
  - IOC President, IOC Honorary President;
  - IOC Vice-Presidents;
  - IOC Members;
  - IOC Honorary Members and IOC Honour Member;
  - IOC Directors;
  - Presidents and Secretaries-General of IFs on the Games programme; and
  - NOC Presidents and Secretaries-General.
- Ensure the OFA is available from the arrival of the Olympic family member in the Host City until his/her departure.
- Ensure a minimum of 10 hours of service a day, with the hours of operation extended in case of specific operational needs (confirmed jointly by the IOC and the OCOG). If this requirement cannot be met with one OFA, then additional OFAs should be allocated for planning purposes.
- Ensure that these requirements are implemented in accordance with the applicable laws of the Host Country.
- Since the Olympic family stakeholders that are provided with an OFA are also assigned a "T1" or "T2" driver to assist them in fulfilling their official duties, if appropriate, the OCOG may wish to consider combining the roles of the OFA and the driver.

OFS 04 - Seating plan at the Opening and Closing Ceremonies venue

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

OFS 05 - Participation medals and certificates

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

OFS 06 - Commemorative certificates

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

Requirements related to the Olympic family accommodation and facilities

OFS 07 - IOC, World Anti-Doping Agency (WADA) and the Court of Arbitration for Sport (CAS) offices and facilities

- During the Olympic Games, provide the IOC (at its own cost) with fully equipped and operational office space in the Olympic Family Hotels (OFH), Main Press Centre (MPC) and Olympic Village(s). The proposed facilities, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.
- In addition, provide WADA (at its own cost), and CAS (at the OCOG's cost) with fully equipped and operational office and meeting space in one of the OFHs. One of the CAS meeting rooms shall be equipped with simultaneous interpretation, and interpreters should be provided.
- The exact number of offices and type of equipment (Furniture, Fixtures and Equipment [FFE]) shall be agreed between the IOC, WADA, CAS and the OCOG.

OFS 08 - Look of the Games at the OFH and other IOC spaces

- Ensure that the Look of the Games elements (including banners, backdrops, partitions, wayfinding signage, decals and special applications) are applied in all locations where the IOC is present, including all IOC offices and areas within the OFHs, the IOC spaces at the MPC and the Olympic Village(s), the EB and session room and the venue for the Opening Ceremony of the IOC Session.

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

OFS 09 - The IOC Olympic Club (OLC)

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

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

Requirements related to dignitary services

OFS 10 - Provision of dignitary services

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

Requirements related to Paralympic family services

OFS 11 - Hosting the IPC Governing Board meeting

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

OFS 12 - Paralympic family members' Games-time expenses

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

OFS 13 - Paralympic Hospitality Centre (PHC)

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

OFS 14 - Paralympic participation medals and certificates

- If the OCOG chooses to produce participation medals and certificates to recognise the contribution of stakeholders at the Paralympic Games, ensure the design of the medals, medal presentation boxes and certificates follow IPC specifications and submit the designs to the IPC for approval.
- Produce and present the participation certificates and medals on behalf of the IPC.

OFS 15 - Paralympic commemorative certificates

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

OFS 16 - Seating tribunes at Paralympic Ceremonies

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

OFS 17 - Paralympic family seats

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

OFS 18 - IPC offices and equipment

- Provide general office space, private offices, meeting rooms and reception desks at the Paralympic Family Hotel (PFH) and other locations which together will form the IPC Secretariat, along with the required Furniture, Fixtures and Equipment (FFE), technology and workforce support in accordance with IPC guidelines.
- Provide an IPC office in each satellite venue or accommodation, located in cities other than the Host City.
- Provide a courier service between all IPC office locations including the Paralympic Family Hotel, Paralympic Village(s), Main Press Centre (MPC) and any others, on a daily basis.

OFS 19 - Paralympic Family Assistants (PFA)

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

2.5. People Management

Introduction

The Olympic and Paralympic Games could not happen without a capable, dedicated workforce, making people one of the most important assets of an OCOG. The People Management area incorporates every activity stream related to the strategy, planning and mobilisation of the OCOG staff and Games workforce, including volunteers, contracted staff and staff seconded from the government, marketing partners or other Games stakeholders.

People management includes all the traditional elements of human resources management, as well as the more event-focused activities required for on-boarding, managing the mass workforce at Games time, and overseeing a smooth post-Games dissolution process.

For this area, key success factors include:

- an effective engagement and recruitment strategy;
- an effective diversity and inclusion strategy;
- a reliable labour market analysis to compare the demand and supply of the people and skills required to deliver the Olympic and Paralympic Games; and
- clear job descriptions for pre-Games and Games-time staff and volunteers.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including contractors, marketing partners and government authorities, are also essential to the successful delivery of this area.

The People Management area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on People Management and any cross-referenced documents listed within it.

Operational Requirements

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

PEM 01 - People management strategies

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

PEM 02 - Labour market analysis

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

PEM 03 - OCOG organisation evolution

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

PEM 04 - People management technology systems

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

PEM 05 - Job descriptions

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

PEM 06 - Entry arrangements for certain personnel

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

PEM 07 - Workforce uniforms programme

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

3. Venues and Infrastructure

3.1. Energy

Introduction

A secure, reliable and resilient energy supply is required to protect against any disruptions that would negatively impact the athletes and competitions and/or the operations of major stakeholders (broadcast, press, technology), as well as the spectators, the viewing audiences and the global image of the Games and the Host City.

Legacy and sustainability should be integral to any consideration for new energy infrastructure projects at the outset of Games planning and preparation, to ensure that any upgrades provide lasting benefits.

For the Energy area, key success factors include:

- a dedicated OCOG energy area to manage technical and operational planning;
- a Games Energy Council composed of all relevant Games and non-Games stakeholders, including Host Country Authorities and energy agency representatives;
- risk mitigation and redundancy that meet energy supply reliability criteria; and
- temporary power overlay and event continuation solutions to agreed service levels and required "power on" dates.

Close collaboration and coordination within the OCOG in multiple areas — including Venues and Infrastructure, Broadcast, Press Operations, Transport, Technology, Accreditation and Venue Management — as well as with Host Country Authorities and energy agencies, are also essential for the successful delivery of this area.

The Energy area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the IOC Transfer of Knowledge (TOK) materials.

Operational Requirements

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

NRG 01 - Games energy planning

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

NRG 02 - Games Energy Council

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

NRG 03 - Host City and energy agencies

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

NRG 04 - Supply capacity

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

NRG 05 - Reliability criteria

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

NRG 06 - Venue supply

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

NRG 07 - Supply resilience and reliability at Olympic sites

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

NRG 08 - Event continuation

- Ensure that Games core services such as broadcast, press, technology, sport and security are supplied with full N-1 level of event continuation power; with a back-up of 100 per cent of load via temporary generation and/or UPS systems, including Heating, Ventilation and Air Conditioning (HVAC) systems for technical rooms/operational areas.
- Ensure that Field of Play (FOP) lighting is powered from two independent sources each supplying 50 per cent of the lighting in a configuration that will allow for continuation of the event in any circumstances. The need for additional temporary generation back-up for FOP lighting shall be assessed by the OCOG, OBS and the IOC during venue planning.

3.2. Venues

Introduction

Venues are a basic requirement for staging the Olympic and Paralympic Games. The Host City and OCOG must plan, build, renovate and operate venues and infrastructure (including overlay) capable of hosting the Games and fulfilling all operational and sport-related needs, in compliance with health, safety and environmental best practices.

The Key Olympic Venues include all competition venues, the Olympic and Paralympic Village(s), International Broadcast Centre (IBC), Main Press Centre (MPC), Mountain Media Centre (MMC) when relevant, Ceremony stadiums and Medal Plaza(s), Olympic Family Hotel(s) (OFH); accommodation villages, Olympic Parks and major common domains; airports and other major points of arrival and departure.

For the Venues area, key success factors include:

- a master plan with a strong focus on operational requirements, as well as sustainability and legacy, maximising the use of existing, temporary and demountable venues;
- careful consideration given to accessibility;
- a detailed Test Event programme for all competition venues; and
- efficient monitoring and reporting processes.

There are two areas within the OCOG responsible for delivery and management of venues: Venue Development (VED) and Venue Management (VEM). These areas must cooperate with internal stakeholders such as other OCOG areas, the IFs and OBS, as well as external stakeholders such as venue owners and developers. Early engagement among the VED team, the VEM team and all stakeholders is vital.

The Venues area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Venues and Infrastructure and any cross-referenced documents listed within it.

Operational Requirements

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

VEN 01 - Venue Master Plan

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

VEN 02 - Sites and Master List of Sites

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

VEN 03 - Venues and infrastructure Games legacy plan

- To help ensure a lasting and tangible Olympic legacy for the Host City, confirm, maintain and update the legacy plan (described in general terms as part of the Games concept in the Candidature Process) for all the venues and infrastructure built for the Games. The legacy plan shall include a business plan incorporating a description of:
  - the expected benefits at Games-time;
  - the post-Games use of Key Olympic Venues and infrastructure;
  - how the Olympic Games fit into the city/region's long-term planning strategy;
  - financial planning; and
  - pre-Games and post-Games ownership and responsibility for operations of the venues and infrastructure built for the Games (as determined by the OCOG in collaboration with the delivery partners).
- In order to contribute to post-Olympic use of venues, other facilities and infrastructure:
  - coordinate with the International Masters Games Association to explore the possibility of the Masters Games to be organised in the Host City in the years following the Olympic Games; and
  - submit to the IOC progress reports on the discussions and plans established with the IMGA.

VEN 04 - Planning for the Paralympic Games

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

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

VEN 05 - Division of responsibilities for venue development

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

VEN 06 - Health and safety

- Engage with competent Host Country Authorities during the planning phase to implement appropriate health and safety measures and ensure that such measures comply with internationally recognised standards and applicable laws and regulations. Such requirements shall apply to all phases of venues preparation and delivery and be consistent across all venues.
- Ensure that the defined health and safety requirements are publicised and communicated to all stakeholders in the planning and operational phases.
- Implement an independent verification process to guarantee that all venues cocmply with applicable health and safety requirements.

VEN 07 - Venue sustainability scope and responsibility

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

VEN 08 - Protected natural areas and heritage features

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

VEN 09 - Contaminated land

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

VEN 10 - Water quality

- Ensure that the water quality at natural bodies where athletes compete complies with local laws and IFs' standards during both test events and at Games-time.
- In coordination with relevant authorities, also ensure the adequate testing of the quality of the water throughout the preparation for the Games, in relevant competition areas, and submission of related data to the relevant IFs and the IOC at the agreed frequency.

VEN 11 - Venue Sustainability Management Plan (SMP)

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

VEN 12 - Construction typology (permanent vs. temporary)

- Ensure that all permanent upgrades and/or reconfiguration of existing venues for Games use are supported by a legacy justification. Otherwise, temporary/demountable solutions shall be found.

- In line with sustainability requirements, ensure that all temporary/demountable/semi-permanent structures are designed for disassembly so that component parts can be reconfigured and/or relocated for other purposes, reused or recycled in accordance with pre-defined targets.

VEN 13 - Games Venue Briefs

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

VEN 14 - Venue Use Agreements (VUA)

- Ensure that appropriate VUAs are concluded in relation to all venues used by the OCOG for the purposes of staging the Games (whether owned by public authorities or by private entities). Such VUAs shall clearly identify all costs and responsibilities in relation to the use and operation of the venue in the period leading up to the Games (including Test Events) and at Games time, and ensure that such costs and responsibilities are agreed between the OCOG and the venue owners.
- Produce and submit a standard form VUA to the IOC for approval, to be used by the OCOG for agreements concluded with third parties for the use of the venues for the Games, as well as for Test Events and pre-Games operations and activities.
- Submit the final draft of all VUAs to the IOC for approval and highlight any change to the approved template VUA requested by third parties, before signature.

VEN 15 - Permanent works budgets for venues and infrastructure

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

VEN 16 - Games-time venue design process

- Implement a Games-time venue design development process and system allowing the production and publication of venue design drawings (CAD drawings) in a scheduled manner. This process and system shall cover at least all Key Olympic and Paralympic Venues.

- Ensure that this process is fully integrated with and support the OCOG and external stakeholders' Games planning (such as IFs, OBS, Olympic Marketing Partners, contractors, local regulatory and licensing authorities etc.).
- Ensure that the Games-time venue design development timelines are fully aligned and integrated with both the venue operational planning and the budget development.
- Ensure that the timelines, milestones, contents, specifications and frequency of the Games-time venue design publications are discussed and reviewed with the IOC and the IPC.

VEN 17 - Accessibility for all stakeholders with impairment

- Ensure that, in cooperation with the OCOG's delivery partners, adequate provisions are made for all stakeholders with an impairment, for both the Olympic and Paralympic Games. These provisions shall respect and promote the principles of equality, dignity and functionality, and shall meet both existing domestic regulations and recognised international accessibility standards.
- For the Paralympic venues, some additional adjustments to the Olympic venues may be required due to the greater number of people with an impairment within the various stakeholder groups.
- Ensure that the accessibility strategy and targeted standards are discussed in advance and agreed with both the IOC and the IPC, and are reflected in the OCOG's own accessibility guide.
- Ensure that the OCOG and delivery partners include provisions for accessibility in their tenders for venue design and construction or renovation (permanent and temporary venues), as well as for service and equipment providers.
- Closely monitor venue construction and venue operational planning at all stages, with regard to the implementation of the approved designs in terms of accessibility.
- Ensure that a mobility service is planned and organised at venues; this service shall be designed to provide assistance with the individual movement of stakeholders with limited mobility. The service should be available from transport load zones, through all areas for which individuals have a right to access within and around the Olympic and Paralympic venues.

VEN 18 - Venue seating bowl

- Submit the venue seating bowl parameters (such as capacity, design and locations, including projected space requirements and allocations for all stakeholder groups within the seating bowl) to the IOC for approval, for all events at all competition venues and Ceremonies venues.
- The venue seating bowl design development and approvals timelines and milestones shall be aligned with VEN 16 – Games-time venue design process.
- The venue seating bowls for venues used for the Paralympic Games shall meet their specific needs and be submitted to the IPC for formal approval.

VEN 19 - Lighting (Field of Play [FOP] and broadcast)

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

VEN 20 - Venue integrated timelines/schedules

- Ensure that venue integrated timelines/schedules are developed and implemented for all Key Olympic Venues and Paralympic venues. These shall include:
  - design, licensing and construction for permanent works;
  - utilities;
  - commissioning of permanent constructions;
  - Test Events (including overlay installation and Test Event milestone);
  - overlay installation for Games time;
  - temporary power installation for Games time;
  - technology infrastructure implementation and testing;
  - Furniture, Fixtures and Equipment (FFE);
  - Look of the Games;
  - commissioning of overlay;
  - licensing of venues for occupancy; and
  - sport access requirements for FOP testing/homologation, athlete training and event hosting for training and Test Events; and
  - dismantling of temporary infrastructure, venue decommissioning and site reinstatement.

VEN 21 - Venues and Infrastructure progress reporting

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

VEN 22 - Commissioning process for new permanent infrastructure

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

VEN 23 - Design compliance and engineering check, commissioning and monitoring process for temporary infrastructure (overlay)

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

VEN 24 - OCOG responsibility for Games-time operations

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

VEN 25 - Venue project document management

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

3.3. Villages Management

Introduction

The Olympic and Paralympic Villages are “home” for the Games’ most important stakeholders: the athletes.

They should provide safe, comfortable and secure accommodation for all eligible athletes and officials for the duration of the Games. Divided into three areas - Residential Zone (RZ), Olympic Village Plaza (OVP) and Operational Zone (OZ) – the villages should offer suitable working conditions for the NOCs to fully support their athletes.

The Villages Management area is responsible for the planning, management and operations of the Olympic Village.

For this area, key success factors include:

- effective management and oversight of all Village operations;
- convenient village accommodation, capacity and service requirements;
- efficient travel times to competition venues, and to any other official accommodation;
- consistent controlled access for media and guests; and
- a high-level food service that meets the cultural and dietary needs of the athletes.

Close coordination and cooperation within the OCOG are also essential for the successful delivery of this area. Villages Management will ultimately be responsible for the services involving Accreditation, Ceremonies, Food and Beverage, People Management, Logistics, Finance, Press Operations, Marketing Partner Services, Medical Services, NOC Services, Protocol, Security, Sport, Technology, Transport, and Cleaning and Waste.

The Villages Management area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on the Olympic Village and any cross-referenced documents listed within it.

Operational Requirements

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

VIL 01 - Number of Olympic Villages

- Provide, whenever possible, a single Olympic Village for all athletes and team officials in close proximity to the competition venues and the Olympic Stadium. Where Olympic venues are more than 50 km or 60 minutes’ drive (under normal road and traffic conditions) from the Olympic Village, additional Olympic Village(s) shall be provided.

- In addition, for the Olympic Winter Games, a second Olympic Village may have to be provided if there is a difference of more than a 200 metre elevation between the Olympic Village and the venue for endurance sports. All Olympic Villages shall provide similar type and quality of services to the residents.

VIL 02 - Olympic Village accommodation and capacity requirements

- Provide accommodation for all participating athletes and eligible team officials within the Olympic Village with a maximum of two persons being accommodated in one bedroom.
- Ensure that the Olympic Village's capacity for residents is as follows:
  - up to 16,000 people at the Games of the Olympiad; and
  - up to 4,900 people at the Olympic Winter Games.
- Provide the final Olympic Village accommodation capacity at the latest three years prior to both the Games of the Olympiad and the Olympic Winter Games, taking into consideration the new events that might be proposed by the OCOG and/or the IOC.

VIL 03 - Services to residents within the Olympic Village

- Provide for each NOC:
  - a single bedroom for the Chef de Mission;
  - bedrooms and bathrooms for athletes and team officials;
  - NOC team offices;
  - NOC meeting rooms;
  - NOC medical rooms; and
  - NOC workspace/storage space.
- Ensure that the following major operational areas are part of the Olympic Village and available for residents:
  - transport mall;
  - dining halls;
  - Polyclinic;
  - welcome centre;
  - NOC services centre;
  - resident centres;
  - Sport Information Centre (SIC);
  - social and entertainment areas; and
  - security perimeter (particularly the RZ).

VIL 04 - Olympic Village period of operations

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

VIL 05 - Olympic Village measurements

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

Standard space requirements	Games of the Olympiad (m2)	Olympic Winter Games (m2)
Housing		
Single bedroom	9m^2	9m^2
Double (2-person) bedroom	12m^2	12m^2
NOC officemedical/workshop/ storage space	Refer to VIL Annex 1 - Specifications on NOC Office Space	
Dining halls		
Main dining hall – seating/ serving	6,000m2	3,000m2
Main dining hall – operational/service (back of house)	4,000m2	2,000m2
Main dining hall - McDonald's	As per contract requirements	As per contract requirements
Main dining hall - baggage check area	400m2	150m2
Main dining hall – IOC spaces (excluding storage/offices)	300m2	150m2
Main dining hall – WADA	50m2	40m2
Main dining hall – total (excluding McDonald's)	10,750m2	5,340m2
Casual dining hall	3,000m2	Not applicable
Café	Refer to OVP section below	Refer to OVP section below
Staff dining	850m2	600m2
Other areas in RZ		
Polyclinic	3,500 m2	1,500 m2
NOC services centre	1,000m2	400m2
Sports Information Centre (SIC)	500m2	A desk in NOC services centre that combines information for all sports)
Chefs de Mission hall	400m2	200m2
Resident centres including laundry facilities (in total)	5,000m2	1,500m2
Security Command Centre	500m2	250m2
Multi-faith centre	1,000m2	300m2
Recreational activities	6,000m2	1,500m2
Recreational sports complex	20,000m2	5,000m2
Village communications centre	50m2	40m2
Facility services centre	10,000m2	3,000m2
OVP		
Team Welcome Ceremonies (including a stage and flag poles)	500m^2	250m^2
General store	200m^2	150m^2

Standard space requirements	Games of the Olympiad (m2)	Olympic Winter Games (m2)
Olympic merchandise store	1,000m^2	500m^2
Bank	250m^2	100m^2
Photo store	100m^2	50m^2
Village call centre	100m^2	50m^2
Internet centre	430m^2	200m^2
Hair salon	200m^2	100m^2
Florist	50m^2	50m^2
Dry cleaning	50m^2	25m^2
Café	500m^2	100m^2
Travel agent	50m^2	50m^2
Post office	180m^2	75m^2
Village media centre	200m^2	80m^2
OZ		
Guest pass centre	600m^2	300m^2
Welcome centre	10,000m^2	4,000m^2
Transport mall	20,000m^2	10,000m^2
NOC parking*	1,000 car parking spaces	600 car parking spaces

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

VIL 06 - General layout

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

VIL 07 - Grooms accommodation

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

Requirements related to the Residential Zone (RZ)

VIL 08 - Residents' housing technical requirements

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

Bedrooms	Comments
Bedside lamps	n/a
Clothes hangers	n/a
Mirrors	n/a
Wastebaskets	n/a

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

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

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

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

VIL 09 - Housekeeping services

- Ensure that the following services are made available in housing:
  - linen change;
  - bins emptied;
  - cleaning of rooms;
  - towel exchange service at resident centres;
  - towel change;
  - cleaning of bathrooms; and
  - cleaning of public areas.

- The minimum services shall be provided as follows:

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

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

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

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

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

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

Delegation Size	Chef de Mission Office	NOC Office	Meeting Room	Doctor's Room	Massage Room	Storage Space
1-6	1 (12m^2 - combined with Chef's bedroom)	Dedicated workstation	Bookable	Bookable	Bookable	10m^2

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

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

VIL 11 - Dining hall(s) services and menus

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

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

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

VIL 13 - Media access in the RZ

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

VIL 14 - Publications and communications channels

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

VIL 15 - Film crew and media restrictions in the RZ

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

VIL 16 - Guest access in the RZ

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

Requirements related to the OVP

VIL 17 - Commercial services in the OVP

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

VIL 18 - Commercial facilities in the OVP

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

VIL 19 - Additional services in the OVP

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

VIL 20 - NOC guest passes policy for Team Welcome Ceremonies

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

Requirements related to the OZ

VIL 21 - Guest pass policy

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

VIL 22 - Athlete and team official accreditation

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

VIL 23 - Firearms and ammunition in the Olympic Village

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

VIL 24 - Village media centre

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

VIL 25 - Media guest pass quota

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

Requirements related to Olympic Village policies and procedures

VIL 26 - NOC guarantee deposits

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

VIL 27 - Marketing partner branding in the Olympic Village

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

VIL 28 - Olympic Village wayfinding signage

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

VIL 29 - Venue branding policy within the Olympic Village

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

VIL 30 - Policy on promotional flyers

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

VIL 31 - Food and beverage in the Olympic Village policy

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

VIL 32 - Non-smoking policy within the Olympic Village

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

VIL 33 - Proselytising in the Olympic Village

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

VIL 34 - Place of mourning in the Olympic Village

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

Requirements related to the Paralympic Village

VIL 35 - Paralympic Village

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

VIL 36 - Paralympic Village transition

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

VIL 37 - IF Games officials

- If, for practical and economic reasons, IF Games officials for the Paralympic Games are accommodated within a dedicated accommodation zone of the Paralympic Village, they shall

receive the same service levels as athletes and NPC team officials, also taking into account that they may have specific accommodation needs. The IF Games officials shall not have access to the RZ of the Paralympic Village, but only to their own zone and the Paralympic Village Plaza. Similarly, athletes and NPC officials shall not have access to the IF Games officials' accommodation zone of the Paralympic Village.

- If IF Games officials are accommodated within a specific accommodation zone of the Paralympic Village, this zone needs to provide a minimum of 1,000 beds (including 40 for wheelchair users) for the Paralympic Games (Summer) and a minimum of 100 beds (including 10 for wheelchair users) for the Paralympic Winter Games.

VIL 38 - Paralympic Village resident quota

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

VIL 39 - Paralympic Village layout

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

VIL 40 - IPC Athletes' Council elections

- Provide the space and adequate equipment for the Athletes' Council election voting centre, which should be approximately 50 m^2. This can be the same voting centre used for the IOC Athletes' Commission elections.

VIL 41 - Paralympic wall

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

VIL 42 - Equitable service levels in the Paralympic Village

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

3.4. Wayfinding Signage

Introduction

Wayfinding signage guides motorists and pedestrians travelling to and at the Olympic and Paralympic Games to their destinations as efficiently as possible.

Signage should be easy to read from a car and on foot, easy to understand and consistent with the look of the Games. It should assist Games participants whenever needed, from the moment they arrive in the Host City.

For the Wayfinding Signage area, key success factors include:

- common design elements;
- simple messages;
- use of internationally understood symbols;
- efficient procurement and installation;
- last-minute production capability to respond to changing needs; and
- compliance with the clean venue policy.

Because wayfinding signage is needed throughout the Host City and beyond, as well as within Olympic and Paralympic venue areas, close coordination and collaboration between the OCOG and relevant Host Country and Host City Authorities are also essential for the successful delivery of this area.

The Wayfinding Signage area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Wayfinding Signage, the IOC Protocol Guide and any cross-referenced documents listed within those guides.

Operational Requirements

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

SIG 01 - Wayfinding signage programme

- Plan, design, install, maintain, remove and recycle, Games-related wayfinding signage within venues and in public and urban areas, in cooperation with the relevant authorities.
- Submit the programme to the IOC for approval

SIG 02 - Transport signage

- Plan, design, install, maintain, remove and recycle, in cooperation with the relevant authorities, Games-specific transport signage to direct Games stakeholders to and from Olympic venues.
- Provide to the IOC for approval a transport signage delivery plan with clear delineation of responsibilities between delivery partners (OCOG, city/municipalities, transit authorities, highways, airports, railways, port authorities, all regulatory/affiliated essential service providers).

SIG 03 - Consistency with the Look of the Games

- Ensure that wayfinding signage is fully consistent with the Games identity and is an integrated element of the Look of the Games.

SIG 04 - IOC clean venue policy

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

SIG 05 - Paralympic wayfinding signage

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

SIG 06 - Wayfinding signage language proposal

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

4. Games Services

4.1. Accommodation

Introduction

Sufficient, well-located and reasonably priced accommodation allows all Olympic and Paralympic stakeholders to fulfil their duties in the period before, during and immediately after the Games.

The various stakeholders, including the IOC, IPC, IFs, NOCs, NPCs and the media, have distinct requirements that the OCOG must respect when securing the necessary guarantees and working with stakeholder groups on allocation plans.

Obtaining early support and solid guarantees from hoteliers and other accommodation providers, starting from the Candidature Phase, is critical.

For the Accommodation area, key success factors include:

- binding accommodation pricing and availability guarantees for all categories of accommodation;
- strict adherence to accommodation requirements and timetables for various stakeholder groups; and
- close coordination with interdependent areas, including the Arrivals and Departures, Finance and Transport areas and the respective stakeholder organisations outlined in the requirements tables below.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the previously mentioned OCOG areas, the IOC, IPC, hoteliers and other accommodation providers, are also essential for the successful delivery of this area.

The Accommodation area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Accommodation and any cross-referenced documents listed within it.

Operational Requirements

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

Requirements related to accommodation guarantees and contracts

ACM 01 - Mandatory guarantee period for accommodation

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

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

ACM 02 - Accommodation guarantees

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

ACM 03 - Standard accommodation facility contract

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

ACM 04 - Accommodation contracts

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

Requirements related to stakeholder accommodation

ACM 05 - Stakeholder group accommodation requirements table

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

Stakeholder Group Accommodation Requirements Table

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

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

The OCOG will manage the entire room block for NOC Presidents and Secretaries-General as well for the Continental Associations.

Stakeholder Group Accommodation Requirements Table

Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room mana-ged by.	Rooms paid or rebilled by
IOC	IOC Members	Members	1,100	1,400	Single, Double, Twins and some Suites	4 to 5	IOC Hotel(s)	Olympic Hotel Rate (OHR)	IOC	IOC
		Honorary and Honour Members								
	IOC Management	President								
		Honorary President								
		Directors								
	Other IOC	IOC Administration								
		IOC Interpreters for IOC meetings								
		IOC Interpreters for Games time (previous Games average: 13 to 15 rooms)							IOC	OCOG
		IOC Commissions (Medical, Ethics, Athletes)							IOC	IOC
		IOC Advisors, Consultants, Agents								
		IOC Partners[1)] and Suppliers								
		IOC Guests, including IOC Members' guests								
		ASOIF, AIOWF, SportAccord								
		Previous OCOGs (President, Director General)[1)]								
		Applicant / Candidate Cities of future Olympic Games and Youth Olympic Games (Executives)[1)]								
		Future Sessions Organisers[1)]								
		Offices (Guest rooms turned into offices)							IOC	IOC
		Security (for IPPs required by OCOG)							IOC	OCOG

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Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room mana-ged by.	Rooms paid or rebilled by
	Summer IFs[1)]	Presidents/Secretaries General							IOC	IOC
	Winter IFs[1)]	Presidents/Secretaries General								
	Future OCOGs	President, Director General, Mayor, Executives[1)] of Olympic Games and Youth Olympic Games								
	Agencies	CAS[1)]							IOC	Own
		WADA[1)]							OCOG	Own
	NOC	ANOC, Continental Associations							OCOG	Own
		Presidents/Secretaries General								
IF[3)]	Technical Officials	International Technical Officials	350	1,759	Single	2 to 4	Stake-holder Group Hotel (SGH)	Stake-holder Hotel Rate (SHR)	Own	OCOG
		National Technical Officials	120[2)]	800[2)]	Twin					
	Other IF	IF Delegates (previous Games average: 28 in Winter, 70 in Summer)	295	1,527	Double	3 to 5			Own	Own
		EB Members								
		Staff								
		Guests								
IF + OCOG		Equipment Technicians	330	115	Twin	3				
See IOC group above for	Summer IFs[1)]	Presidents/Secretaries General								
	Winter IFs[1)]	Presidents/Secretaries General								
NOC		Additional Officials Ao	600	800	Group	2 to 3	SGH	SHR	Own	Own
		NOC Guests and Sponsors	1,100	2,500	Double	3 to 5				
		Host Country NOC	120	120		4				

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Stakeholder Group	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room manage d by	Rooms paid or rebilled by
See IOC group above for:	NOC	President Secretaries General								
Host OCOG[4)]		President/CEO	5	5		4 to 5	SGH	SHR	OCOG	OCOG
		Ceremony Headliners	50	100		4 to 5				
		Ceremony Production	400	400	Group	2 to 3				
		Cultural Olympiad	100	60		4 to 5				
		National Ticket Agents /Hospitality Suppliers	650	1,300					Own	Own
	Dignitaries	International Dignitaries	215	240	Double	4 to 5			Varies	Varies
		Domestic Dignitaries[4)]		300		3 to 5				
Future OCOGs and Candidate Cities	Observers	Staff	200	400		3 to 4	SGH	SHR	Own	Own
See IOC group above for:	Future OCOGs	President, Director General, Mayor, Executives[1)]								
Marketing Partners	Top Partners[5)]	Hospitality	1,500	2,400	Double	5	SGH	SHR	Own	Own
		Workforce	1,500	2,200	Single & Double	3				
	OCOG Partners	Hospitality	1,500	3,075	Double	4 to 5				
		Workforce	500	1,500	Double	3				

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Stakeholder Group (SG)	Subgroup	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy	Quality (stars)	Accom. Facility	Room Rate	Room manage d by	Rooms paid or rebilled by
Media	Rights Holders Hospitality	Rights Holders Hospitality	750	1,500	Double	4 and 5 (min 5 = 500 for Winter and 750 for Summer)	SGH	SHR	Own	Own
	Broadcasters Production	OBS Production	12,500	18,500	Single	Mainly 3 and 4 with a minimum of: 2= 500 5= 500				
		Rights Holders Production – NBC			90% Sgl. 10% Dbl. (twin)					
	Written and Photo. Press	World News Agencies			90% Sgl. 10% Dbl. (twin)	3 to 4 some 2,5				
		Individual written and photographic press								
		Totals	**23,885**	**41,001**						

1) According to the Accreditation at the Olympic Games - Detailed Specifications
2) This number should be further defined by the OCOG according to the specificity of this population who is managed by the OCOG itself
3) This chart does not reflect the needs of the IF Delegation of the 5 new sports added to the Programme of Tokyo 2020
4) The number of rooms and beds for workforce and Domestic Dignitaries should be defined further by the OCOG according to the specificity of these populations who are managed by the OCOG, according to the needs of the OCOG and the origin of the workforce needed to deliver the Olympic Games and to the hospitality agreement, if any, signed by the OCOG
5) This chart reflects the needs of the current 12 TOP Partners. Room needs for any new Partner joining the Programme shall be met by the OCOG as per the Partner's contractual rights.

ACM 06 - Paralympic accommodation requirements table

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

Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
IPC	IPC	IPC Governing Board Members/Accompanying Guests IPC Honorary Board Members/Guests	350	450	Single & Double	4 to 5	PF Hotel	Olympic Hotel Rate (OHR) Paralym-pic Hotel Rate (PHR)	IPC	OCOG/ IPC
		IPC Directors/Accompanying Guests/Advisors								
		IPC Standing Committee/Council Chairpersons and Members								
		IPC Honoured Guests, Distinguished Guests, Guests								
		IOC Members/Directors								
		Other Accredited Persons determined by IPC								
		Regional Organisation Presidents & Secretaries General/Accompanying Guests								
IF	IF	Presidents & Secretaries General/Guests	20	100					OCOG	Own
		EB Members								
		Staff and Guests								
NPC	NPC	NPC Presidents & Secretaries General/ Accompanying Guests	200	400						
		Heads of State/Government, Sovereign, Other Prominent Government Officials & Entourage, NPC Guests								
		Candidate City Executives								

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Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
Future OCOGs	OC	Executives of Organising Committees for Future Games	20	25	Single & Double	4 to 5	PF Hotel	OHR/PHR	IPC	Own
	OC	Executives of Organising Committees of Future IPC World Championships	10	10						
		Chairman /CEO and Senior Executives	10	10						
Paralympic Partners	PS	Chairman/CEO and Senior Executives	10	10					OCOG	
Total IPC Hotel			620	1,005						
IPC	IPC	IPC Staff, Advisors & Consultants	80	150	Single & Double	3 to 4	Stake-holder Group Hotel (SGH)	Stake-holder Hotel Rate (SHR)	IPC	IPC
	IPC	IPC Games Officials	20	20	Single				OCOG	OCOG
	WADA	Outreach and Observers Participants	20	20					IPC	Own
IF	IF	IF Delegates and Assistants	120	900			SGH or Paralym pic Village	SHR/ Paralympi c Village	OCOG	OCOG
		Technical Officials								
		Chief Classifier and Classifiers								
NPC	As NPC	Additional Team Officials	150	450	Double	1 to 2				Own
		NPC Guests	300	450	Single & Double	3 to 5	SGH	SHR	OCOG/Own	
Host OCOG	Workforce	Staff, Volunteers, Contractors, Suppliers, etc.	to be defined	to be defined		1 to 3			OCOG	OCOG
	Honoured Guests	Heads of State/Government, Ministers, Dignitaries	100	150		4 to 5				Varies

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Stakeholder Group	Sub-group	Population	# Rooms (Winter)	# Rooms (Summer)	Occu-pancy.	Quality (stars)	Accom. Facility	Room Rate	Rooms managed by	Rooms paid or rebilled by
OC/NPC	O	Organising Committees of Future Games	130	200		3 to 4	SGH	SHR	Own	Own
		Organising Committees of Future IPC World Championships								
		Candidate Cities for Future Games								
OCOG/ Paralympic Partners	OCOG/PS	Partner, Sponsor, Licensee Hospitality	150	950	Single & Double	3 to 5	SGH	SHR	Own	Own
		Support and Technical Staff								
Media	E	Written and Photographic Press	400	500	Single & Double	2 to 3 Some 4	SGH	SHR	Own	Own
	RT	Broadcast Production Staff (Rights-Holding Broadcasters(RHB) and Olympic Broadcast Organisation (OBO))	1500	2500						
Total SG Hotels/Paralympic Village			**2,970**	**6,290**						

ACM 07 - IOC accommodation

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

ACM 08 - Paralympic Family Hotel(s) (PFH)

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

ACM 09 - IF technical officials' and delegates' accommodation

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

ACM 10 - IF headquarters hotel

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

ACM 11 - Additional officials' accommodation

- Ensure the availability of additional accommodation for NOCs which decide to house (at their expense) additional officials outside the Olympic Village. This accommodation shall be comparable to and in the immediate vicinity of the Olympic Village (or competition venue for the Olympic Winter Games), in less expensive hotels or campus-style accommodation. Such accommodation shall be available at least 14 days before the Games until three days after the Games.

- For the Paralympic Games, ensure the availability of accommodation for NPC additional officials inside the Paralympic Village, subject to space availability (at their NPC's expense) within the allocation of their NPC delegation and for a duration matching the opening days of the Paralympic Village.

ACM 12 - Marketing partner accommodation

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

ACM 13 - Broadcasters' accommodation

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

ACM 14 - Media accommodation

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

ACM 15 - Spectator accommodation

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

Requirements related to the allocation and payment of stakeholder accommodation

ACM 16 - Allocation planning

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

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

ACM 17 - Paralympic Games hotel allocations

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

ACM 18 - Rates for all room types

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

ACM 19 - Ancillary services

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

ACM 20 - Stakeholder payment schedule

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

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

ACM 21 - Payment schedules for the Paralympic Games

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

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

4.2. Accreditation

Introduction

Accreditation contributes to a secure environment at the Olympic and Paralympic Games, and facilitates the work of stakeholders and participants by providing the levels of access needed for their various roles.

Olympic and Paralympic accreditation can also ease entry into the Host Country by serving as a temporary visa and work permit. All matters relating to Olympic and Paralympic identity and accreditation cards, including accreditation categories and related privileges, as well as the terms for issuance and revocation, are at the sole discretion of the IOC and the IPC, respectively.

For the Accreditation area, key success factors include:

- strict adherence to all rules, quotas, policies and procedures as described in the relevant accreditation annexes; and
- coordination with the Host Country Authorities on related legal matters.

Close coordination and collaboration within the Organising Committee for the Olympic Games (OCOG) and with a variety of delivery partners, including the IOC, IPC and the Host Country Authorities, are also essential for the successful delivery of this area.

The Accreditation area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in the following annexes and any cross-referenced documents listed within them:

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

Operational Requirements

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

ACR 01 - Accreditation at the Olympic Games

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

ACR 02 - Accredited persons' right to stay in the Host Country

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

ACR 03 - Accreditation at the Paralympic Games

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

ACR 04 - Accredited persons' right to stay in the Host Country for the Paralympic Games

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

4.3. Arrivals and Departures

Introduction

Arrivals and departures make the first and last impression for all visiting Olympic and Paralympic stakeholders and participants. This requires an end-to-end delivery model that considers all viable traveller options.

For the Arrivals and Departures area, key success factors include:

- careful consideration of all relevant modes of transport, and all points of arrival and departure;
- a service delivery plan that includes greetings and farewells, border clearance, transport and escort, baggage and equipment management, accreditation validation, accessibility considerations and other ground services; and
- effective communication of relevant arrivals and departures information to Olympic and Paralympic stakeholders.

The successful delivery of arrival and departure services requires close coordination and collaboration within the OCOG and with a variety of delivery partners, including the transport authorities, airlines and border control agencies.

The Arrivals and Departures area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Arrivals and Departures and any cross-referenced documents listed within it.

Operational Requirements

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

AND 01 - Defining all Port(s) of Entry (POE) and point(s) of arrival and departure

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

AND 02 - Facilitation services

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

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

AND 03 - Arrivals services

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

AND 04 - Departure planning

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

AND 05 - Paralympic arrivals and departure services

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

AND 06 - Service delivery plan

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

AND 07 - Airport venue planning

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

AND 08 - Information and communication

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

AND 09 - Co-Host City's point(s) of arrivals and departures

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

4.4. Food and Beverage

Introduction

Food and beverage services are an integral aspect of the overall Games experience. In addition to meeting the needs of the Games participants, they provide an opportunity to showcase the cultural heritage and cuisine of the Host City and Country. The selection of a master caterer in each venue to oversee all aspects of food and beverage service delivery is strongly recommended.

For the Food and Beverage area, key success factors include:

- efficient, accessible and sanitary food and beverage services (including free drinking water at all venues) for all stakeholder groups, with distinct requirements for certain groups and facilities;
- consideration of other food service issues that impact the Games experience, including the diversity of offerings, queue management and stakeholders' cultural, religious and dietary sensibilities; and
- strict compliance with marketing partner rights.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including caterers and other food service providers, the IOC and IPC, are also essential for the successful delivery of this area.

The Food and Beverage area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Food and Beverage and any cross-referenced documents listed within it.

Operational Requirements

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

FNB 01 - Service principles for stakeholder groups

- Provide the following food and beverage services:
  - 24/7 free-of-charge services in the athletes' dining hall in the Olympic and Paralympic Villages, respecting athletes' and team officials' dietary needs, and cultural and religious sensibilities. The services should be provided for the whole period that the Olympic and Paralympic Villages are open;
  - 24/7 user-pay services in the International Broadcast Centre (IBC) and the Main Press Centre (MPC) for the media, respecting cultural and religious sensibilities.
- For all other venues, submit to the IOC for approval a plan detailing the provision of food and beverage services to all stakeholders groups, including spectators.

FNB 02 - Food and beverage service menus

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

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

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

FNB 04 - Free access to drinking water

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

FNB 05 - Food and beverage services at the Paralympic Games

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

FNB 06 - Health and safety

- Ensure that all health and safety regulations and requirements concerning food and beverage are met in all venues and other locations where food and/or beverage is provided.
- Upon request, provide to the IOC and IPC all information needed to verify that such obligation is fulfilled.

4.5. Language Services

Introduction

Language services make a significant contribution to the special spirit of unity in diversity at the Olympic and Paralympic Games. These services are particularly important for athletes, the media, the IOC, NOCs/NPCs, IFs, the Court of Arbitration for Sport (CAS), and the World Anti-Doping Agency (WADA), as well as for people engaged in medical services, doping control, security, sport production and venue protocol.

Language services for the Olympic and Paralympic Games include simultaneous and consecutive interpretation (the spoken word) and translation (the written word) by professionals, as well as conversation facilitation by highly-skilled and well-trained language volunteers. Volunteers can ensure communication in a range of languages, including those not officially covered by the professionals, and assist in various situations in a cost-effective manner.

For the Language Services area, key success factors include:

- appropriate and effective communication between athletes, accredited media, Olympic family members, OCOG staff and other stakeholder groups; and
- timely and efficient translation of relevant texts based on a policy approved by the IOC and the IPC for their respective Games.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the previously mentioned areas, service providers, and the IOC and IPC, are also essential for the successful delivery of this area.

The Language Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Language Services and any cross-referenced documents listed within it.

Operational Requirements

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

LAN 01 - Overview of language services

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

4.6. Medical Services

Introduction

Medical services protect the health and safety of all Games participants, and thereby contribute to ensuring the integrity of the competition**.** The Medical Services area has two extremely important roles: providing medical care and health services for athletes, the Olympic and Paralympic families, the media, marketing partners, guests and spectators — both inside and outside Games venues; and managing the doping control programme.

For this area, key success factors include:

- a well-defined scope of medical and health services for all stakeholder groups, including disaster-planning and emergency medical response plans for all venues;
- a high-quality Olympic Village Polyclinic and other services to help ensure that athletes can deliver their optimum performance; and
- an effective doping control programme.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the public health authorities, hospital administrators, emergency medical response providers and other health care professionals in the Host City and Country, are also essential for the successful delivery of this area.

The Medical Services area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Medical Services, the following annex and any cross-referenced documents listed within them:

- MED Annex 1 – Specifications on Office Space for the IOC Medical and Scientific Commission.

Operational Requirements

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

Requirements related to healthcare

MED 01 - Scope of medical coverage

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

MED 02 - Medical services at the Paralympic Games

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

MED 03 - Integration of medical services

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

MED 04 - Pre-Games medical services planning

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

MED 05 - Emergency medical services

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

MED 06 - Olympic Village Polyclinic

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

MED 07 - Designation of official Games hospitals

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

MED 08 - Venue medical services

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

MED 09 - Purchasing and provision of equipment or services

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

MED 10 - NOC medical space

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

MED 11 - Periods of operation of medical services

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

MED 12 - Right to practice for international health professionals

- Ensure, if necessary by coordinating with the relevant Host Country Authorities, that health professionals who travel with NOCs are legally allowed to care for their respective delegations, order medical tests and prescribe through the Olympic Village Polyclinic. If registration is needed, there shall be a simple process, with no fee for the doctors or NOCs. IFs doctors and doctors treating other accredited groups, such as media and TOP Partners, should also be registered if required. The registration process shall be submitted to the IOC for approval.
- Define the conditions of care of athletes on the Field of Play (FOP) in accordance with IF rules and any applicable legal requirements associated with the first response to an injured athlete.

MED 13 - Clinical governance system and malpractice insurance

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

MED 14 - Electronic Medical Records (EMR) and medical reporting

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

Requirements related to Doping Control

MED 15 - World Anti-Doping Code compliance

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

MED 16 - Doping control programme

- Implement and deliver a doping control programme, under the authority of the IOC/IPC, in accordance with instructions received from the IOC/IPC and the provisions of the World Anti-Doping Code, its international standards and the IOC Anti-Doping Rules/IPC Anti-Doping Code that will be applied by the IOC/IPC at Games time.
- In particular, develop and provide sample collection procedures in strict accordance with the World Anti-Doping Code, the IOC Anti-Doping Rules, the IPC Anti-Doping Code and, in particular, the international standards for testing and investigations.
- Provide doping control stations in accordance with the criteria set out in the IOC Anti-Doping Rules and World Anti-Doping Code, and in particular, with the criteria set out in the international standards for testing and investigations.
- For the doping control programme of the Paralympic Games, ensure that all sample collection facilities meet IPC accessibility requirements and maintain the levels of service delivered during the Olympic Games. The OCOG shall liaise with the IPC to implement pre-Games training of dedicated workforce and volunteers on the modifications required for athletes with an impairment.
- Ensure that all OCOG activities related to the above-mentioned anti-doping programmes respect applicable laws and regulations (including, in particular, data protection laws and others laws related to the protection of athletes personal rights) as well as any additional security or privacy standard or guidelines established for this purpose by the World Anti-Doping Organisation and/or the IOC and
- Provide all information necessary to the IOC (respectively the IPC) to verify that the requirements of this provision have been fulfilled.

MED 17 - WADA-accredited laboratory

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

MED 18 - Laboratory capacity, location and security

- Ensure that the laboratory accredited by WADA has sufficient capacity to analyse up to 400 samples per day and report negative results within 24 hours and adverse analytical findings

within the time required by the IOC (48 hours for standard analysis). The OCOG shall submit details of the location and security of the laboratory to the IOC for approval, considering these requirements and the travel time for B sample analysis.

Requirements related to the IOC Medical and Scientific Commission

MED 19 - Resources for the IOC Medical and Scientific Commission

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

Paralympic-specific requirement

MED 20 - Facilitation of research projects

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

4.7. Technology

Introduction

Technology enables proper operations and information-sharing services in all Olympic and Paralympic venues, contributing to the enjoyment and understanding of the Games by a vast global audience. Every facet of Games delivery depends on the efficient operation of world-class technology. Technology also supports internal OCOG operations, such as hardware provision, corporate systems development and appropriate support.

For the Technology area, key success factors include:

- the development and deployment of reliable technology solutions – including telecommunications, internet and wireless infrastructure, Audio-visuals (AV), spectrum and Radio Frequency (RF) accessibility – to support all aspects of the Games;
- consideration of requirements for technology suppliers and partners, the Olympic and Paralympic Results and Information Services (ORIS and PRIS respectively) and the Olympic Data Feed (ODF); and
- respect for the rights of marketing partners.

Close coordination and collaboration within the OCOG, including the Venues, Energy, Press Operations, Broadcast Integration and Accreditation areas, with a variety of delivery partners, as well as Host City and Country Authorities and network operators through a Joint Operators Olympic Group (JOOG), are also essential for the successful delivery of this area.

The Technology area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Technology and any cross-referenced documents listed within it.

Operational Requirements

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

TEC 01 - Review of Technology solutions

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

TEC 02 - Telecommunications

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

local operators.

TEC 03 - Internet infrastructure

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

TEC 04 - Telecommunications infrastructure

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

TEC 05 - Spectrum-radio frequencies

- Secure all wireless spectrum and radio frequencies necessary for the operations of the Olympic Games and Paralympic Games (including Test Events and operational readiness exercises), through the provision of frequencies for public mobile/cellular networks, private radio networks and other wireless networks including Wi-Fi, as appropriate.
- Ensure the effective delivery of the commitments made during the Candidature Phase by relevant Host Country Authorities and any other relevant entities to allocate, manage and control the necessary frequencies for Olympic and Paralympic Games, Test Events and operational readiness exercises.
- Ensure that the allocation, management and use of frequencies is provided free-of-charge during the Test Events, the Olympic and Paralympic Games (including one month before the Olympic Games and one week after the Paralympic Games) to the following stakeholders:
  - athletes;
  - IOC;
  - OCOGs
  - NOCs;
  - IFs;
  - broadcasters;
  - press; and
  - marketing partners.

TEC 06 - Deployment of the telecommunications solutions

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

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

- Provide results and information services in accordance with the standards set out in the ORIS and ODF requirements. The ORIS and ODF requirements shall be updated by the IOC to include the new requirements of the Olympic Games, IFs, other stakeholders of the Olympic family and technology development. The OCOG shall contribute to costs of updating the ORIS requirements documents in accordance with the cost-sharing principles established by the IOC.

- Make the information defined in ORIS available for transmission in ODF format:
  - to the IOC, IOC Controlled Entities, international news agencies recognised by the IOC, accredited media, IFs, the NOCs and other persons and entities designated by the IOC; and
  - to the Rights-Holding Broadcasters through OBS.
- Ensure that any terms and conditions determined by the IOC (e.g. service fee which may be charged by the OCOG to certain categories of recipients) are respected in the provision of ORIS.

TEC 08 - Respect of Olympic Marketing Partners' rights

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

TEC 09 - Suppliers and providers Transfer of Knowledge (TOK)

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

Additional technology requirements for the Paralympic Games

TEC 10 - Global Paralympic technology plan

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

TEC 11 - Telecommunications and Audio-visuals (AV) at the Paralympic Games

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

TEC 12 - Paralympic Results and Information Services (PRIS)

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

4.8. Transport

Introduction

All Olympic and Paralympic stakeholders count on safe, efficient, reliable and on-time transport services during the Games. The Transport area should consider all stakeholder needs, including those of the Host City residents, to align Games transport planning with existing Host City operations. A well-executed transport programme meets the needs of all Games stakeholders and contributes to a positive Games legacy by improving transport systems and encouraging the use of public transport in the Host City.

The Transport area requires communication and collaboration across nine themes, with each focused on a specific deliverable: transport infrastructure and facilities, stakeholder services delivery planning, venue transport, fleet operations, bus operations, public transport, traffic management, transport information, and transport policy and planning.

For this area, key success factors include:

- reliance on established transport plans and Service Level Agreements (SLA), transport maps, and Vehicle Access and/or Parking Permit Schemes (VAPPS) for venues and parking areas; and
- consideration of distinct requirements for specific stakeholder groups, including athletes, the media and the IF.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including transport authorities from the Host City, fleet operators and transport facility operators, are also essential for the successful delivery of this area.

The Transport area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Transport and any cross-referenced documents listed within it.

Operational Requirements

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

Requirements related to transport infrastructure, facilities and monitoring

TRA 01 - Monitoring transport plans

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

TRA 02 - Monitoring transport infrastructure and facilities

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

TRA 03 - Host City construction works

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

Requirements related to transport services for stakeholders

TRA 04 - Plans and Service Level Agreements (SLA)

- Submit the following elements to the IOC for approval:
  - Olympic transport plan;
  - Transport Operating Plan; and
  - Games transport stakeholders' Service Level Agreements (Principle Service Level Agreement [PSLA] and Detailed Service Level Agreement [DSLA]) for the following groups, giving full consideration to the needs of athletes' and officials':
    - IFs;
    - Media;
    - NOCs;
    - Olympic family;
    - Spectators;
    - TOP Partners and OCOG Marketing Partners; and
    - Workforce.
- Submit the equivalent SLAs for Paralympic Games stakeholders (i.e. NPCs, Paralympic family, etc.) to the IPC for approval.

TRA 05 - Venue transport plan

- Develop venue transport plans for all competition and non-competition venues, including parking and Vehicle Access and/or Parking Permits (VAPP), and provide them to the IOC for review prior to the plans being finalised.
- Deliver venue transport maps for IOC review as part of the Olympic transport plan, the Functional Area Operating Plan (FAOP) and the Venue Operating Plans (VOP).

TRA 06 - Transport provisions and priorities

- Provide the following transport services to all accredited persons, in accordance with the codes

and provisions set out in the ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications, with appropriate flexibility where relevant:

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

TRA 07 - Paralympic Games transport categories

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

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

Transport Code	Description	Transport Privileges
TF	Games officials/IF system	Games officials/IF transport system Public transport systems
TM	Media transport system	Transport system for media Public transport systems
TP	Public transport systems	Public transport systems

TRA 08 - Dignitary transport

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

TRA 09 - Public transport

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

TRA 10 - Other Olympic cities

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

TRA 11 - Ceremonies services

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

TRA 12 - Road event vehicles

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

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

TRA 13 - Athletes' and team officials' transport system

- Ensure that the athlete Transport System (TA) provides transport services for athletes, team

officials and their accompanying baggage and sports equipment, from the opening date to the closing date of the Olympic Village. These services shall run to and from the Olympic Village to cover:

- training and competition services;
- arrival and departure services;
- Opening and Closing Ceremonies;
- Olympic Village-related services; and
- spectating athlete services.

- Operate these services for the period of training and competition, ceasing on completion of the competition of each sport.

TRA 14 - Paralympic Games athlete and team official transport system

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

TRA 15 - Team sport vehicles

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

TRA 16 - Arrival and departure transfers

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

TRA 17 - Victory Ceremony transport for medallists

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

TRA 18 - NOC dedicated vehicles

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

Games of the Olympiad	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/or minivans)
1-10	1
11-50	2
51-100	3
101 – 200	4
201 – 300	5
301 – 400	6
401 – 500	7
501 +	8

Olympic Winter Games	
NOC delegation size	Total NOC dedicated vehicles (passenger cars and/or minivans)
5 or fewer	1
6 – 20	2
21 – 40	3
41 – 60	5
61 – 80	6
81 – 100	8
101 – 140	9
141 – 160	10
161 +	11

TRA 19 - NPC vehicle allocation formula

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

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

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

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

TRA 20 - NOC/NPC equipment vehicles

- Ensure that an additional equipment van is allocated to NOCs/NPCs with participating athletes in sports having a considerable amount of equipment, as agreed with the IOC or IPC (one per participating team). The equipment vehicles for these sports are in addition to the NOC/NPC team sport vehicles.
- For cycling equipment, choose between the following services:
  - operate special vehicles for equipment transfer;
  - provide additional vehicles with cycle/roof racks to the cycling teams to self-manage; and
  - provide a permit to NOCs/NPCs that may bring their own specialist vehicles to move equipment between the Olympic Village and the competition and training venues.

TRA 21 - Vehicle use policies

- Submit vehicle use policies to the IOC for approval.

TRA 22 - Car pool of accessible vehicles

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

TRA 23 - Parking and VAPPs

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

TRA 24 - NPC allocated vehicle VAPPs

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

TRA 25 - Rate card vehicles and VAPPs

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

Requirements related to transport services for IFs

TRA 26 - IF Transport System

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

TRA 27 - IF allocated vehicles

- For both the Olympic and Paralympic Games, allocate each IF whose sport is included on the

programme of the respective Games one larger passenger vehicle and driver per sport/discipline.

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

Requirements related to transport services for the media

TRA 28 - Media Transport System

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

TRA 29 - OBS transport services

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

TRA 30 - Accommodation and IBC/MPC transport service

- Provide services according to the following table:

Service type	Service period	Service hours
Accommodation – IBC/MPC	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony	24 hours, with variations in frequency. Reduced frequency when lower stakeholder demand expected, overnight, during non- competition days and during daytime hours (media expected to travel to/from IBC/MPC at beginning and end of day).
IBC/MPC – Olympic Village	Starts 14 days before Opening Ceremony, or the day of the Olympic Village opening Ceases the day after the Closing Ceremony	Operates daily 08:30-09:30 Frequency can be less during pre-competition days.
IBC/MPC – Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session	Operates according to the Executive Board and IOC Session hours. This may/may not be required - OCOG should discuss with Press Operations and OBS.

Service type	Service period	Service hours
IBC/MPC – training venues	Operates according to the 'open to media' training schedule	Operates according to the training schedule. Services operate –1/+1 hours from the start and finish of training with reduced frequency during the actual training session. As required.
IBC/MPC – competition venues	Shall be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the Venue Media Centre (VMC) Services cease to each competition venue on the last day of competition at each venue Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the VMC operating hours The VMC generally operates –3/+3 hours from the start and finish of competition. This timeframe could be modified in consultation with the IOC according to the operational needs. Transport services need to operate to allow media to reach the venue 3 hours before competition. Should the VMC remain open longer than 3 hours from the finish of competition, transport services shall be provided until the VMC closes and all media have left the venue. Reduced hours and frequency on non-competition days.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the IBC/MPC - competition venue services (above)
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the IBC/MPC – competition venue services (above)

TRA 31 - Service requirements for Paralympic Games

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

Service type	Service period	Service hours
Accommodation - IBC/MPC	Starts 5 days before Opening Ceremony Ceases 2 days after Closing Ceremony	24 hours, with variations in frequency
IBC/MPC – Paralympic Village	Starts 5 days before Opening Ceremony Ceases the day after the Closing Ceremony	Operates daily 08:30-09:30
IBC/MPC – training venues	Operates according to the 'open to media' training schedule	Operates according to the training schedule. Services operate –1/+1 hours from the start and finish of training
IBC/MPC – competition venues	Shall be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the VMC Services cease to each competition venue on the last day of competition at each venue. Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the VMC operating hours (-2/+2 hours from the start and finish of competition). This timeframe could be modified in consultation with the IPC according to the operational needs. Transport services need to operate to allow media to reach the venue 2 hours before competition and depart until the VMC closes even if this is longer than 2 hrs. Services shall be provided until all media have left the venue.
Between competition venues, where appropriate	Operates according to the competition schedules in the venues	Same service hours as the IBC/MPC - competition venue services (above)

Service type	Service period	Service hours
Accommodation direct to venues, where appropriate	Operates according to the competitions in the venues being connected	Same service hours as the IBC/MPC – competition venue services (above)

TRA 32 - Photo pool allocated vehicles

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

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

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

TRA 34 - Media vehicle permits

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

TRA 35 - Rate card for vehicles and permits

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

Requirements related to marketing partners

TRA 36 - Marketing partner transport services

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

TRA 37 - Marketing Partner Coach Programme (MPCP)

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

TRA 38 - Marketing partner arrivals and departures

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

TRA 39 - Marketing partner allocated vehicles and drivers

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

TRA 40 - Marketing partner transport

- Ensure that the following marketing partner transport requirements are fulfilled:
  - provide marketing partners with routes and access information;
  - identify parking areas at venues for marketing partners' technical vehicles (Back of House [BOH]) and MPCP vehicles (Front of House [FOH]);
  - provide venue permits to marketing partners for their technical vehicles, after they have demonstrated plans for their technical needs; and
  - provide Vehicle Access and/or Parking Permits (VAPP) for all venues to marketing partners for coaches and support vehicles for hospitality needs.

Requirements related to transport services for spectators

TRA 41 - Spectator transport

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

TRA 42 - Spectator demand, venue capacities and saleable tickets

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

Requirements related to T1/T2/T3 transport services

TRA 43 - T1/T2 drivers

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

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

TRA 44 - T3 transport system

- Submit the principles for the T3 transport system operations to the IOC for approval. The details are to be incorporated into the Olympic family SLA and the Transport Operating Plan.

- Develop and communicate a policy regarding the locations or official 'destinations' that are served by the T3 transport system. As a minimum, T3 services shall operate to official Olympic and Paralympic sites, including:
  - competition venues;
  - training venues;
  - Olympic airport and other points of arrival and departure e.g. main rail station(s);
  - Olympic Family Hotels (OFH);
  - Paralympic Family Hotels (PFH);
  - IBC/MPC;
  - Olympic Village;
  - Media Village;
  - other T3 stakeholder accommodation sites;
  - Olympic Club (OLC);
  - Paralympic Hospitality Centre;
  - OCOG headquarters; and
  - Medals Plaza (for the Olympic Winter Games).
- Where Co-Host Cities operate their own internal T3 system, a separate T3 destination list is required.
- Submit the final destination lists to the IOC for approval.

TRA 45 - Paralympic Games T3 transport system approval

- Submit to the IPC for approval the principles of the T3 transport system operations, which provide a minimum of one accessible vehicle for every three T3 accredited users requiring an accessible vehicle. The details shall be incorporated into the Paralympic family SLA and the final Transport Operating Plan.

Requirements related to other stakeholders

TRA 46 - Observer Programme

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

TRA 47 - Medical Commission allocated vehicles

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

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

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

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

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

TRA 50 - IOC administration allocated vehicles and VAPPs

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

TRA 51 - IPC administration and VAPPs

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

TRA 52 - VAPPs for contractors

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

Requirements related to traffic management and information

TRA 53 - Traffic management plan

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

TRA 54 - Transport signage

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

TRA 55 - Transport information

- Develop and provide relevant transport information to Olympic and Paralympic Games stakeholders, as well as to the general public.
- In particular, as part of the Olympic transport plan, ensure that Olympic Games transport users, including the general public, are provided dedicated and specific transport maps for planning and operations. These maps shall, in particular, include the following:

- Olympic/Paralympic transport network (routes, road and rail);
- stakeholder-specific system network drawing;
- dedicated transport facilities (depots, holding areas, etc.);
- transport areas inside venue perimeters;
- venue accesses and surrounding road network;
- airport and other key gateways; and
- specialised traffic management maps.

Requirements related to official vehicles

TRA 56 - Vehicle use policies

- Define and communicate the policies and procedures for driving OCOG-allocated vehicles, including type of license required, perimeter where they can be driven and where accreditation is checked and required. These policies are to be included in the stakeholder SLA and the final Transport Operating Plan, and need IOC approval.

TRA 57 - Olympic Winter Games vehicles

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

TRA 58 - Fleet operations - fuel

- Provide fuel for Games stakeholder allocated vehicles.

TRA 59 - Drivers' phones

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

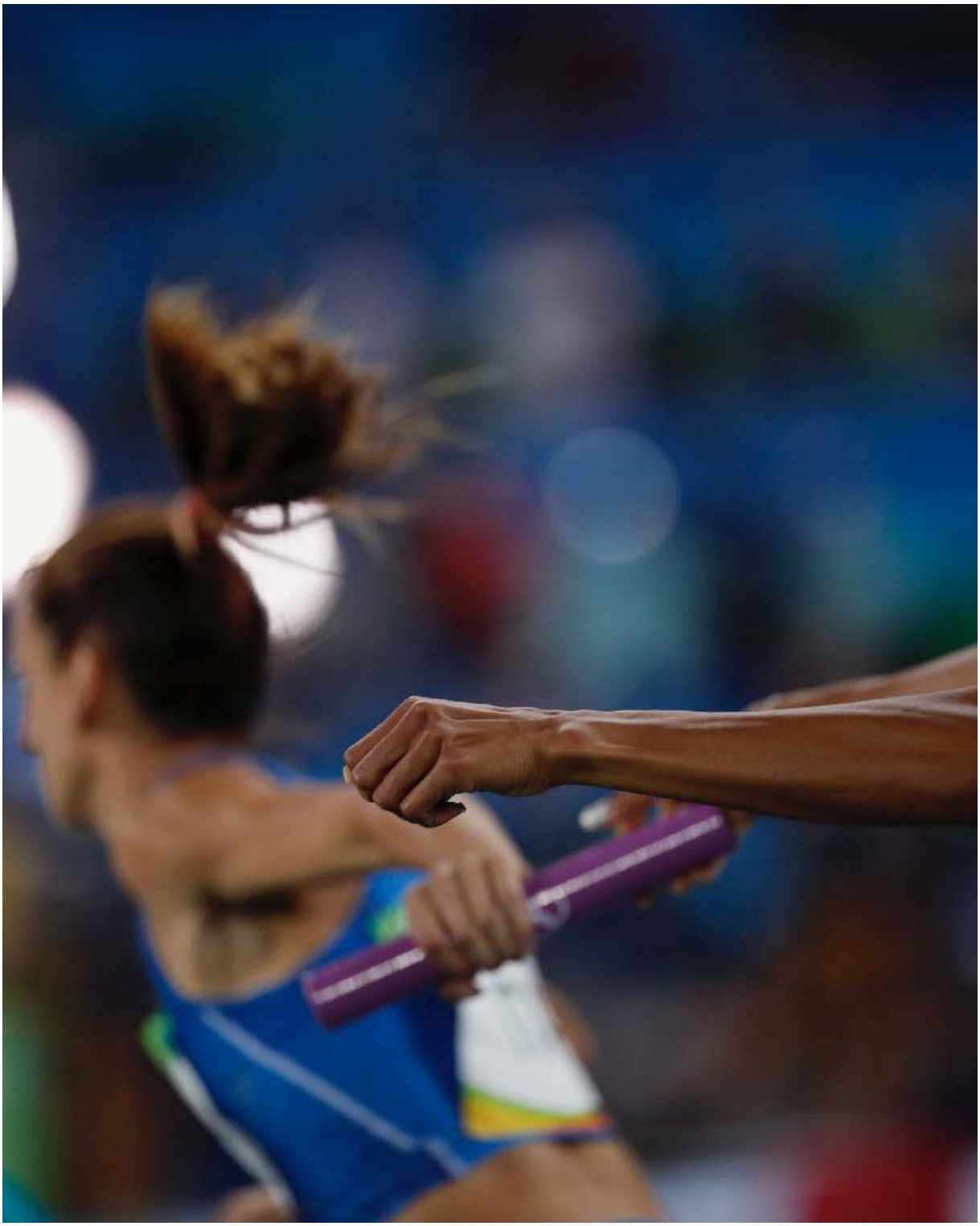
TRA 60 - Vehicle and service procurement insurance

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

TRA 61 - Bus and drivers scheduling software

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

5. Governance



5.1. City Operations

Introduction

The Host City is a key element of the overall Olympic and Paralympic Games experience. It provides the visual backdrop and a celebratory context for the Games that extend the festive atmosphere beyond the venues. It also serves as the host for out-of-stadium competition events, the Olympic Torch Relay and other important Games-related activities.

City Operations is the area that monitors all activities, services, operations and events that take place outside the venues and in the city, and that are delivered by different organisations. It is the vital link between the city, and all the competition and non-competition venues.

For the City Operations area, key success factors include:

- a thorough understanding of how in-venue and out-of-venue operations collectively interact with other activities in the Host City; and
- a well-developed city integration plan that details the links among all Games-related operating plans and the Host City's overall plan.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including OCOG partners, the transport authorities, the city authorities and other non-Games organisations, are also essential for the successful delivery of this area. City Operations should serve as a catalyst for cooperation among a wide range of external organisations to ensure careful planning and integration.

The City Operations area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on City Operations and any cross-referenced documents listed within it.

Operational Requirements

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

CTY 01 - City integration plan

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

5.2. Finance

Introduction

Delivering the Olympic and Paralympic Games within budget is a key measure of success. Achieving that goal requires a culture of fiscal responsibility and comprehensive budget planning for all aspects of the Games.

The Finance area is responsible for administering a comprehensive budget across the OCOG - a task that necessitates integrated policies, systems and reporting mechanisms for procurement, accounting, contract administration and all other budgetary functions.

For this area, key success factors include:

- a thorough understanding of the OCOG's obligations under the HCC - Operational Requirements, the Joint Marketing Plan Agreement (JMPA) and other contractual obligations;
- efficient budget, Foreign Exchange (FX) and cash flow management through continuous reviews/updates and risk assessment;
- periodic financial reports, including detailed management accounts;
- a successful procurement programme that supports the OCOG's organisational objectives and operational requirements, and manages the procurement process and supply efficiently and effectively;
- fulfilment of customs- and tax-related requirements;
- insurance policies as specified in FIN Annex 1 – Specifications on OCOG Insurance that minimise/transfer the OCOG's risk exposure; and
- a stakeholder-oriented rate card programme (also known as a Directory of Services [DOS]) that specifies the terms, conditions and pricing for services, goods and facilities made available by the OCOG to the Games stakeholders in support of their Games-time operations.

Close coordination and collaboration within the OCOG and with a variety of delivery partners, including the IOC, IPC, Host Country Authorities and other relevant partner organisations, are also essential for the successful delivery of this area.

The Finance area is closely related to and interlinked with all other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Finance, the following Annex and any cross-referenced documents listed within them:

- FIN Annex 1 – Specifications on OCOG Insurance.

Operational Requirements

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

FIN 01 - OCOG budget evolution

- Ensure that the OCOG budget and cash flow properly reflect at all time the evolution of operational planning for both Olympic and Paralympic Games. It shall include all the activities associated with the performance of the HCC and the commitments made during the Candidature Phase.
- Ensure that the OCOG budget integrates both Olympic and Paralympic Games, whilst respective elements are identifiable. It shall be regularly updated in accordance with the timelines set out in the GDP.

FIN 02 - Statement of accounting principles

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

FIN 03 - Standardised functions list

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

FIN 04 - Rate card

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

FIN 05 - Dissolution plan

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

FIN 06 - Pre-Games and post-Games reporting

- Provide reports detailing the financial situation regarding the planning, organising and staging of the Games, on request from the IOC. Such reports may include:
  - annual financial statements certified by an independent certified public accountant;
  - regular detailed management accounts prepared by the OCOG Finance area for the OCOG management including executive financial budget performance overview (expense/revenues) by OCOG area, budget changes, rate card sales report and procurement planning execution updates, lifetime cash flow; and
  - all reports generated by the OCOG's internal auditors.
- Supply other data to the IOC and give the IOC or its representative(s) such access to its records as the IOC may reasonably request.

- Ensure that the IOC has the possibility, at any time during the OCOG lifecycle, to audit (or to have its representative(s) audit) the accounts of the Host City, the Host NOC and the OCOG with respect to the planning, organising, financing and staging of the Games.
- Deliver a list of post-Games financial reports and statistics, as per the TOK list, to the IOC, for TOK and IOC internal analysis purposes.

FIN 07 - Insurance policies

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

FIN 08 - Taxes

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

Additional finance requirements for the Paralympic Games

FIN 09 - OCOG marketing rights payment schedule

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

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

FIN 10 - Contracts with third parties for the Paralympic Games

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

FIN 11 - Financial reporting to the IPC

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

FIN 12 - Paralympic Games insurance

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

5.3. Games Management

Introduction

Games management is the overarching framework defined by the IOC to describe the various processes, protocols, documents and tools used to plan and deliver the Games and realise legacy benefits. It is a complex task that requires a fully integrated, effectively managed approach to planning and delivering the Games and the legacy commitments in a timely way.

Certain Games management elements are mandatory, whereas others are intended to be adapted and implemented in a flexible way. To assist Games organisers, the IOC has developed a Games management framework that underpins the entire Games project and defines the main interactions between the IOC, the IPC and the OCOG. The IOC will collaborate closely with the OCOG, from the very beginning of its lifecycle, to adapt the framework to the local context.

For the Games Management area, key success factors include:

- early appointment of senior management to lead and integrate Games planning and governance across all areas throughout the OCOG life-cycle;
- a Games Foundation Plan (GFP) – an overarching strategic plan that sets the overall framework to guide the planning and delivery of the Games;
- a Games Delivery Plan (GDP) – a planning and monitoring tool that provides visibility of Games preparations for OCOG executives and areas, as well as the IOC and IPC;
- an effective Games-wide coordination and governance framework that includes all areas, various levels of the government/Host City, Games stakeholders and other key delivery partners;
- a comprehensive testing and readiness programme; and
- a comprehensive risk management programme.

Close coordination and collaboration with the IOC throughout the OCOG lifecycle, and with the IPC, IFs, NOCs and other stakeholders, are also essential for the successful delivery of this area. Collaboration within the OCOG is particularly important to ensure the effective integration of planning and delivery across all areas.

The Games Management area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

Operational Requirements

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

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

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

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

GAM 02 - Reporting to IOC meetings

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

GAM 03 - Games Foundation Plan (GFP)

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

GAM 04 - Games Delivery Plan (GDP)

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

GAM 05 - Test Events

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

GAM 06 - Pre-Games venue tours

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

GAM 07 - Risk management programme

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

GAM 08 - Official reports

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

Additional Paralympic Games management requirements

GAM 09 - Major Paralympic milestones scheduling

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

  - Paralympic Village closing, at midday of third day after the Closing Ceremony.
- Stage the Paralympic Games in a dignified manner as an independent event and neither in connection with nor at the same time as any other international or even national sports event for people with impairments.
- Ensure that no other international event for athletes with impairments is scheduled in or near the Paralympic Host City within three months prior to or following the Paralympic Games.

GAM 10 - Paralympic Games integration

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

GAM 11 - Paralympic progress reports and presentations

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

5.4. Information and Knowledge Management

Introduction

Information and knowledge management significantly reduces Games delivery risks by aggregating and sharing learning with the OCOG throughout its seven-year journey.

The Information and Knowledge Management area helps OCOGs become learning organisations that acquire, apply and share knowledge and information to deliver successful Games and assist future OCOGs. Achieving these goals requires effectively managing information; nurturing a culture of sharing and exchanging within the organisation and with key stakeholders; and fully integrating learning opportunities into the delivery plan of the Games.

Information and knowledge management also makes a major contribution to one of the greatest legacies of the Olympic and Paralympic Games – the "human legacy" of new skills, knowledge and opportunities for nearly everyone associated with planning and delivering the Games.

For the Information and Knowledge Management area, key success factors include:

- delivery of a comprehensive learning strategy;
- development of a long-term legacy plan to preserve Olympic records, archives, artefacts, memorabilia and other Games-related items;
- development, in coordination with the IOC, of an effective programme to capture and then transfer knowledge to future Games organisers, including leveraging opportunities to observe and experience at first hand the Olympic Games and other sports events; and
- appropriate positioning and empowerment of Information and Knowledge Management with the OCOG.

Information and Knowledge Management serves all areas of the OCOG. Close coordination and collaboration within the OCOG, especially Planning & Coordination, People Management and Technology are essential for the successful delivery of this area. Collaboration with the IOC, especially Olympic Games Knowledge Management (OGKM), the Olympic Foundation for Culture and Heritage and the Olympic Studies Centre (OSC), as well as the IPC, national legal and archiving organisations, and other OCOGs and sports event organisers, is also extremely important.

The Information and Knowledge Management area is closely related and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Information and Knowledge Management and any cross-referenced documents listed within it.

Operational Requirements

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

IKM 01 - Legacy plan and archives agreement

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

IKM 02 - Access to information

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

IKM 03 - Olympic Games Learning Model (OGLM)

- Develop, in close cooperation with the IOC and other relevant stakeholders, the following projects, which form part of the Olympic Games Learning Model (OGLM):
  - Education:
    - create the OCOG Learning Strategy incorporating relevant learning pathways and leveraging learning opportunities, as well as various related interventions, such as OGKM workshops;
    - develop learning solutions based on IOC's advice and recommendations; and
    - create a knowledge champions network (or equivalent) to disseminate knowledge effectively within the OCOG on a "train the trainer" basis.
  - Observation and experience:
    - develop and deliver in partnership with the IOC the Debrief (event) and debriefing process; and
    - participate fully in observation and experience projects, including but not limited to the Games Observation project; the Games Shadowing project; the Games Secondment project; the Games Test Event Observation project and the Cross-Cultural Awareness project.
  - Information management:
    - use the data bank of documents related to previous Games that the IOC is maintaining, in support of OCOG planning efforts;
    - work closely with the IOC to deliver an effective codes, acronyms and terminology resource that can be accessed by all key operational staff;
    - participate fully in the Transfer of Knowledge (TOK) and Visual Transfer of Knowledge (VTOK) processes, and adhere to the requirements defined by the IOC, including scope, transfer process and frequency of transfer;
    - ensure the right people in the OCOG leadership participate fully in the structured interviews processes run by the IOC; and

  - work in partnership with the IOC to ensure the data capture project is delivered, ensuring that all relevant metrics required by the IOC are accessible.
- Develop and implement other learning projects as may be agreed between the IOC and the OCOG.
- For the Debrief (event), the following rules will apply:
  - the host OCOG will provide, at the IOC's cost, the Debrief's locations, facilities, accommodation and ground transport for international participants;
  - accommodation and ground transport for domestic participants shall be provided by the host OCOG, at its cost; and
  - the responsibility for other costs related to hosting of the Debrief will be mutually agreed between the IOC and the host OCOG, before each edition.

IKM 04 - Participation by relevant delivery partners in knowledge acquisition (learning)

- Ensure and coordinate the participation of the relevant delivery partners in the knowledge acquisition, in particular TOK and VTOK lists, and facilitate the contribution of their knowledge and expertise to these initiatives and processes.

IKM 05 - Supply of Artefacts and Memorabilia

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

IKM 06 - Copies of official publications

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

IKM 07 - Paralympic Excellence Programme

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

5.5. Protocol

Introduction

The IOC Protocol provides guidance, rules and principles and should be referred to for all protocol matters during the Olympic Games. It ensures that the Olympic symbol, flag, motto, emblem and anthem at the Olympic Games are properly presented and not misused.

The Protocol rules also provide all requirements related to the Ceremonies, including seating arrangements and flag display at the Olympic Stadium and at the Olympic and non-Olympic venues.

For this area, key success factors include:

- adherence to the rules and principles of Protocol; and
- close collaboration with the Host Country Authorities, Olympic Truce Foundation, United Nations, and other organisations.

Separate protocol principles and elements, especially about the Agitos symbol, are applicable to the Paralympic Games and International Paralympic Committee (IPC) events.

The Protocol is closely related to and interlinked with many other areas covered by the Host City Contract – Operational Requirements. When planning and delivering the Games, it is important to consider each area in the larger context of all related requirements highlighted in the Cross-reference matrix on page 17 of this document.

Detailed operational requirements for the Olympic and Paralympic protocol elements are available in the IOC Protocol Guide, the IPC Guide on Protocol and Paralympic Family Services, the following Annexes and any cross-referenced documents listed within them:

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

Operational Requirements

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

Requirements related to the Olympic symbol, emblems, flags, medals, pins and diplomas

PRT 01 - Use of Olympic symbol

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

PRT 02 - Production of flags

- Produce all flags needed for the Games and submit a sample to the IOC for approval, as specified in the PRT Annex 2 – Specification on Protocol.

PRT 03 - Protocol set of flags/national emblems at Olympic Games

Ensure that protocol sets of flags/national emblems are positioned according to the IOC events and Olympic venues, as specified in the PRT Annex 2 – Specifications on Protocol. For any situations or events not covered in this annex, submit a proposal to the IOC for approval.

PRT 04 - National flag proportions

- Ensure that all flags, when displayed together, are identical in size to ensure uniformity and to support the Olympic values that promote equality and mutual respect amongst nations, as specified in the PRT Annex 2 – Specifications on Protocol.

PRT 05 - Medals, pins and diplomas

- Follow all requirements related to the production of the medals (e.g. size, weight, material, design) and the box for the medal (with an Olympic medallist pin produced by the IOC) as specified in the PRT Annex 2 – Specifications on Protocol. Submit the final medal design to the IOC for approval.
- Submit the number of medals and boxes to be produced to the IOC for approval.
- Produce the medals according to the approved specifications. Once medals have been produced, provide the IOC with:
  - a certificate confirming the exact number of medals produced and proofs;
  - an inventory detailing the distribution of all medals;
  - all non-engraved or surplus (undistributed) sets of medals;
  - the moulds of all the medals; and
  - a minimum of 25 sets of medals (i.e. a total of 75 medals, comprising 25 gold, 25 silver and 25 bronze) for archive and redistribution purposes.
- Submit to the IOC for approval any plan for the Host City and/or the Host NOC to keep one set (or sets) of the medals for museum exhibitions and or archive purposes.
- Distribute to every athlete who has qualified and is entered in the Olympic Games the participation pin that will be produced by the IOC at its own cost. Return the surplus pins (Olympic medallist and participation) to the IOC and provide a distribution list comprising the athletes' names and tracking numbers.
- Follow all requirements related to the design of the victory diplomas (e.g. material/shape, design, text elements) as specified in the PRT Annex 2 – Specifications on Protocol. Produce and distribute the victory diplomas to all eligible athletes, as specified in this annex. Provide the IOC with all surplus victory diplomas.

Requirements relating to Olympic Games Ceremonies

PRT 06 - Protocol order at the Opening and Closing Ceremonies of the Olympic Games

- For the Opening and Closing Ceremonies of the Olympic Games, follow the protocol order as specified in the CER Annex 3 – Specifications on Protocol Elements for Ceremonies.

PRT 07 - Victory Ceremonies

- Ensure that Victory Ceremonies take place following the conclusion of each sport/discipline event in order to present the medals to the athletes. At the Olympic Winter Games, as indicated in the HCC - Principles, the medals shall be awarded to the competitors in some events at the Medals Plaza.
- Submit all scripts and routines for the Victory Ceremonies to the IOC for its prior approval. The the protocol order is specified in the CER Annex 3 – Specifications on Protocol Elements for Ceremonies.

PRT 08 - Team Welcome Ceremonies at the Olympic Village

- Organise Team Welcome Ceremonies at the Olympic Village in the international zone in order to welcome Olympic athletes and team officials to the Host City. The main steps are the following:
  - playing the Olympic anthem;
  - welcome by the Village Mayor;
  - nation's flag-raising ceremony while the anthem of the team is played (abbreviated, no more longer than 90 seconds); and
  - local cultural programme (max. 10-15 minutes).
- Ensure that the Team Welcome Ceremonies is delivered in French and English.

PRT 09 - Presidential Box at the Olympic Stadium

- Ensure that the Presidential Box is constructed as a dedicated area within the Olympic family seating inside the Olympic Stadium to seat the IOC representatives, together with the Host Country and OCOG officials, in equal numbers. The location, design and number of seats of the Presidential Box to the IOC for approval before construction.

PRT 10 - Availability and use of the Olympic anthem

- Ensure that, should the OCOG decide to re-arrange or re-record, at its own expense, the existing versions of the Olympic anthem retained by the IOC, such recording and/or arrangement shall rest with the IOC.
- The Olympic anthem shall be played on the following occasions:
  - Opening Ceremony of the IOC Session;
  - Opening Ceremony of the Olympic Games;
  - Closing Ceremony of the Olympic Games;
  - Victory Ceremonies at the medals plaza;
  - Team Welcome Ceremonies; and
  - other events to be determined by the IOC.

PRT 11 - Programme for the Opening Ceremony of the IOC Session

- Submit the programme of the Opening Ceremony of the IOC Session to the IOC for approval. The programme shall follow the protocol order as specified in the PRT Annex 2 – Specifications on Protocol.

Other Olympic Protocol Requirements

PRT 12 - Olympic flame

- After the Closing Ceremony of the Olympic Games, any Olympic torch, cauldron or other device intended for any form of combustion of the Olympic flame, shall not be used in the Host City, any other city in the Host Country or elsewhere, without the IOC's approval.

PRT 13 - Wall of champions

- Create a "Wall of champions", the concept and location of which shall be submitted to the IOC for approval. The method used to engrave names shall allow for name changes after the initial set-up of the wall of champions.

PRT 14 - Olympic Truce

- Carry out various activities during the periods leading up to and throughout the Games to promote peace and human understanding through sport and, in particular, the Olympic Truce.
- Submit to the IOC for its prior approval the detailed programme of these activities.
- Create a mural dedicated to the Olympic Truce within the Olympic Village as a symbol of peace, where all the Games participants are invited to sign the declaration in support of the Olympic Truce.
- Submit the unveiling scenario of this mural to the IOC for approval.

Protocol elements for the Paralympic Games

PRT 15 - Invitation to the Paralympic Games

- Send the invitations to take part in the Paralympic Games to all National Paralympic Committees (NPC), as designated by the IPC, one year prior to the Opening Ceremony.

PRT 16 - Use of Paralympic symbol

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

PRT 17 - Use of Paralympic anthem

- Ensure that the Paralympic anthem is played on the following occasions:
  - Opening Ceremony of the Paralympic Games;
  - Closing Ceremony of the Paralympic Games;
  - Victory Ceremony segment at the Paralympic Medals Plaza; and
  - other events to be determined by the IPC.
- All the Intellectual Property Rights (IPR) for the Paralympic anthem remain with the IPC. However, the moral rights remain with the composer who has asserted his right to be acknowledged as the author of the work; such rights require that the anthem not be altered without his consent. The OCOG will follow the reasonable instructions of the IPC in this regard.

PRT 18 - Use of Paralympic flag

- Ensure that a Paralympic flag of larger dimensions than any other flag flies for the entire duration of the Paralympic Games in a prominent position in the main stadium (or location as determined by the IPC) and in all other venues under the responsibility of the OCOG. Such flag in the main stadium shall be hoisted during the Opening Ceremony and lowered during the Closing Ceremony of the Paralympic Games.

PRT 19 - Protocol set of flags at the Paralympic Games

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

PRT 20 - Presidential Box for the Paralympic Games

- Ensure that the Presidential Box for the Opening and Closing Ceremonies is accessible for wheelchair users so that they can be accommodated in accordance with the protocol order of precedence, as specified by the IPC. The location, design and the number of seats in the Presidential Box shall be approved by the IPC.

PRT 21 - Protocol order at the Paralympic Games Opening Ceremony

- Ensure that protocol elements at the Paralympic Games Opening Ceremony are ordered as follows (it being understood that artistic segments may be interspersed between protocol elements):
  - Head of State (HOS) entry;
  - playing the national anthem and hoisting the Host Country's flag;
  - parade the athletes;
  - official speeches;
  - opening the Games;
  - raising the Paralympic flag and playing the Paralympic anthem;
  - swearing the oaths; and
  - lighting the Paralympic flame.

PRT 22 - Protocol order at the Paralympic Games Closing Ceremony

- Ensure that protocol elements for the Paralympic Games Closing Ceremony are ordered as follows (it being understood that artistic segments may be interspersed between protocol elements):
  - HOS entry;
  - playing the national anthem and hoisting the Host Country's flag;
  - entry of nations' flags;
  - presenting the Whang Youn Dai Achievement Award;
  - introducing newly elected members of the IPC Athletes' Council and flower presentation to the volunteers;
  - lowering the Paralympic flag;
  - flag handover ceremony;
  - playing the national anthem and hoisting the national flag of the next Host Country (of the Games of the same nature);

- next Host City artistic segment;
- official speeches; and
- extinguishing the Paralympic flame.

PRT 23 - Paralympic medals and diplomas

- Submit to the IPC for approval the design, material, shape and text of all medals, diplomas, certificates and flower bouquets to be awarded at the Paralympic Games and produce all these elements in accordance with IPC requirements.
- Produce the medals in compliance with IPC requirements and provide the IPC with a certificate confirming the exact number of such medals that have been produced. The designs, as well as the number of Paralympic winners' medals produced, are subject to prior IPC approval.
- Provide a minimum of 10 non-engraved sets of Paralympic medals to the IPC, along with an inventory detailing the distribution of all Paralympic winners' medals. A set (or sets) of the Paralympic winners' medals may be kept by the Host City and/or the Host NPC for museum exhibition and/or archival purposes, subject to IPC approval.
- Provide the moulds of all the medals produced and all surplus medals and diplomas to the IPC.

PRT 24 - Paralympic wall of champions

- Dedicate a wall inside the Olympic Stadium with engravings of all the names of the Paralympic medallists at that particular edition of the Paralympic Games. The concept for the wall is subject to the IPC's approval.

5.6. Sustainability and Olympic Legacy

Introduction

Sustainability is the foundation that ensures the Olympic and Paralympic Games deliver lasting benefits to the Host City and Host Country, such as economic growth, better transport systems, sports venues, enhanced infrastructure, environmental improvements, a more physically active population, a stronger commitment to volunteerism and a host of other positive developments.

To realise the full legacy promise of the Games project, sustainability needs to be strongly bound into the ethos and organisational structure of all bodies responsible for the delivery of the Games. Within the OCOG, it should follow a transversal approach and be implemented from the inception of the OCOG by all areas throughout the organisation.

Following the Host City election, the early legacy plans will need to be developed further and put into action. The newly formed OCOG should have a key role in facilitating and enabling the legacy programme, and ensuring that bid commitments are honoured. There will be a continual need for coordinated public engagement – from government, city and OCOG – to understand and manage expectations among partners and interested stakeholders.

Legacy is a fundamentally strategic theme with major implications for economic and social progress, and city/national reputation. Therefore, it is incumbent on members of senior management in the Candidature Committee, OCOG and Host City and national government partners to be fully involved in this theme and to be able to understand how best to frame their vision and commitments in relation to legacy.

For the Sustainability and Olympic Legacy areas, key success factors include:

- a well-developed sustainability strategy and sustainability management system, in accordance with the requirements of the International Organisation for Standardization (ISO) 20121 standard;
- coordinated public engagement from the OCOG and public authorities to understand and manage expectations;
- development of implementation plans and governance arrangements in close coordination with the relevant public authorities and delivery partners; and
- ownership of sustainability objectives, legacy visions and Candidature Commitments by all areas from the OCOG's inception.

Close coordination and collaboration within the OCOG, and with a variety of delivery partners and external organisations from the earliest stages of the bid process onward, including public authorities from the Host City and Country; the host NOC ; community groups; and independent organisations with relevant expertise, are essential for the successful delivery of these areas.

The Sustainability and Olympic Legacy area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Sustainability, the Olympic Games Guide on Olympic Legacy, and any cross-referenced documents listed within them.

Operational Requirements

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

SUS 01 - Sustainability strategy

- Develop in coordination with Host Country Authorities, a sustainability strategy, and an Olympic legacy plan indicating how sustainability objectives, how sustainability and legacy will be embedded across the Games project and how that will serve the Host City community in the future. The sustainability strategy and Olympic legacy plan shall take into account the views of all relevant stakeholder groups, and should be viewed as a detailed development and refinement of the commitments and plans set out during the candidature phase.

SUS 02 - Content of the Sustainability strategy

- Ensure that the sustainability strategy is aligned with the IOC Sustainability Strategy and specifically addresses the following matters:

  a) Infrastructure and natural sites:
     i. maximum use of existing infrastructure, as well as of temporary and demountable venues;
     ii. delivery of long-term benefits to local communities and contribution to the development of sustainable cities;
     iii. assurance of viability and minimisation of environmental footprint if construction takes place;
     iv. conservation of biodiversity and cultural heritage;
     v. conservation of water resources and protection of water quality;
     vi. use of renewable energy and resource efficient infrastructure.

  b) Sourcing and resource management:
     i. integration of sustainability considerations into each stage of the procurement process, with mechanisms in place to ensure the requirements are effectively met;.
     ii. Products and materials are treated as valuable resources and their lifecycles is optimised;
     iii. Execution of a detailed waste scoping exercise and development of a waste reduction plan.

  c) Mobility:
     i. adoption of sustainable mobility solutions for moving people and goods;
     ii. promotion of sustainable tourism in host cities/regions.

  d) Workforce:
     i. provision of safe and healthy working conditions for staff and volunteers;
     ii. promotion of active lifestyles, diversity, inclusivity and gender equality among employees and volunteers;
     iii. provision of quality educational and skills development opportunities to young professionals;
     iii. compliance of working conditions across supply chains with internationally-recognised standards and all international agreements, laws and regulations applicable in the Host Country.

e) Climate:
   i. in collaboration with the Host City, develop carbon management plan to measure and minimise the Games' carbon emissions .
   ii. promotion of low carbon solutions for and through the Olympic Games in the Host Country;
   iii. compensation of the emissions caused by the OCOG's owned emissions;
   iv. integration of the potential consequences of climate change as part of infrastructure planning

- Submit the sustainability strategy to the IOC for comments and approval before publication.

SUS 03 - Sustainability implementation plans

- In coordination with Host Country Authorities and other delivery partners, establish specific sustainability implementation plans that address all matters described in SUS 02 – Sustainability strategy, as well as all matters that are material to such entities' particular roles and responsibilities, and include resource needs, issues and risks, and a clear programme of actions.
- Submit the sustainability implementation plans to the IOC for comments and approval before publication.

SUS 04 - Content of the Olympic legacy plan

- Ensure that the Olympic legacy plan addresses the following matters:
  - concerns for post-Olympic use of venues and other facilities and infrastructures,
  - intangible legacies such as social development, sport development, human development, intellectual property, and innovation.
  - post-Games use of Olympic brand properties, e.g. venue naming, spectaculars, commemorative plaques, historic signage.
- Submit the Olympic legacy plan to the IOC for comments and approval before publication.

SUS 05 - Governance

- In coordination with the Host City and relevant Host Country Authorities, develop appropriate governance structures or arrangements to oversee the fulfilment of sustainability and legacy requirements described in SUS 01 (Sustainability strategy), SUS 02 (Content of the Sustainability strategy), SUS 03 (Sustainability implementation plans) and SUS 04(Content of the Olympic legacy plan).Ensure that the governance structures are based on the principles listed below:
  - transparent mechanisms to resolve any potential breaches of policies, strategies and plans;
  - appropriate audit and assurance programme to monitor compliance with sustainability policies, strategies and plans; and
  - coordination of communications and responses to issues.

SUS 06 - Sustainability Management System (SMS)

- Establish a SMS that covers the key activities of the organisation that are material to delivering sustainable Olympic and Paralympic Games in line with the above-mentioned sustainability strategy (SUS 01 – Sustainability strategy).
- Ensure that this system is independently certified as being in accordance with the requirements of the standard ISO 20121:2012.

SUS 07 - Sustainability reports

- In coordination with the Host City and relevant Host Country Authorities, prepare and publicly report on progress towards delivering the sustainability strategy and sustainability implementation plans by means of at least two sustainability reports prior to the Olympic Games and one post-Games sustainability report. Each of these shall conform to internationally recognised reporting standards for sustainability.

6. Commercial and Engagement

6.1. Brand, Identity and Look of the Games

Introduction

Each edition of the Olympic and Paralympic Games has a distinct personality, image and character, which are primarily communicated visually. Brand, Identity and Look of the Games expresses the vision and unique spirit of the Games to a global audience. It is an essential part of the special atmosphere that sets the Olympic and Paralympic Games apart from all other sporting events. To enhance recognition value and identity positioning, the Olympic and Paralympic Games should have separate and distinct BILs, although they may be linked conceptually.

For the Brand, Identity and Look of the Games area, key success factors include:

- a visually compelling creative vision;
- effective management that ensures coherent and consistent implementation;
- a focus on international audiences as well as links to the culture and traditions of the Host City and Country;
- ownership rights to any and all elements of the brand, identity and look; and
- a commercial strategy that clearly defines the use of the marks.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, IFs, Host Country Authorities and other partners are also essential for the successful delivery of this area.

The Brand, Identity and Look of the Games area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Brand, Identity and Look of the Games, the following annex and any cross-referenced documents listed within them:

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

Operational Requirements

In order to deliver the Brand, Identity and Look of the Games requirements in line with the introduction above and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Requirements related to brand development and Games identity

BIL 01 - Brand identity ownership

- Ensure that any and all elements that form part of the brand identity (visual and acoustic identity and typography) are fully owned by the OCOG. In exceptional cases where it is not possible to ensure full ownership and after the prior approval of the IOC, the OCOG shall ensure that it is, at least, granted an irrevocable worldwide royalty-free license in perpetuity by the relevant rights-owner(s), assignable to the IOC and is able to sub-license to third parties, including for commercial purposes.

BIL 02 - Commercial strategy approval

- Submit the OCOG's commercial strategy that defines the use of marks and/or specific programmes to the IOC for approval.

BIL 03 - Look of the Paralympic Games

- Develop a distinct set of Look of the Games elements for the Paralympic Games, including elements such as a graphics standards manual, website, mascot, pictograms, uniforms, kit of parts and Field of Play (FOP) designs.

BIL 04 - Olympic Games emblem design

- Ensure that the Olympic Games emblem comprises the following three elements, positioned from top to bottom:
  - the Games distinctive element: design element that reflects the culture and values of the Host City/Host Country;
  - the Games signature (name of the city and the year of the Games); and
  - the Olympic symbol (the Olympic rings).

BIL 05 - Paralympic Games emblem design

- Ensure that the Paralympic Games emblem comprises the following three elements, placed from top to bottom:
  - a distinctive design element which is clearly identifiable as being connected with the specific edition of the Paralympic Games;
  - the Games signature (name of the city and the year of the Games);
  - the Paralympic symbol (as an element in the emblem, measuring one-third the size of the total emblem); and
  - the wordmark "Paralympic Games".
- The distinctive element of the emblem shall not contain mottos, designations or other generic expressions.
- In addition, the OCOG shall develop a "lock-up mark" which consists of the Paralympic symbol and, underneath, the wordmark "Paralympic Games" in the selected OCOG typography.

BIL 06 - Olympic and Paralympic Games emblems' launches

- Ensure that, to enhance their recognition value and identity positioning, the Olympic and the Paralympic Games emblems are unveiled at individual launch events.

BIL 07 - Reproduction of the Games signature

- Ensure that the two elements of the Games signature (i.e. name of the city and year of the Olympic Games) are always reproduced in the same graphic manner (i.e. typography, colour).

BIL 08 - Reproduction of the Olympic symbol as part of the Olympic Games emblem

- Ensure that the Olympic symbol (as part of the Olympic Games emblem) is only reproduced in its five original colours and on a white background and that it is not integrated within the Games distinctive element (i.e. it shall be stand-alone).

BIL 09 - Dual branding

- Ensure that, for recognition value and identity positioning, Olympic Games-specific communications are only accompanied by the Olympic Games emblem, and Paralympic Games-specific communications are only accompanied by the Paralympic Games emblem.
- In certain situations, such as institutional/non-Games specific communications (OCOG business cards, institutional events), an OCOG may deem it appropriate to present both emblems together. In such cases, the OCOG is responsible for ensuring that the Olympic emblem is always placed on the left in horizontal composite configurations, and on the top in vertical composite configurations.

BIL 10 - Olympic Torch Relay (OTR) emblem usage guidelines

- Submit the OTR emblem usage guidelines to the IOC for approval.

BIL 11 - Olympic and Paralympic torch differentiation

- Ensure that, for recognition value and identity positioning, the Olympic and Paralympic torches are visibly distinct from each other, through the use of different colours and/or form.

BIL 12 - Olympic and Paralympic licensing

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

BIL 13 - Olympic Games mascot design

- Submit the design of the Olympic mascot(s) to the IOC for approval.

BIL 14 - Olympic Games mascot and OCOG emblem reproduction

- Ensure that the Olympic Games emblem is reproduced in its entirety on the Olympic mascot(s).

BIL 15 - Launch of the Olympic and Paralympic mascots

- Ensure that for recognition value and identity positioning, the Olympic and Paralympic mascot(s) are launched separately (unless the IOC and the IPC agree differently).

BIL 16 - Sport pictograms

- Submit all Olympic sport pictograms to the IOC and all respective IFs for approval.
- Submit all Paralympic sport pictograms to the IPC and all respective IFs for approval.

BIL 17 - Uniforms

- Based on the BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG, Olympic Torch Relay and Marketing Partners' Workforce at the Olympic Games, submit the OCOG uniform branding guidelines and uniform designs to the IOC for approval in advance of production.
- Ensure that all uniforms conform to the OCOG uniform branding guidelines.
- Submit all Olympic Games uniforms to the IOC for approval and submit all Paralympic Games uniforms to the IPC for approval.

Requirements related to delivering the Look of the Games

BIL 18 - Look of the Games strategy

- Submit to the IOC for approval a Look of the Games strategy that ensures that the city is visibly identified as the Host City of the Games. This strategy should include all Key Olympic Venues, city areas where Look of the Games will be applied and the installation timeframe.
- Ensure that the Look of the Games for all Key Olympic Venues is applied in accordance with the strategy approved by the IOC.
- In coordination with the Host City, ensure that the Look of the Games for city areas is applied in accordance with the strategy approved by the IOC.
- Paralympic Look elements are permitted in the city's Games-time Olympic Look. The ratio to be respected of Paralympic Look to Olympic Look is one-third to two-thirds. No Paralympic Look is permitted in the venue approach of any Olympic competition and/or non-competition venue. Similarly, no Olympic Look is allowed in the venue approach of any Paralympic competition and/or non-competition venue.

BIL 19 - Approval of partner Look of the Games programmes

- Allow OCOG Marketing Partners and TOP Partners to create their distinct Look of the Games programmes by using elements from the OCOG's Olympic Games brand identity. The OCOG, together with the IOC, shall review and approve partners' application proposals.

BIL 20 - Paralympic Games signage

- Ensure that all Olympic specific marks and signage, where possible and appropriate, are replaced with Paralympic-specific marks during the transition period.

BIL 21 - Paralympic Games FOP designs

- Produce Paralympic FOP designs for each competition venue that reflect the structural, Look and branding changes from the Olympic Games to Paralympic Games, including the advertising programme, subject to approval by the IPC and respective IF.

BIL 22 - Olympic/Paralympic vehicle branding

- Should vehicles be branded, ensure that vehicle branding is Games-specific (i.e. only Olympic branding to be used during the Olympic Games, and only Paralympic branding to be used during the Paralympic Games).

BIL 23 - Spectaculars

- If the OCOG chooses to install spectaculars , ensure that the following steps are taken:
  - Submit to the IOC and IPC, for the Olympic and Paralympic Games respectively, all aspects, proposals and documentation related to the strategy, development, planning, installation, launch, operations and post-Games phase of every spectacular(s) for approval.
  - Ensure that a contractual agreement, defining the responsibilities and limitations of use, is concluded and that the IOC and/or IPC has approved such agreement before any installation.
  - Ensure that, in the event that products or services to be procured in relation to the fabrication, installation and launch of a spectacular fall into the product category of either the OCOG's or the IOC's/IPC's Marketing Partners (e.g. lighting requirements such as backlighting, light boxes, spotlights, projection, etc.), the relevant partner(s) be offered, within a mutually agreed timeline, the opportunity to satisfy the procurement.
  - Ensure that any Paralympic spectaculars are unveiled after the Olympic Games have concluded (unless the IOC and the IPC agree differently).
  - If a Paralympic spectacular is approved as an Olympic Games-time installation, it is not to be placed within close proximity of an Olympic venue or an Olympic spectacular, to protect the identity of both events and enhance their respective recognition value.

6.2. Business Development

Introduction

Business development generates domestic sponsorships and licensing agreements that help the OCOG achieve a balanced budget. This area also helps create a single "clean" market place that increases the value of marketing assets for all stakeholders and protects the Olympic and Paralympic brands from unauthorised use.

Business development has to be managed carefully to avoid conflicts with existing marketing agreements between the IOC and the TOP Partners, as well as other marketing and licensing agreements.

For the Business Development area, key success factors include:

- a strong OCOG marketing plan;
- comprehensive sales and activation strategies for each OCOG signature property;
- early draft domestic partnership and licensing agreements;
- the creation of an integrated procurement working group to review Games-supply opportunities; and
- full respect for existing Olympic and Paralympic marketing agreements in the OCOG's domestic market.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, various Host Country Authorities and other partners are also essential for the successful delivery of this area.

The Business Development area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Business Development and any cross-referenced documents listed within it.

Operational Requirements

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

BUS 01 - IOC international marketing programmes

- Fully participate in the IOC's International Programmes with respect to the IOC Marketing Partners for all Games-related activities. This includes requirements to:
  - position TOP Partners at the highest level of sponsorship and deliver all relevant rights as set out in the MPA;
  - procure relevant products and services from IOC Marketing Partners according to the supply conditions set out in the MPA; and

- protect and preserve all relevant marketing categories granted to the IOC Marketing Partners.

BUS 02 - OCOG marketing plan

- Develop a marketing plan to be appended to the Marketing Plan Agreement (MPA). Once approved by the IOC, the OCOG shall implement its marketing plan; any changes shall only be permitted subject to IOC approval.

BUS 03 - Form agreements

- Draft "forms" for an OCOG domestic sponsorship agreement and a domestic licensing agreement early in the planning process. These forms, to be based on a template and guidelines provided by the IOC, shall be drafted for use with the OCOG Marketing Partners, and shall be submitted to the IOC for approval.

BUS 04 - Release of marketing categories process and consent

- Submit a formal "category release request" to the IOC, using the IOC-provided template, to formally commence the category release process. The IOC will review this document to determine whether to release the category and the eventual scope of the category.
- Ensure that the OCOG does not engage in detailed negotiations for any category until the category release request consenting to the OCOG sales process and tier sponsorship agreements has been approved by the IOC.

BUS 05 - Tender documents and draft agreements

- Submit all tender documents for potential sponsorship agreements to the IOC for approval before they are issued.

BUS 06 - OCOG signature properties

- Develop a strategic sales and activation plan for each signature property, and submit the plan to the IOC for approval prior to any negotiations with TOP Partners or OCOG Marketing Partners.

BUS 07 - Protection of Olympic Marketing Partners at ancillary events

- Protect the categories of Olympic Marketing Partners at ancillary events, such as live sites and Test Events, which are in connection with the Olympic Games.

BUS 08 - Procurement working group

- Set up a procurement working group (or similar) to review Games-related supply opportunities. The working group shall feature representatives from the relevant delivery partners, Functional Areas (FA) (e.g. Procurement, Technology, Venues and Food and Beverage) and IOC Marketing Partners. This group shall meet on a regular basis so that all parties are aware of procurement needs/timelines to be matched with IOC Marketing Partner product and service categories as well as other possible procurement opportunities.

Paralympic specific requirements

BUS 09 - Paralympic Marketing Programme Agreement (PMPA)

- Execute the "Paralympic Joint Marketing Programme Agreement" with the Host Country's NPC that has been reached during the Candidature Phase, at the latest one year after the signature of the HCC.
- Execute a PMPA with the IPC addressing the details of the sponsorship, broadcasting, licensing and other marketing and commercial activities to be carried out in connection with the Paralympic Games. This includes any specific rights and benefits granted to any TOP Partner (in addition to marketing activities associated with their TOP category) in the Host Country to the extent that these are known at the time the PMPA is agreed. No commercial activity may be commenced by the OCOG prior to the approval of the PMPA by the IPC and the acceptance by the IOC. The PMPA applies from the commencement of the Paralympic Joint Marketing Period (as defined in the Paralympic Joint Marketing Programme Agreement).
- Notify the IPC on a regular and timely basis of the identity of OCOG Partners and detail their respective product or service categories and any specific rights and benefits granted to any OCOG partner.
- Amend the PMPA from time to time to reflect the up-to-date position on these rights and benefits.

BUS 10 - Protection of TOP Partners

- Refrain from granting, or entering into any negotiations on the possible granting, of Paralympic Games sponsorship rights to any organisation that carries out business in any TOP category (other than the appropriate TOP Partner) without obtaining the prior written consent of the IOC and the relevant TOP Partner.
- Provide for the total protection of the TOP Partners (unless otherwise agreed in writing by the IOC and the IPC on a specific case-by-case basis) with regard to:
  - their marketing activities in connection with their TOP categories; and
  - any specific rights and benefits granted to any TOP Partner which are notified to the OCOG, including via the PMPA. This includes, without limitation, protection from any form of marketing or promotional activity relating to brands within any TOP category or from ambush marketing activity undertaken by, or on behalf of, any organisation.
- Ensure that if a TOP Partner does not wish to acquire, or ceases negotiations in relation to or declines any offer of, any Paralympic sponsorship rights or sponsorship rights relating to the OCOG, then that shall not prejudice the protection to be provided by the OCOG in respect of that TOP Partner's rights and benefits in the Host Country.
- Recognise that the IOC may grant Paralympic Games sponsorship rights relating to the Paralympic Games for exercise in the relevant Host Country to those TOP Partners providing timing, scoring, on-venue results systems/services, systems integration services, Games Management Systems services and information diffusion services for the Olympic Games and Paralympic Games ("TOP Games Technology Suppliers") as part of the TOP Partner's agreement with the IOC and/or the OCOG ("IOC Games Technology Agreement").

- Ensure that a written agreement is reached with the relevant TOP Partner for granting any Paralympic Games sponsorship rights, in the event that any TOP Partner (other than a TOP Games Technology Supplier) wishes to acquire such Paralympic Games sponsorship rights to exercise in the Host Country.
- The IPC has in place an international sponsorship programme which provides TOP Partners with the opportunity to become Worldwide Partners of the Paralympic Games. The goal of the programme is to increase the value of the Paralympic brand among the commercial partners and develop long-term partnerships that will globally promote the Paralympic brand, including its values, key messages and distinctive characteristics. If any TOP Partner (including TOP Games Technology Supplier) wishes to acquire Paralympic Games sponsorship rights to exercise on an international basis, the grant of any such Paralympic Games sponsorship rights shall be subject to written agreement between the IPC and the relevant TOP Partner. The TOP Partner shall then be considered an IPC Worldwide Paralympic Partner.

BUS 11 - IPC Worldwide Paralympic Partners

- Mention separately TOP Partners that hold Paralympic Games sponsorship rights and that are also IPC Worldwide Paralympic Partners as “Worldwide Paralympic Partners” on all recognition opportunities before and during the Paralympic Games (e.g. website, publications, Games wayfinding signage and signage boards) and grant to them the first right of negotiation (together with domestic tier 1 marketing partners) on all incremental opportunities, e.g. Paralympic Torch Relay sponsorship, FOP signage, bib sponsorship, etc.
- IPC Worldwide Paralympic Partners which have acquired Paralympic Games sponsorship rights relating to a particular Paralympic Games edition may promote such fact in the Host Country of any other Paralympic Games.

6.3. Communications

Introduction

An engaging narrative and integrated communications programme deliver the core messages and values of the Olympic and Paralympic Games to a vast global audience, to the benefit of the Host City and nation, and the entire Olympic Movement. Effective, clear and consistent communication throughout the Games lifecycle generates support for the Games in the Host City and beyond. It also mitigates risks and establishes credibility that will help the OCOG successfully manage any unexpected events.

The communications strategy should be based on a strong Games vision and employ a wide range of communications disciplines and delivery platforms, including media relations, public relations, internal communications, advertising, publications, social media, digital media and the Olympic Channel.

For the Communications area, key success factors include:

- early development of thorough communications plans that include an overall strategy; an annual strategy; an international communications strategy, pre-Games and Games-time crisis plans; Olympic and Paralympic Torch Relay plans; and a post-Games plan with a strong focus on legacy;
- an effective “one voice” strategy to ensure that all Games stakeholders deliver consistent messages;
- consistent and reinforcing messages across all communications channels;
- strong integration with other areas of the OCOG, such as engagement, that will provide a number of opportunities to communicate the Games’ messages;
- a proactive strategy to deliver positive stories and messages, taking advantage of countdown milestones and other Games-related events; and
- a post-Games communications plan, with a strong focus on the Games legacy.

Close coordination and collaboration within the OCOG and with a variety of stakeholders including the IOC, IPC, NOCs, NPCs, IFs, TOP Partners, RHBs, other broadcast and print media, various Host Country Authorities and other partners are also essential for the successful delivery of this area.

The Communications area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Communications and any cross-referenced documents listed within it.

Operational Requirements

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

COM 01 - Transition communications plan

- Submit a transition communications plan to the IOC following the election of the Host City, and agree with the IOC on the content of the plan.

COM 02 - Pre-Games planning

- Submit the following plans to the IOC during the pre-Games period:
  - communications strategy;
  - annual communications strategy;
  - international communications plan; and
  - pre-Games crisis communications plan.

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

- Submit the following plans to the IOC for approval prior to the Games:
  - Games-time communications plan; and
  - Games-time crisis communications plan that shall include how the OCOG will work with stakeholders, e.g. commercial partners, NOCs and IFs, in terms of issue and crisis management.

COM 04 - Paralympic communications strategy and Strategic Plan

- Develop a specific communications strategy for the Paralympic Games. This strategy will lead to the development and implementation of the IPC-approved Paralympic Games Communications Strategic Plan. The plan shall complement the overall Olympic Games Communications Plan. The Paralympic Games Communications Strategic Plan will integrate external communications from all OCOG functions and be distinct from the Olympic Games.

COM 05 - Olympic Torch Relay (OTR) planning

- Submit the following plans to the IOC for approval, before the OTR and in coordination with the OTR FA:
  - OTR communications plan; and
  - OTR crisis communications plan.

COM 06 - References to the IOC within press releases

- Ensure that all press releases issued by the Host City, the Host NOC or the OCOG, which reference or quote the IOC President, members of the IOC, or the IOC administration, are submitted to the IOC for approval prior to release.

COM 07 - Olympic Marketing Partner policies/procedures

- Submit to the IOC for approval the policies/procedures pertaining to the support of the Olympic Marketing Partners' communication activity including regular group communications/issues management updates (workshops, conference calls), approvals/distribution of communications materials, access to the International Broadcast Centre (IBC)/Main Press Centre (MPC) and support for the staging of press conferences.

COM 08 - Publications and brochures

- Submit to the IOC for approval a list of proposed publications for Games time (as part of the Games-time communications plan) including a brief description of content, format, circulation, distribution mechanism and budget.
- Submit to the IOC for approval all official publications and brochures before they are printed or distributed in any form (digital publishing format is fully supported by the IOC). Unless the IOC approves otherwise, these publications shall contain no advertising material of any kind.

COM 09 - Paralympic Games editorial services and publications

- Submit to the IPC for approval all official publications and brochures related to the Paralympic Games. Publications required by the IPC shall be produced and distributed in formats that will be agreed with the IPC (digital publishing format is fully supported by the IPC). A minimum of three copies shall be supplied to the IPC documentation centre.

COM 10 - Post-Games communications plan

- Develop a post-Games communications plan and present this to the IOC for review. This plan shall detail how legacy issues and the follow-up from any major Games incidents/ issues will be handled and by whom, once the OCOG has ceased to operate.

6.4. Digital Media

Introduction

Digital media have become the preferred source for viewing and learning about the Olympic and Paralympic Games. Digital coverage of the Games exceeded broadcast coverage for the first time during the Games of the Olympiad London 2012. As such, the design, content, accessibility and performance of digital media strongly influence perceptions toward the Olympic and Paralympic Games.

An effective digital media plan, including the use of social media, is an essential part of the overall communications approach.

For the Digital Media area, key success factors include:

- early development of thorough plans that include a digital media strategy, a social media strategy, a promotional strategy that incorporates search engine optimisation, a sponsor recognition plan, and an operational plan that defines key performance indicators;
- an effective strategy to manage the reputational risks that are inherent in social media;
- consistent integration with Organising Committee of the Olympic Games (OCOG) events, and communications and marketing strategies;
- effective tools for measuring the impact of OCOG digital media initiatives;
- an effective Customer Relationship Management (CRM) strategy, with implementation from the initial website launch; and
- consistent graphic design and user experience across all OCOG digital platforms.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, NOCs, NPCs, IFs, marketing partners, the press, Rights-holding Broadcasters (RHB) and non-RHBs, as well as with the Olympic Channel, are also essential for the successful delivery of this area.

The Digital Media area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Digital Media and any cross-referenced documents listed within it.

Operational Requirements

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

DIG 01 - Digital Media General Plan

- Develop, and submit to the IOC for approval, a Digital Media General Plan that outlines:
  - content and initiatives plan (including release schedule and budget for all major initiatives);
  - promotional plan (including Search Engine Optimisation [SEO]);
  - social media plan;
  - sponsor recognition plan;
  - technology management plan;
  - organisational structure and stakeholder management plan;
  - Games-time digital media operational plan (including staffing, shifts, operational tasks, and incident management);
  - legacy and transfer of Intellectual Property (IP) plan;
  - mobile application plan; and
  - results integration plan (including schedule, real-time results, medals, and athlete bios).
- In the development and implementation of the Digital Media General Plan, ensure the coordination of the OCOG website, application(s), social media presence and other digital media activities and CRM strategy with the Olympic Channel and the broader IOC digital eco-system and CRM programme.

DIG 02 - Contracts

- Send a final copy of all contracts involving digital media to the IOC for approval, before execution of the contracts. For clarity, this requirement covers all agreements entered into in connection with Internet and mobile communications relating to the Games including, without limitation, those related to e-commerce, on-line ticket sales, on-line merchandising, interactive media service and/or the distribution of Games-related media content via any digital media platform, network or service (such as public-facing website, mobile properties, mobile applications and activations or social media platforms), as well as any other forms of media, communication and exhibition now existing or hereafter devised (such as multimedia or interactive).

DIG 03 - Official website

- Develop and operate an official website covering the Olympic and Paralympic Games from shortly after the city is awarded the Games until 12 months post-Games, respecting the following parameters:
  - This website shall respect current international standards (including geo-targeting features and accessibility) and be compatible with all main browsers and devices.
  - The website shall be available in English, French and, if applicable, the national language(s).
  - The Games-time version of the website shall be ready for public launch prior to the Games.
  - The Olympic Games and Paralympic Games shall be clearly differentiated in the site structure and the graphic design of the website, also reflecting the distinct values of each brand and allowing promotion of the IOC's and IPC's communications respectively.

- During the period of the Olympic Games, the front page shall only contain a link to the Paralympic Games section, while all other content and look shall refer exclusively to the Olympic Games. Accordingly, during the Paralympic Games, the front page shall only contain a link to the Olympic section, while all other content and Look shall refer exclusively to the Paralympic Games.
- Any plans to generate revenues in relation to the website shall be submitted to the IOC for approval.

DIG 04 - Paralympic digital media strategy and operational plan

- Develop and submit to the IPC for approval a digital media strategy that includes:
  - planned Paralympic content and initiatives;
  - promotional plan;
  - integration of digital media with OCOG events, communications and marketing strategies;
  - social media plans;
  - digital media milestones; and
  - digital media legacy.
- In addition, cooperate with the IPC to seek the broadest possible integration of the IPC webcast channel and related initiatives with the OCOG communications activities leading up to the Paralympic Games. This includes the ability to broadcast certain events of the Paralympic Games via the IPC's internet webcast channel, the OCOG website, and other IPC-controlled platforms, on a worldwide basis.

DIG 05 - Social media

- Submit for approval all OCOG social media channels or initiatives for the Olympic and Paralympic Games to the IOC and IPC respectively, and ensure that the IOC has full administration rights on all OCOG social media assets.
- Submit an OCOG social media strategy to the IOC that evaluates the brand and reputational risks in connection with a presence on social media platforms, especially in connection with user-generated content. The strategy shall include measures to monitor and eventually remove any content that might harm the brand and the reputation of the OCOG and/or the IOC, infringes IOC rights on Olympic properties or constitutes ambush marketing.
- Submit the respective Paralympic social media strategy to the IPC.
- Ensure that Olympic and Paralympic Games archive material is not used on social media platforms without the IOC's/IPC's prior consent. For any approved OCOG social media channels or initiatives, the OCOG is responsible for monitoring user-generated content and forums.

DIG 06 - Graphic design and user experience

- Ensure a consistent application of graphic design and user experience across all OCOG digital media. Prior to finalising the graphic design (and any subsequent significant redesign) of the OCOG's official website, submit to the IOC Communications Department for approval the new design of the homepage and other key pages before the scheduled launch. The same procedure shall also be applied for any OCOG presence on social media platforms, or any official OCOG application before the scheduled launch.

DIG 07 - Non-marketing partner brands on OCOG digital media

- Submit to the IOC for approval any mock-ups of any OCOG Digital Media properties that includes brands (or other recognisable signs) of any third party which is not an official marketing partner of the OCOG or the IOC, with accompanying screenshots, prior to any public launch.

DIG 08 - Mobile devices and applications

- Ensure that OCOG Technology and IOC Technology approve all initiatives that involve the delivery of digital media to mobile devices. IOC approval shall be obtained before the development phase of any mobile application.

DIG 09 - Outgoing links

- Ensure that outgoing links, comprising prominent and permanent links (emblem + text) to Olympic stakeholders' digital media platforms, in particular the IOC website (www.olympic.org), the IPC website (www.paralympic.org), other OCOG and Youth Olympic Games Organising Committee (YOGOC) websites, are placed on the homepage and respective applications (through OCOG App). Outgoing links to organisations and associations recognised by the IOC and OCOG as partners are permitted and encouraged.
- From one month prior to the Olympic Games to one month after the Olympic Games, prominent links to RHBs' official platforms (including websites, applications etc.) shall be provided above the fold to guide OCOG website and applications visitors looking for video coverage of the Olympic Games.

DIG 10 - Key Performance Indicator (KPI) reporting on digital media initiatives

- For the Olympic and Paralympic Games, provide the IOC and respectively the IPC access to a standard statistics tool which provides data for all OCOG digital media initiatives.

DIG 11 - Use of collected data by the IOC

- Coordinate with the IOC to define a data transfer plan to ensure the progressive transfer of user data and profiles collected by the OCOG as part of its digital media activities and CRM strategy for the use of such information by the IOC for the promotion of the Olympic Movement, as required pursuant to the HCC - Principles.
- Implement the transfer plan agreed with the IOC and ensure the secured (encrypted) transmission of users' data and profiles to the IOC.
- Submit all plans to capture or store personal user data in any form or to transfer any sensitive personal data to third parties to the IOC for prior approval.

- Inform the IOC of any contractual terms with any digital media platform and any locally applicable legal provision that would prevent the collection of personal data and the transfer of such data to the IOC.

DIG 12 - Digital media legacy

- Submit to the IOC for approval a plan for digital media legacy and transfer of intellectual property, including the full scope of software, applications, content and user databases to be transferred to the IOC post-Games.

DIG 13 - Integration with Olympic Channel and IOC digital eco-system

- In view of maximising synergies and cost-saving opportunities and upon request of the IOC, take measures to implement the technical solutions provided by the IOC (including for integration of the OCOG's digital presence on the Olympic Channel digital platforms) and to promote the Olympic Channel digital platforms, content and social media presence, in a manner with the general principles and requirements included in the Marketing Plan Agreement.

6.5. Rights Protection

Introduction

Protecting the Olympic and Paralympic brands, and the rights of IOC and IPC Marketing Partners, maintains the financial success of the Olympic and Paralympic Games. Rights protection ensures compliance with relevant provisions in the Olympic Charter including the "clean venue" rules and restrictions on commercial activities, and guards against ambush marketing, counterfeit merchandise and illegal or pirated broadcasts.

To accomplish this, the Rights Protection area should optimise legal protection within the Host Country, undertake a comprehensive education programme and implement a robust system for monitoring and addressing misuse or infringement.

For the Rights Protection area, key success factors include:

- timely creation and protection of Games-Related Properties under exclusive agreements with all bodies involved;
- consideration of requirements related to the creation and protection of intellectual property assets (including clearances and registrations);
- a detailed rights protection programme that includes a communications/education component and a digital piracy prevention plan; and
- comprehensive legislation in the Host Country that provides appropriate protection against ambush marketing, unauthorised ticket sales and marketing rights offenses.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, Rights-holding Broadcasters (RHB), Olympic Marketing Partners and the host NOC, are also essential for the successful delivery of this area. Coordination with the authorities in the Host City and Country is extremely important.

The Rights Protection area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Rights Protection and any cross-referenced documents listed within it. Related information is also included in the Olympic Games Guide on City Activities and Live Sites, Olympic Games Guide on Marketing Partner Services and Olympic Games Guide on Business Development.

More information on the definition of Olympic Properties, Games-Related Properties, OCOG Marks, Games Broadcast, Coverage and Exhibition, Ambush Marketing and other relevant terms is available in the Olympic Charter and the HCC – Principles.

Operational Requirements

In order to deliver an appropriate and effective programme for Rights Protection in line with the introduction above and in accordance with the HCC - Principle, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Requirements related to the creation and protection of intellectual property assets

RPP 01 - Creation of Games-Related Properties

- Create and protect Games-Related Properties and derivative works or elements for the purpose of promoting and staging the Games.
- Ensure that all persons, either physical or legal, involved in the creation of Games-Related Properties have declared, to the fullest extent permissible under applicable law, that the creation of such Games-Related Properties and all results and proceeds thereof are specially commissioned by the IOC and considered a "work-made-for-hire" or for the benefit of the IOC, and that such persons enter into any Intellectual Property Rights assignment(s) requested by the IOC before they start working on any projects.
- On request of the IOC, execute or obtain any further agreement(s) or legal documentation necessary to secure the full assignment of all Intellectual Property Rights on Games-Related Properties to the IOC.

RPP 02 - OCOG Marks

- Submit all OCOG Marks to the IOC for approval prior to any use.

RPP 03 - Clearances and registrations

- Ensure that all Games-Related Properties subject to registration are effectively registered in the Host Country (including for copyright, trademark or design protection, as applicable) solely in the name of the OCOG (or, if agreed between the IOC and the OCOG, in the name of the IOC) and that appropriate documentation is executed with any third parties involved in their creation, devise, development or registration. On request of the IOC, the OCOG agrees to execute any further agreement or document required to this effect.
- In case any third-party material is included in any Games-Related Properties, ensure that all necessary rights, clearances and authorisations are obtained (including as the case may be all payments made to third parties) to ensure that no third party rights are infringed by the creation, use and exploitation of Games-Related Properties by the OCOG.
- In consultation with the IOC, ensure that all OCOG Marks are properly adopted, registered and protected in the Host Country in the name of the OCOG and/or the Host NOC, in accordance with the following principles:
  - the “CITY + 2024” identification and the official emblem should be registered in 45 classes of protection of goods and services; and
  - for the other OCOG Marks, the OCOG will submit to the IOC a plan of registration for its prior written approval.
- Ensure that all relevant documents and information are provided to the IOC for the purpose of the international protection of OCOG Marks in the IOC's name, at the appropriate time.
- Bear all costs incurred by the IOC in connection with the international protection of OCOG Marks.
- Ensure that any further direction issued by the IOC regarding the adoption and protection of Games-Related Properties and the OCOG's use thereof are respected.

Requirements related to the Rights Protection Programme

RPP 04 - Legal protection

- In compliance with guarantees requested during the Candidature process and in coordination with the Host Country Authorities, ensure the following:
  - all Olympic Properties, (in particular the Olympic symbol, the terms “Olympic” and “Olympiad”, the Olympic motto) benefit from adequate and continuing legal protection in the Host Country in the name of the IOC and/or the OCOG as appropriate;
  - appropriate legislation is put in place in the Host Country in order to acknowledge and protect the IOC’s exclusive rights and interests in relation to the Games (as defined in the HCC - Principles). Such legislation shall, in particular include:
    - protections against ambush marketing (namely, preventing or minimising any direct and/or indirect unauthorised association with, exploitation or promotion of, the Olympic Properties and/or the Games);
    - measures to control unauthorised street trading within the vicinity of Games venues (from two weeks before the Opening Ceremony until the Closing Ceremony);
    - measures to prevent and sanction unauthorised ticket resale;
    - measures to prevent and sale manufacture and sale of counterfeit merchandise in relation to the Games;
    - measures to secure control of public and private advertising spaces (e.g. billboards, advertising on public transport, airspace, etc.);
    - measures to control unauthorised live sites, public viewing events or similar concepts; and
    - protections against unauthorised Games Broadcast, Coverage and Exhibition; and
  - procedures and remedies allow, or will allow, for disputes related to the above-mentioned matters to be resolved in a timely manner, in particular by means of an expedited process when such disputes arise in the lead up to and during the period of the Games.

RPP 05 - Protection of the NOC emblem

- Ensure that the NOC emblem is properly protected in the Host Country in the name of the Host NOC.

RPP 06 - Rights held on behalf of the IOC

- Ensure that, if any rights relating to the Games are held by the Host City, the Host NOC, the OCOG or by any other third party as a consequence of any form of agreement with the Host City, the Host NOC or the OCOG (or for any other reason), all such rights shall be held by such entities on behalf and for the benefit of the IOC on a temporary basis and be assigned to the IOC on the request of the IOC.

RPP 07 - Development of the rights protection programme

- Submit a detailed rights protection programme to the IOC including:
  - an anti-ambush prevention plan including proposed measures for education, public relations and communications activities internally within the OCOG and externally towards the IFs, all relevant Host Country Authorities, trade organisations, the general public, media entities and other key stakeholders;

- monitoring and action plan on ambush marketing, intellectual property infringements, ticket touting and counterfeit issues in the Host Country;
- management of displays, advertising and clean sites in connection to the Games; and
- online/digital piracy prevention plan detailing the applicable legal framework, as well as the judicial or administrative mechanisms to be implemented in the Host Country during the Games, to prevent and stop unauthorised Games Broadcast, Coverage and Exhibition.

RPP 08 - Coordination with Host Country Authorities

- Develop relationships and strategies with the competent Host Country Authorities, as well as Olympic Marketing Partners and RHBs, to efficiently combat ambush marketing, intellectual property infringements, ticket touting, counterfeit activities and unauthorised Games Broadcast, Coverage and Exhibition.
- In coordination with the Host City and the Host NOC, ensure that relevant Host Country Authorities:
  - comply with the Olympic Charter, the HCC - Principles and the Marketing Plan Agreement (MPA) and provide the required assistance in the implementation of the rights-protection strategy;
  - refrain from offering any advertising signage, street vending, sponsorship or other marketing rights identified with the Host City, the Games or the Games period, except as expressly permitted in the MPA;
  - work closely and cooperate with the OCOG in the development of its marketing programmes and ensure that no fundraising, commercial communication or donation programmes related directly or indirectly to the Games are undertaken unless such activities have been expressly authorised by the IOC and are under the exclusive control of the OCOG;
  - refrain from engaging in any marketing, commercial or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) without the prior written approval of the IOC;
  - control street vending, outdoor advertising and all other marketing activities within and around the Olympic venues and other sites used for the purposes of the Games during the Games period and in the two-week period leading up to the Games as described in the MPA;
  - ensure that any entity engaged in government entity-controlled infrastructure does not gain any unauthorised association with the Games, in particular, through the media; and
  - ensure that relevant Olympic Marketing Partners are invited to tender in connection with government entity-controlled Games-related infrastructure works.
- In cooperation with the Host NOC and the Host City, ensure that:
  - there are no other marketing programmes in the Host Country where these activities will have any impact on the Joint Marketing Programme or the IOC's marketing programmes;
  - the Host NOC, the NOC's Sponsors, National Sports Federations (NFs) and other public or private entities in the Host Country refrain from any ambush marketing activities including, without limitation, the development of marketing or promotional activities in connection with the Games; and
  - sponsorship or marketing rights identified with the Host City (including any of its agencies, agents or any entity of which the Host City may form part or on which it is represented), the Games, or the period of the Games, are granted only with the approval of the IOC.

RPP 09 - "No-marketing rights" clauses

- Ensure that Contracts for Games-related activities include appropriate "No Marketing Rights" clauses to restrict third parties (who have not acquired the marketing rights from the OCOG) from associating themselves, or their goods and services, with the Games or publishing or issuing any statement (factual or otherwise) about their connections with the Games.

RPP 10 - Monitoring and enforcement

- Protect the Olympic Properties and the rights of IOC Marketing Partners and RHBs in the Host Country by monitoring, preventing and/or terminating intellectual property infringements and ambush marketing activities including, where appropriate, by undertaking public relations campaigns and taking legal recourse.
- Ensure that all OCOG's monitoring efforts pursuant to the rights protection programme are coordinated with the IOC's monitoring programmes, or otherwise as required by the IOC for the purpose of protecting the Games-Related Properties or any other IOC exclusive right.
- Notify the IOC in the event the OCOG learns that any unauthorised use of Olympic Properties, or any unauthorised Games Broadcast, Coverage and Exhibition has occurred or is about to occur and, at the IOC's request, take all reasonable steps necessary to prevent and stop such unauthorised use, such as:
  - informing the organisation or entity responsible for such unauthorised use that such use infringes on the rights of the IOC and/or of IOC Marketing Partners or RHBs; and
  - participating in any legal action, whether within the Host Country or outside, brought by the IOC and/or any IOC Marketing Partners or RHBs against third parties' infringements of their rights.
- Reimburse the IOC any cost incurred in relation to actions taken outside the Host Country, with respect to any unauthorised use of Games-Related Properties or ambush marketing or any unauthorised Games Broadcast, Coverage and Exhibition related specifically the concerned edition of the Games. Such actions outside the Host Country shall be taken, either by the IOC in consultation with the OCOG or, subject to the request of the IOC, by the OCOG itself.

Requirements related to clean venues principles

RPP 11 - Venue branding and naming

- Ensure that no Key Olympic Venues, or major access points leading to Key Olympic Venues, are encumbered during the period in which the Olympic Village is required to be open, by any franchise, concession or any other commercial agreement of any kind or nature, including the right to name the venue to promote any third party or third party's products or services, that would be inconsistent with any agreement entered into by the IOC or the OCOG (e.g. sponsorship and Broadcast Agreements) or the Olympic Charter.

- Ensure that no propaganda, advertising or commercial identification of any product or services or any promotional matter of any kind (e.g. name, logo, trademark or trade name of any third party) is placed or otherwise appears within or (as detailed below) outside the Key Olympic Venues. This includes in particular any visibility in such a manner so as to be within the view of the television cameras covering the sports at the Games or the Ceremonies or of the spectators watching such sports at the Games or Ceremonies (except as expressly permitted by the Olympic Charter).
- Ensure that no propaganda or advertising is allowed in the airspace over the Host City and other cities and venues hosting Olympic events during the period in which the Olympic Village is required to be open.
- Ensure that the any marketing, commercial or signage programmes in relation to the Games (or which could be perceived to be associated with the Games) carried out by the Host City and other cities hosting Olympic events is submitted to the IOC for prior approval.
- Ensure that all appropriate controls to the effect referred to above shall be put into place as soon as possible but, in any event, not later than one (1) year after the formation of the OCOG.
- Ensure compliance with the IOC's naming rights protocol for venues to be used for the Games (including rules related to the treatment of non-commercial names, names of individuals and commercial or corporate names that are associated with pre-existing venues and new venues for the Games) as from the date of election of the Host City until the conclusion of the Paralympic Games.

RPP 12 - Rule 50 requirements

- Ensure that all participants and all other persons accredited at the Olympic Games comply with the manuals, guides or guidelines, and all other directions of the IOC Executive Board, in respect to all matters relating to advertising and branding, including Rule 50 and its bye-laws.

RPP 13 - Rights under Venue Use Agreements (VUA)

- Ensure that VUAs (or similar agreements) with venue owners, or with organisations responsible for building new venues and infrastructure for the Games, provide the obligation for the relevant owner or contractor to exclude marketing rights clauses (restricting the ability to promote involvement in the Games and requiring compliance with clean venue rules) in all contractor agreements relating to the Games, and that provisions for these restrictions also apply to relevant sub-contractors.
- Ensure that, throughout the relevant term of each VUA, the OCOG is granted by the respective venue owners and/or operators the use of the facilities at such venues free from any existing contractual commitments, including in relation to ticketing, hospitality, retailing and concessions (including food and beverage products), use of third-party products and/or services, as well as any rights of sponsorship, broadcasting, advertising signage, branding and commercial display at such venues, to assist in combatting unauthorised association with the Games.

- Procure an irrevocable and unlimited licence (including a right to sub-license) to use the name, image, branding and/or designs (including any material derived therefrom) of all competition venues, Ceremonies venues, Olympic Park(s) and major common domain(s) when relevant, for commercial and non-commercial purposes in any and all current and/or future media in connection with the Games, free from any third-party rights and/or any further charges. A similar licence may be required for other Key Olympic Venues, as agreed between the IOC and the OCOG on a case-by-case basis.

RPP 14 - Olympic Village branding

- Develop, agree and implement guidelines related to all branding and identification to appear within the Olympic Village.

RPP 15 - Transition from Olympic Games to Paralympic Games

- Ensure that the changeover from Olympic to Paralympic branding adheres to the guidelines set out by the IPC. Apart from a few authorised exceptions specific to (a) competition bibs, and (b) FOP advertising, the clean venue guidelines imposed by the IOC for the Olympic Games remain essentially the same for the Paralympic Games.

RPP 16 - Marketing partners' recognition at Paralympic Games

- Ensure that, at the Paralympic Games, the OCOG does not grant any exposure or recognition to marketing partners of the Olympic Games unless they also are a marketing partner of the Paralympic Games. The OCOG shall ensure that all brand identification (including the composite logo) of marketing partners of the Olympic Games (including TOP Partners and OCOG sponsors) which elect not to sponsor the Paralympic Games are removed or covered. This requirement includes, but is not limited to, all of the following examples:
  - branded equipment;
  - marketing partner recognition signage;
  - marketing partner brand presence
  - product labelling and packaging;
  - vehicle decals; and
  - marketing partner and supplier uniforms.

Requirements in relation to IPR assignment

RPP 17 - Assignment of Games-Related Properties to the IOC

- On request of the IOC, ensure that any and all trademark applications filed or registered, together with any and all copyright registrations made by the OCOG, as well as any and all copyrights and designs (whether filed or not by the OCOG) with respect to its emblem and mascot(s) and the "CITY + 2024" identification of the Games, are assigned to the IOC in order for the IOC to be able to grant to IOC Marketing Partners, RHBs and other third parties the right to use such properties.
- Ensure that all Games-Related Properties are assigned to the IOC or, if the IOC so requests in writing, to the NOC effective not later than 31 December 2024 and execute documentation evidencing said assignments, on the request of the IOC.

- Ensure that any and all trademark applications filed or registered, and all other trademarks, trade names, trade dress, service marks and other identifications as well as any and all copyrights or designs (whether filed, registered or not) with respect to the Games-Related Properties, are assigned to the IOC not later than 31 December 2024 with respect to the Host Country and effective immediately from the outset (i.e. on the creation of such Games-Related Properties) with respect to all territories outside the Host Country.
- Ensure that relevant documentation evidencing such assignments, are executed promptly on the request of the IOC.

RPP 18 - Transfer of physical embodiments

- Provide to the IOC all Games-Related Properties in electronic and editable format and/or other format(s) as may be requested by the IOC, to facilitate the actual use of such works by the IOC and by third parties authorised by the IOC. Such transfer must be carried out in conformity with the IOC's guidelines within a reasonable period determined by the IOC and as necessary for the IOC's use.
- Ensure that, on request of the IOC, all tangible embodiments of Games-Related Properties are delivered and assigned, without reservation or encumbrance.
- Deliver and assign to the IOC all the moulds of the medals, (including Olympic winners' medals and commemorative medals), torch designs and all undistributed medals, diplomas and torches on the conclusion of the Games. The OCOG shall also ensure that no reproductions or replicas of such medals, diplomas, torches or moulds are made or authorised or permitted without the IOC's prior approval.

Requirements related to Paralympic-related IPR

RPP 19 - IPC IPR

- Recognise that the IPC is the exclusive owner of the Paralympic Games and owns all rights and data relating thereto in particular, and without limitation, all rights relating to their organisation, exploitation, broadcasting, recording, representation, reproduction, access and dissemination in any form and by any means or mechanisms whatsoever, whether now existing or developed in the future. The IPC determines the conditions of access to and the conditions of any use of data relating to the Paralympic Games and to the material featuring competitions and sports performances of the Paralympic Games.
- Recognise that the IPC is the exclusive owner of the Paralympic symbol, flag, motto, anthem, emblems, flame and torches which are collectively or individually referred to as 'IPC intellectual property'. All rights to any and all IPC intellectual property, as well as rights to the use thereof, belong exclusively to the IPC including, but not limited to, the use for any profit-making, commercial or advertising purposes. The IPC may license all or parts of its rights on terms and conditions set out by the IPC Governing Board.
- Recognise that the IPC and IOC have agreed, in a coordinated effort, on a joint registration of the wordmark "Paralympic" which serves as a protective measure to provide a stronger defence against the unauthorised use of the wordmark "Paralympic" by third parties. Details about the registration programme are available from the IOC and IPC.

RPP 20 - IPC trademarks and proprietary rights

- Design, in consultation with and with approval of the IPC, an emblem, mascot, trademarks, logos and other indicia relating to the Games which may incorporate the Paralympic property rights and any trademarks, logos or other indicia used or to be used by the IPC (OCOG proprietary rights).
- Include the word (Paralympic) in the OCOG's official constitutional name and title.
- Carry out trademark registration of the emblem of the Paralympic Games in the Host Country.
- Bear the costs related to the trademark registration, carried out by the IPC, of the emblem of the Paralympic Games in the USA and the European Union. For clarity, such trademark registrations shall not include the wordmark "city+year" and/or the word "Paralympic."
- Ensure that all of the OCOG's proprietary rights - including any broadcast footage produced by or on behalf of the OCOG and any other rights held by the OCOG for any reason whatsoever relating directly or indirectly to the Games and originating from the Paralympic properties - are officially transferred back to the IPC, with the exception of "city + year of the Games" (which is assigned to the IOC).
- Monitor the Paralympic properties (as defined above) in the Host Country and take steps to prohibit any use of such properties which would be contrary to the appropriate usage (as outlined in the Bye-laws IPC IPR).
- Use the ensuing rights only in compliance with the instructions received from the IPC and where national or international law, trademark registration or another form of legal instrument grants legal protection to the OCOG for the Paralympic symbol or any other Paralympic property.
- Protect all licensed intellectual property and derivative works against misuse and infringement, as a result of a legally binding requirement that comes along with the grant of the right to use certain Paralympic marks and images for the express purpose of promoting and staging the Paralympic Games, under the terms of the HCC - Principles, the JMPA and PMPA.

6.6. Ticketing

Introduction

Ticketing is typically the first touch point that most spectators have with the OCOG, and it provides their first impression of the upcoming Games. The Ticketing area delivers critical services to ensure an effective, services-oriented ticketing programme that engages with spectators throughout their Games journey.

In addition to raising revenues to help stage the Games, ticketing should offer all Olympic fans an equitable opportunity to attend the Games.

For the Ticketing area, key success factors include:

- worldwide access to tickets by the general public;
- effective ticketing services that meet the needs, expectations and requirements of all client groups (for example: redistribution services, athletes' family and friends programme, etc.);
- well-developed ticketing operation plans, including design, pricing, zoning, accreditation, seat assignments and allocation and distribution;
- a detailed full stadiums strategy; and
- integrity and enforcement plans at national and international levels for client groups and the public to limit ticket fraud, counterfeiting and resale.

Close coordination and collaboration within the OCOG and with a variety of stakeholders, including the IOC, IPC, NOCs, IFs, marketing partners, Rights-Holding Broadcasters (RHBs), various Host Country Authorities and other partners, are also essential for the successful delivery of this area.

The Ticketing area is closely related to and interlinked with many other areas covered by the HCC - Operational Requirements. When planning and delivering the Games, it is important to consider each area in the wider context of all related requirements highlighted in the cross-reference matrix on page 17 of this document.

More information on the topics covered in this section is available in the Olympic Games Guide on Ticketing, the following annex and any cross-referenced documents listed within them:

- TKT Annex 1 – Specifications on Client Ticket Portal.

Operational Requirements

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

Requirements related to strategic planning

TKT 01 - Ticketing and hospitality plans

- Submit the following items to the IOC for review and approval:
  - the OCOG's Ticketing and Hospitality Strategic Plans and Ticketing and Hospitality Operating Plans;
  - the design and layout of all tickets, including the back-of-ticket terms and conditions;
  - all Olympic ticket prices and price zoning plans;
  - all hospitality package products, conditions and prices; and
  - the accredited seating plan (number and locations).

TKT 02 - Paralympic ticketing plan

- Submit the following items to the IPC for review and approval:
  - the OCOG's Ticketing Strategic Plan and Ticketing Operating Plan, including plans to maximise tickets sales and stadium occupancy;
  - the design and layout of all tickets, including the back-of-ticket terms and conditions;
  - all Paralympic ticket prices and price zoning plans; and
  - the Paralympic revised accredited and accessible seating plan (number and locations).

TKT 03 - Full stadium strategy

- Define and employ a detailed full stadium strategy. The strategy shall be submitted to the IOC and be an integral part of the ticketing programme's Strategic Plan and Ticketing Operating Plan.

TKT 04 - Compliance with laws

- Ensure that the ticketing programme, including ticket sales strategy, sales and distribution plans, as well as any plan to collect and use purchaser personal information, comply with local and international laws.

TKT 05 - Unauthorised ticket resale

- Ensure that all ticket clients manage and use their tickets according to the applicable ticket terms and conditions and any other regulations, as implemented by the OCOG and approved by the IOC.

TKT 06 - Enforcement plan

- Develop national and international ticket and hospitality monitoring and enforcement plans for client groups and public ticketing and hospitality programmes. These plans shall address solutions for controlling illicit sales and activities by unauthorised sources, as well as lack of adherence to rules by authorised sources. These plans shall also include coordination with relevant Host Country Authorities and relevant third parties to ensure that effective anti-scalping measures are in place in the year prior to the Olympic Games.

TKT 07 - Marketing contracts

- Ensure that requirements towards IOC Marketing Partners/RHBs are fulfilled according to the specifications of the contracts binding the IOC to these entities, including ticket requests.

TKT 08 - IOC ticketing needs

- Ensure that the IOC is able to fulfil its ticketing needs. The cost of such tickets (i.e. face value, tax inclusive) shall be credited against the payment owed to the IOC in relation to OCOG's ticketing programme pursuant under the HCC - Principles.

TKT 09 - Sales restriction to National Federations (NF)

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

TKT 10 - NOC agreements

- Ensure that agreements describing the ticket ordering and sales process are concluded between the OCOG and the NOCs. Such agreements shall comply with all laws and regulations pertaining to the relevant NOC and the Host Country, and be approved by the IOC before their signature. The documents shall be in English and French.
- Ensure that a reasonable number of tickets is made available, free-of-charge, through the NOCs, particularly to accredited athletes to attend competitions in sports other than their own, to team officials and other team personnel, throughout the Games.

TKT 11 - Athletes' friends and family tickets

- Develop solutions to ensure that tickets are held aside for eventual sale to competing athletes so that the athletes' respective friends and families can attend the sessions where the athletes are competing at the Games.

TKT 12 - Ceremonies tickets for NOC delegations,

- Ensure that, for the Opening and Closing Ceremonies, there is reasonable space available in the main stadium, free-of-charge, for non-marching accredited athletes, team officials and other team personnel.

TKT 13 - NPC standard contract

- Ensure that a NPC ticket sales agreement is drawn up between the OCOG and the NPC, to outline the ticket ordering and sales process, for the IPC's approval.

TKT 14 - Client integrity reporting

- Ensure that reporting is provided to the IOC about specialty client ticket management in terms of the relevant ticketing guidelines and policies. This includes items such as: overall client compliance with rules, polices, terms and conditions, proposed disciplinary actions for non-compliance; and tracking of client's successes and challenges.

TKT 15 - General public payment methods

- Ensure that the OCOG's ticketing programme complies with all requirements related to the IOC's Marketing Partner for payment services.

TKT 16 - Ticketing and hospitality data reporting

- Provide reports to the IOC, on an ad hoc basis and at Games-time, on ticket and hospitality product quantities, requests, allocations, sales, returns, usage and attendance of all clients for all Olympic tickets and the venue seating bowl inventory.

TKT 17 - Quota and market segment

- Submit all quotas and market segments to the IOC for review.

TKT 18 - Paralympic quota

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

TKT 19 - Allocations and seat assignments

- Submit to the IOC all ticket allocations and seat assignments to clients at all events.

TKT 20 - Allocation for contractual clients at Paralympic Games

- Submit the proposed initial allocation, as well as the final allocation of Paralympic tickets, to the IPC for review and approval. The approval of this initial allocation shall occur before the ticket launch to the general public.

TKT 21 - General public access opportunities

- Ensure that the OCOG's ticketing programme supports the opportunity for the world's general public to have access to the Olympic Games. The OCOG shall provide effective solutions in order to achieve this result with the NOCs.

TKT 22 - Competition schedule

- Ensure that the session-by-session competition schedule is finalised in agreement with Sport, Ticketing and other relevant FAs before commencing the ticket sales phase with the stakeholders.

Requirements related to ticketing operations

TKT 23 - Paralympic ticket design and layout

- Submit the design and layout of all Paralympic tickets, including the back-of-ticket terms and conditions to the IPC for approval.

TKT 24 - Ticket printing and delivery

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

TKT 25 - Ticket management systems provider

- Ensure that the ticket management systems used are those provided by the IOC appointed ticket management systems provider(s). Should the IOC not appoint any such provider, the OCOG's appointment of a ticket management systems provider is to be approved by the IOC.

TKT 26 - Pricing changes from Candidature File

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

TKT 27 - Ticket distribution principle

- Start from a position that all Olympic tickets distributed are paid for (at face value).

TKT 28 - Ticket prices and price zoning

- Submit all Olympic ticket prices and price zoning plans to the IOC for approval.

TKT 29 - Approval of accreditation seating plan

- Submit the accredited seating plan (number and locations) to the IOC for approval.

TKT 30 - Paralympic accredited seating plan adjustments

- Present and explain to the IPC the plans and venue-by-venue capacities of accessible seating. The OCOG shall update all accredited seating plans and present a Paralympic-specific version to the IPC.

TKT 31 - Spectator venue access plan

- Ensure that spectators' access into Olympic venues is exclusively governed by the ticketing programme, as overseen by the IOC.

TKT 32 - Redistribution solutions

- Support full stadiums and maximise clients' ticket usage by making efficient redistribution solutions available to minimise unused tickets.

Requirements specifically related to the Paralympic Games

TKT 33 - Paralympic ticketing programme contractual arrangements

- Develop and sign contractual terms with each contractual client that would like to benefit from the preferential ticket sales process.

TKT 34 - IPC-OCOG Ticketing Agreement

- To ensure that tickets can be purchased worldwide in the most efficient way possible, the OCOG and the IPC (and, if applicable, the IPC Authorised Ticket Resellers - ATR) shall enter into an agreement with the IPC (and, if applicable, the IPC ATR), whereby the rights to sell tickets will be granted to the IPC for many territories and that provides that the IPC (or its ATR) has the right to return at least 35 per cent of the entire ticket allocation before the final ticket allocation (approximately six months before the Games).

Annexes

The HCC - Operational Requirements are completed by the following annexes.

The annexes with an asterisk (*) are stand-alone documents, which are provided separately.

Ceremonies

- CER Annex 1 - Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games 209
- CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts (June 2015) *
- CER Annex 3 - Specifications on Protocol Elements for Ceremonies 216

Media Part 2 – Broadcasting

- BRS Annex 1 - Operational Specifications for Broadcasting Services and Facilities 225
- BRS Annex 2 - Broadcast Master Plan – Timelines 249
- BRS Annex 3 – Specifications on Broadcast Lighting 256
- BRS Annex 4 - Transport Media Table 261

Villages Management

- VIL Annex 1- Specifications on NOC Office Space 262

Accreditation

- ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications (December 2016) *
- ACR Annex 2 - Accreditation at the Paralympic Games – Detailed Specifications (June 2015) *

Medical Services

- MED Annex 1 - Specifications on Office Space for the IOC Medical and Scientific Commission 264

Finance

- FIN Annex 1 – Specifications for OCOG Insurance 266

Protocol

- PRT Annex 1 - Specifications on Olympism and Olympic Symbol (January 2011) *
- PRT Annex 2 – Specifications on Protocol 271

Brand, Identity and Look of the Games

- BIL Annex 1 - Specifications on IOC Uniform Guidelines for OCOG Torch Relay and Service Providers (October 2015) *

Ticketing

- TKT Annex 1 - Specifications on Client Ticket Portal (June 2015) *

CER Annex 1

Specifications on Intellectual Property Rights and other Rights in Relation to the Ceremonies and Other Events of the Olympic Games

I. Introduction

These Specifications on Intellectual Property Rigths and other Rights in Relation to the Ceremonies and Other Events of the Olympic Games constitute an annex to the HCC - Operational Requirements on Ceremonies. They are contractually binding on the Host City, the Host NOC and the OCOG and aim to provide a general understanding of the IOC requirements with respect to intellectual property and other rights in relation to the Ceremonies of the Games (which include, without limitation, the Opening Ceremony of the IOC Session on the occasion of the Games, the National Olympic Committees' Team Welcome Ceremonies at the Olympic Village(s), the Opening and Closing Ceremonies of the Olympic Games and the Victory Ceremonies (collectively the "Ceremonies"); together with other Olympic events and activities, including sports presentations for all competition events included in the Programme of the Games and the Olympic Torch Relay (OTR), as directed by the IOC. Certain requirements are related to an OCOGs own fullfilment of its obligations (e.g. in respect to performers, collecting societies and others); others concern the clearances of music rights in the context of broadcasting are addressed in the HCC - Operational Requirements on Media, including the relevant annexes thereto; and in other cases these requirements concern the IOC and its affiliated entities' and authorized third parties post-Games uses of any derived content for their own institutional purposes.

Note that these specifications are updated from Games to Games and, as a result, their content may vary from the version contained in this annex. Contact the OCOG Legal Department to obtain the latest and updated version of such specifications. These specifications are not exhaustive and more detailed requirements may apply depending on specific circumstances of a particular Games edition, Ceremony or event. The IOC Legal Affairs Department is available to discuss and assist for any issue arising during implementation of the required specifications.

II. General principles

In conformity with the Olympic Charter and the HCC, all Intellectual Property Rights (including, but not limited to, copyright and trademark rights) and all other rights of every kind and nature in all graphic, visual, artistic and creative works,or other content, created, developed or produced by or on behalf of or for the use of the Host City's Candidature Committee, the Host City, the Host NOC or the OCOG with respect to the Games (the "Games-Related Properties") shall automatically, on the creation thereof, vest in and remain in the full ownership of the IOC throughout the world and to the fullest extent permitted by law and, in respect to intellectual property rights, for the full term of such intellectual property (including all renewals, reversions and extensions thereof) and thereafter in perpetuity. These requirements aim at protecting the integrity of the legacy of the Olympic Games through the Olympic Intellectual Property (and other rights) and the image and reputation of the Games and the Host City; in addition to ensuring the fullfilment of the Host City, the Host NOC or the OCOG's corresponding obligations vis-à-vis third parties. This requirement applies in particular to all musical works and performances specifically commissioned in connection with the Olympic Games.

As part of its intellectual property and other rights-related requirements, the OCOG must ensure in particular that:

i. the procedure for designation of the IOC as owner and beneficiary of either the copyright on any Audio-Visual (AV) and/or musical works or content specifically commissioned in connection with the Olympic Games or any pre-existing works or content licenced or acquired for the purpose of

the Olympic Games, occurs to the satisfaction of the IOC as per the IOC's contractual and legal requirements;

ii. appropriate legal instruments are executed with all performers and/or participants at the Ceremonies, the OTR and other events organised by the OCOG; and

iii. the OCOG obtains all required rights and clearances (including, without limitation, with respect to recorded music, live music, musical compositions, arrangements, photos, AV recordings and other content of Ceremonies or other Games-related events and make any required payment in connection therewith, in each case as necessary for the public performance at the venues and their broadcast/making available, and the futher use of any recordings produced by Olympic Broadcasting Services (OBS) or third parties authorised by the IOC, together with the IOC and all IOC Controlled Entities' further uses for their institutional purpose for the promotion of the Olympic Games and the Olympic Movement.

III. Image rights

All persons accredited at the Olympic Games (i.e. holders of an Olympic Identity and Accreditation Card [OIAC], as defined in the HCC) are bound by the terms applicable to such accreditation (i.e. extract from Accreditation Card: "[.].By using this Card, I agree to be filmed, televised, photographed, identified and/or otherwise recorded during the Olympic Games, and that my captured or recorded image, together with my name, likeness, voice, performance and biographical information, may be used in any content, format and through any media or technology whether now existing or created in the future, by the IOC and third parties authorised by the IOC during and after the Olympic Games in perpetuity in relation to the celebration and promotion of the Olympic Games, the Olympic Movement and the IOC in a commercial or non-commercial manner [.]".). Such terms must also apply to all persons involved (in any capacity) at all Olympic venues, including in particular all artists taking part in the Ceremonies. If, for any reason, artists have access to Olympic venues without being holders of an OIAC, the OCOG is responsible for ensuring that these persons undertake to be bound by similar requirements (e.g. by signing some other document and/or contract to such effect).

IV. Commissioned works

The IOC must be designated as the owner and beneficiary of all Intellectual Property Rights (including, without limitation, copyright and related rights) and other rights in and to all works or content commissioned in connection with the Ceremonies (and other events when applicable). Where applicable, the OCOG must also ensure that all necessary consents or authorisations by the different contributors to the commissioned works or content (hereinafter the "Artists"), with regard to their image/publicityrights, have been secured for the benefit of the IOC and all IOC Controlled Entities (i.e. any entity or company, existing or to be created, which is owned or directly or indirectly controlled by the IOC, such as, without limitation, the Olympic Foundation for Culture and Heritage, IOC Television and Marketing Services S.A. and Olympic Broadcasting Services S.A.) and their respective affiliates, and others members of the Olympic Movement.

The OCOG shall further ensure that all Artists and other persons (either physical or legal) involved in the creation of the commissioned works in connection with the Ceremonies have confirmed in writing that (i) the creation of such works and all results and proceeds thereof are specially commissioned by the IOC and shall be considered a "work made for hire", and (ii) such persons have full power to, and will, without any restriction whatsoever, enter into a rights assignment(s), in the form and substance requested by the IOC, before they start working on any projects. Further agreement(s) with the Artists, participants or their representatives, shall be executed at any time on request of the IOC as necessary to secure the full assignment of all intellectual property and other rights including copyright, to the IOC.

V. Pre-existing works

For all pre-existing works or contents used in the Ceremonies (and other events when applicable), the OCOG should either acquired or at least obtain from the relevant rights owner and provide to the IOC, an irrevocable, sub-licensable, royalty-free license, without any limitation of time, territory, format or technology, whether known or thereafter developed, including their, reproduction, translation, adaptation, public performance, communication to the public and making available, distribution and broadcast, (together with the image and likeness of all performers), within the framework of the Ceremonies and/or the Games (and other events when applicable), as well as for the purpose of promoting the Olympic Games, the IOC, any IOC Controlled Entity and the Olympic Movement in general and any similar purposes (such as commemorative books, films, programmes, volumes, videos, Digital Video Discs [DVD], audio albums or other media compilations), and the futher use by the IOC and all IOC Controlled Entities' further uses for their institutional purpose for the promotion of the Olympic Games and the Olympic Movement..

VI. National anthems

The IOC has commissioned arrangements of the national anthems of most NOCs participating in the Games (the "IOC Arrangements") and has secured the necessary rights for allowing the OCOGs to use such IOC Arrangements in the context of the Olympic Games at no cost.

The OCOG will be responsible for the re-arrangement and re-recording of national anthems of participating countries for which no IOC Arrangement is available or which have demonstrated legitimate reasons preventing the use of the IOC Arrangement of their national anthem during the Games. In such cases, the OCOG will be responsible for securing the rights to the original compositions and for obtaining full assignment of the rights to their re-arrangement and re-recording (where such re-arrangement and re-recording is necessary), including the lyrics, in the name of the IOC to ensure that the IOC, any IOC Controlled Entity, as well as the IPC (and their respective successors, assigns, designees) will have the irrevocable right to exploit this new arrangement throughout the world, on all media and in perpetuity, including in the staging of the Olympic Games, Paralympic Games or Youth Olympic Games and of any other IOC- or IPC-sanctioned event or release and in all broadcasts, recordings (whether audio, AV or visual), transmissions and depictions thereof. All agreements and contractual documentation related to the re-arrangements and re-recording of national anthems by the OCOG shall be submitted to the IOC for prior written approval.

VII. Other general requirements

For any event taking place at an Olympic venue other than Ceremonies (including, as the case may be, concerts performed before or after Victory Ceremonies), all rights should be cleared as defined in the present specifications. In particular, the OCOG must at least ensure: (i) that the right to publicly perform, broadcast, communicate to the public and make available the relevant content, are guaranteed to the IOC, the IOC Controlled Entity and its Rights-Holding Broadcasters (RHB); and (ii) the right for the IOC and all IOC Controlled Entities to use, free-of-charge, the performances worldwide for their institutional purposes and for their promotion of the Olympic Games and the Olympic Movement is guaranteed. In addition, Artists should undertake not to use their performance, work or creation in any way, in particular for the promotion of any third party or third party's products or services, without the prior written approval of the IOC.

In no event an Artist shall be allowed to use, or authorise the use of, any Olympic Properties, in particular in connection with their name, performance, creation or work for promotional or commercial purposes, without the prior written approval of the IOC (additional confidentiality undertakings may be required from the Artist in the context of the secrecy surrounding the Ceremonies in general). Furthermore, all Artists should provide the usual guarantees applicable to works subject to Intellectual Property Rights (e.g. the work is original and does not infringe any third parties' rights, waiver from any exclusivity agreement or from a collection societies, etc.) and should undertake not to cause or permit

anything susceptible to bring the Olympic Movement into disrepute, or which is in contradiction with the Olympic Charter.
The OCOG must provide, with sufficient anticipation prior to any use, to the IOC with a complete and detailed status of the clearance of rights with respect to each and every creation/performance/work used in or in connection with the Ceremonies, including without limitation (i) the reports on music to be used during any such event (in accordance with the "IOC Music Reporting Instructions– Cue Sheet Template"; (ii) the detailed list of signed legal instruments (with their corresponding physical supports) for any graphic, visual, artistic and creative works,or other content, created, developed or produced by or on behalf of or for the use of during the events. Such information shall be duly audited and validated by the OCOG's Legal Functional Area (FA), and additionally by a trusful external entity with the necessary expertise in the corresponding domaine, prior to any such event.

All templates of any legal instrument regarding the Artists in relation to the Ceremonies, must be submitted for the IOC for prior approval, no later than 18 months prior to the Games and before any hiring is made. Any changes to the IOC-approved contract templates should be submitted to the IOC for prior written approval.

IOC music reporting instructions – cue sheet template

[EDITION OF THE GAMES]

MUSIC CUE SHEET

Event:	
Date:	
Location:	

(1) Cue no.	(2) Segment	(3) Music cue title	(4) Writer(s)/ arranger(s)	(5) Publisher(s)	(6) Performer(s)	(7) Record company	(8) Music origin code	(9) Music use-code	(10) Music cue duration	(11) Year	(12) Notes

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Guidance notes for cue sheet completion for Ceremonies

1. **Cue no.** – For the sake of clarity, give a number to each of the music cues.

2. **Segments** – Identify to which segment/part of the event programme the music cue corresponds**.**

3. **Music cue title** – All music cues must be named. For specially commissioned score music, the terms "**Opening music**" and "**Closing music**" may be used where applicable.

   For non-score pre-existing music, the full title of the music should be given. Always use the **Music origin codes** stated below under 9.

4. **Writer(s)/arranger(s)** - Give the full name(s) in the following format: **First name, Middle name** (if applicable) **and Last name.** The name should be followed by a bracketed indicator of the individual's role using the following codes:
   Composer **(C)**
   Author **(A)**
   Composer/author **(CA)**
   Arranger **(AR) - N.B. This is only required when the music is an arrangement of a non-copyright work.**
   Should the work be **out of copyright and in the public domain**, document it as '**PD**'
   CAE no. is a unique code indicating the identity of a composer, author or publisher. Add this number where available.

5. **Publisher(s)** - Give the full name(s) of the music publisher(s). Where the work is not published, indicate with the designation **"Unpublished"** in the column. **CAE no.** – Refer to Note 4 (above)

6. **Performer(s)** - Full details to be given.

7. **Record company** – Provide the name of the recording company.

8. **Music origin code** - These are codes used to indicate the source of the music, as follows:
   P - Live performance
   C - Commercial record/Compact Disc [CD]/Digital format (e.g. MP3, Wav file, etc.)
   X - Specially commissioned score

9. **Music use code** - These codes are used to identify featured and background usages. The **Use-codes*** are:

MT:	Main title
VI:	Visual Instrumental: when an instrumentalist is on camera performing the song
VV:	Visual vocal: when a vocalist is on camera singing the song
VD:	Visual dance: when a dancer is on camera dancing to the song
VS:	Visual source: when you can see the source of the music cue (e.g. you can see the radio that the music is supposed to be coming from)
BV:	Background vocal: when there is a visual or non-visual vocal source (e.g. a song playing at a club during a scene); when a song is performed and the lyrics are audible to the listening audience, even though there may be some dialogue in the foreground of the scene
BI:	Background instrumental: the performance of a work (or works) used as dramatic underscore to a scene where the music is not the focus of audience attention yet nonetheless is used to set the mood of the scene
OT:	Open title: start/opener title theme
ET:	End title: end/closer title theme

10. **Music cue duration** - This should be the **exact length of the music cue** expressed in minutes and seconds. Half-seconds should be rounded up to the nearest whole second.

11. **Year** – Provide the year when the recording was produced (if available).

12. **Notes** – Provide any additional/relevant information (i.e. contract's status, limitations of use, etc.).

* * * * *

CER Annex 3

Specifications on Protocol Elements for Ceremonies

Introduction

These specifications are contractually binding on the Host City, the Host NOC and the OCOG and aim to provide a general understanding of the IOC requirements with respect to the protocol elements in relation to the Ceremonies of the Olympic Games, which include Opening, Closing, Victory Ceremonies and Team Welcome Ceremony (the "Ceremonies").

Note that these specifications have been compiled in this document following the revisions implemented after the Games of the Olympiad Rio 2016.

Contact the OCOG Ceremonies area to obtain the latest and updated version of such specifications. These specifications are not exhaustive and more detailed requirements may apply depending on specific circumstances of a particular Olympic Games edition. The IOC Ceremonies team is available to discuss and assist for any issue arising during the implementation of the present specifications.

Protocol elements for Opening Ceremony

This section specifies the required protocol elements related to the Opening Ceremony. Additional elements related to protocol at the Opening Ceremonies can be found in the IOC Protocol Guide and the Olympic Games Guide (OGG) on Ceremonies.

Language requirements for Opening Ceremony
The OCOG must present all matters of protocol in three languages, except when the Host Country's language is French or English. In such an instance only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English and third in the Host Country's language (if it is other than English or French). If the Host Country's language is French, it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic protocol requirements, order and elements
To promote Olympic values, there are required elements of protocol in an Olympic Games Opening Ceremony, as referenced in the Olympic Charter, in the OGG on Ceremonies and in the IOC Protocol Guide.

While artistic segments may be interspersed between these protocols elements, they must be placed in the following order:

Order	Action
1	Head of State (HOS) and IOC President's entry: The HOS of the Host Country is received at the entrance of the stadium by the IOC President. The IOC President then meets the HOS in the official stand. The IOC President, together with the HOS, then enter the Presidential Box under the official announcement. It is customary for this to occur at the beginning of the Opening Ceremony.

Order	Action
2	Playing the national anthem: After the introduction of the HOS, the national anthem of the Host Country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a reverent raising of the national flag; close attention should be given to the staging.
3	Parade of athletes: The parade of athletes is the next required element of protocol and Olympic tradition. At the Games of the Olympiad, the athletes enter the stadium after the artistic programme and remain in the centre of the field. At the Olympic Winter Games, the athletes' march takes place at the beginning of the Ceremony and the athletes take seats reserved for them in the audience. The OCOG shall give particular attention to ensure that the athletes can follow the Ceremonies and feel the atmosphere (using video screens, live entertainment, etc.) when waiting Back of House 8BOH) for their entrance into the stadium. Each delegation, dressed in its formal official uniform (in accordance with the Olympic Charter), must be announced in three languages (French, English and the Host Country's language – in this order), then must be preceded by a name-board bearing its name (in three languages - French, English and the Host Country's language) and must be accompanied by its flag, to be carried by a member of the delegation. The flags of the participating delegations, as well as the name-boards, shall be provided by the OCOG and shall all be of equal size. The name-board-bearers shall be designated by the OCOG. The flag-bearers shall be designated by the NOC. Those involved in the preparation of the parade should ensure that the list of names remains confidential until the Ceremony. The flag-bearers place their flags in a semi-circle adjacent to or behind the rostrum and thereafter join their national teams. The delegations parade in alphabetical order according to the language of the Host Country, except for Greece, which leads the parade, and for the Host Country, which enters the stadium last. The order must be approved by the IOC NOC Relations team. Only those athletes participating in the Olympic Games with the right to accommodation in the Olympic Village may take part in the parade, led by the NOC flag-bearer, the athletes and followed by a maximum of six officials per delegation. It is customary for the delegation to pass the Presidential Box on entering the stadium, and then proceed 360 degrees in view of the live audience around the entire field to its seat or position on the field. At the Olympic Winter Games, each delegation, after completing its march, proceeds to the seats that have been reserved for it in order to watch the Ceremony, with the exception of its flag-bearer, who remains on the field. At the Games of the Olympiad, the athletes march to a designated position in the field. No participant in the parade is permitted to carry flags, banners, banderols, cameras or hand-held video recorders or other visible accessories or objects which are not part of his/her uniform. Any change to this policy must have the prior approval of the IOC. An information note will be distributed to the NOCs by the IOC prior to each Ceremony. With the exception of the marching order, all delegations, including the Host Country's delegation, shall be treated equally. Their flags, name-boards, entry music, announcements and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.
4	Dove Release: A symbolic release of doves acknowledges the peaceful intent of the Games. This release may be fashioned creatively but should clearly acknowledge its origins in Olympic tradition. Live animals should not be used. The symbolic release of doves may take place at any time after the entry of the athletes but before the lighting of the Olympic cauldron.
5	Olympic laurel award For the Games of the Olympiad only, an Olympic laurel award is presented to a personality having made outstanding contributions to Olympism. The selection is made by a jury named for the occasion by the IOC.

Order	Action
6	OCOG President's speech: After the athletes have all entered, the IOC President, accompanied by the OCOG President, proceeds to the rostrum positioned on the field in front of the Official Stand. The OCOG President gives a speech, which is a maximum of three minutes in duration, then adds these words: "I have the honour of inviting ... (name), President of the International Olympic Committee, to speak."
7	IOC President's speech: The IOC President then gives a speech in which he refers to Pierre de Coubertin and further declares: "I have the honour of inviting ... (the HOS) to proclaim open the Games of the (number) Olympiad of the modern era (or the ..(number) Olympic Winter Games)."
8	Opening of the Games: Without any further comments or speeches, the HOS then proclaims the Games open by saying: "I declare open the Games of ... (name of City) celebrating the ... Olympiad of the modern era (or the ... Olympic Winter Games)." I.e. for Vancouver: "I declare open the Games of Vancouver celebrating the XXI Olympic Winter Games."
9 & 10	Raising the Olympic flag and playing the Olympic anthem: After the HOS opens the Games, the Olympic flag, unfurled horizontally, is brought into the stadium accompanied by dignified music of national origin. It is customary for the Olympic flag to be carried 360 degrees in view of the live audience around the stadium field's perimeter. The flag should pass the Official Stand on entry, and then proceed around the stadium. By custom, the flag is carried by eight to ten people. When the flag reaches the base of the flagpole, the Olympic anthem is performed as it rises to the top of the pole. The Olympic flag is of larger dimension than any other flag (as a guide: 4.1 x 2.7 metres). The Olympic flag must fly for the entire duration of the Games on the most prominent flagpole placed on the most prominent position in the Olympic Stadium, until the end of the Closing Ceremony.
11	Athletes' oath: After the Olympic flag has been raised, a competitor of the Host Country mounts the rostrum. Holding a corner of an Olympic flag in his left hand and raising his right hand, he recites the following solemn oath: "In the name of all the competitors I promise that we shall take part in these Olympic Games, respecting and abiding by the rules which govern them, committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams." (French) "Au nom de tous les concurrents, je promets que nous prendrons part à ces Jeux Olympiques en respectant et suivant les règles qui les régissent, en nous engageant pour un sport sans dopage et sans drogues, dans un esprit de sportivité, pour la gloire du sport et l'honneur de nos équipes." The creative team should look at the possibility of involving all athletes in this unique moment.
12	Officials' oath: Immediately after the athletes' oath, a judge from the Host Country mounts the rostrum and, in the same manner, recites the following oath: "In the name of all the judges and officials, I promise that we shall officiate in these Olympic Games with complete impartiality, respecting and abiding by the rules which govern them, in the true spirit of sportsmanship." (French) "Au nom de tous les juges et officiels, je promets que nous remplirons nos fonctions pendant ces Jeux Olympiques en toute impartialité, en respectant et suivant les règles qui les régissent, dans un esprit de sportivité." The creative team should look at the possibility of involving all officials in this unique moment.

Order	Action
13	Coaches' oath: Immediately after the officials' oath, a coach from the Host Country mounts the rostrum and, in the same manner, recites the following oath: "In the name of all Coaches and other members of the athlete's entourage, I promise that we shall commit ourselves to ensuring that the spirit of sportsmanship and fair play is fully adhered to and upheld in accordance with the fundamental principles of Olympism." (French) « Au nom de tous les entraîneurs et des autres membres de l'entourage des athlètes, je promets de faire respecter et de défendre pleinement l'esprit de sportivité et le fair-play selon les principes fondamentaux de l'Olympisme. » The creative team should look at the possibility of involving all coaches in this unique moment.
14	Lighting of the Olympic flame: The last requirement of Olympic protocol is the lighting of the Olympic cauldron. The Olympic cauldron should be located at the Olympic stadium of the Host City. This is the location where the Olympic flame will be lit during the Opening Ceremony and extinguished during the Closing Ceremony. The Olympic flame, carried from Olympia, Greece, is brought into the stadium by runners relaying it to each other. The flame should pass the Official Stand on its entry into the stadium, and then be relayed all the way around the perimeter of the field in view of the spectators. The last runner is customarily an Olympic athlete and should be the one who lights the cauldron. The cauldron, which should be lit by a human action and not by a mechanical process, should be positioned so that all the spectators in the Olympic stadium can see it and, because of the high expectations of the public, wherever possible in a prominent location visible to the public outside the stadium during the period of the Games. As the cauldron is the key element of the Opening and Closing Ceremonies of the Olympic Games, it must be free of any references or commercial association, thus respecting the Olympic Charter (Rule 50). The flame must not be extinguished until the closing of the Olympic Games.

Protocol elements description for Closing Ceremony
This section specifies the required protocol elements related to the Closing Ceremony. Additional elements related to protocol at the Closing Ceremonies can be found in the IOC Protocol Guide and the OGG on Ceremonies.

Language requirements for Closing Ceremony
The OCOG must present all matters of protocol in three languages, except when the Host Country's language is French or English. In such an instance, only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English, and third in the Host Country's language (if it is other than English or French). If the Host Country's language is French it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic Protocol requirements, order and elements
To promote Olympic values, there are required elements of protocol in a Closing Ceremony, as referenced in the Olympic Charter, in the OGG on Ceremonies and in the IOC Protocol Guide.

While artistic segments may be interspersed between these protocols elements, they must be placed in the following order:

Order	Action
1	Head of State (HOS) and IOC President's entry: The HOS of the Host Country or her/his designee is introduced and acknowledged together with the IOC President and the OCOG President from his/her box in the Official Stand. The IOC President, together with the HOS, then enters the Presidential Box, which is officially announced. It is customary that this occurs at the beginning of the Closing Ceremony.
2	Playing of the national anthem: After the introduction of the HOS, the national anthem of the Host Country is then played or sung, as the host nation's flag is hoisted. While patriotic, the OCOG shall not make this moment political or more than a reverent raising of its national flag.
3	Entry of nations' flags: The entry of the nations' flags is the next element of the Closing Ceremony. Preceding the parade of athletes, all of the nations' flags enter the Olympic stadium. Led by Greece, these flags enter in alphabetical order according to the language of the Host Country. The Host Country's flag enters last. An athlete representative of that country carries each flag alongside a name-board-bearer. The name-boards shall be provided by the OCOG and shall all be of equal size with the country name displayed in three languages: French, English and the Host Country's language. The name-board-bearers shall be designated by the OCOG. The flag-bearers place their flags in a semi-circle adjacent to or behind the rostrum and join the other athletes.
4	Parade of athletes: Immediately after the entry of the nations' flags, thepParade of athletes is the next required element of protocol and Olympic tradition. In the Closing Ceremony, the athletes enter the stadium "en masse" without any groupings whatsoever (in accordance with the Olympic Charter). At the Games of the Olympiad, the athletes enter the stadium after the artistic programme and remain in the centre of the field. At the Olympic Winter Games, the athletes' march is at the beginning of the Ceremony, and the athletes take seats reserved for them in the audience. No participant in the parade is permitted to carry flags, banners, banderols, cameras or hand-held video recorders or other visible accessories or objects, which are not part of his or her uniform. Any change to this policy must have the prior approval of the IOC. An information note will be distributed by the IOC prior to each Ceremony. All delegations, including the Host Country's delegation, shall be treated equally. Their flags, name-boards, entry music, announcements and all other acknowledgements shall be the same. No single country shall receive greater attention than any other.
5	Victory Ceremony: Immediately after the parade of athletes, a Victory Ceremony is the next required element of protocol. The IOC will define which competition will have its Victory Ceremony taking place at the Closing Ceremony. The Ceremony must be set up in accordance with the IOC requirements for the Victory Ceremonies staging and announcement scripts (refer to CER Annex 2 - Specifications on Victory Ceremonies Staging and Announcement Scripts for details). The IOC President will present the medals on this occasion.
6	Introduction of the IOC Athletes' Commission's newly elected members and recognition of the volunteers: Immediately after the Victory Ceremony, the next required element of protocol is the introduction of the IOC Athletes' Commission newly elected members and the recognition of the volunteers. This moment is set up on the central stage. A limited number of volunteers representing all volunteers of the Games proceed to the stage. Then, the IOC Athletes' Commission's newly elected members, introduced by an announcement and on the video boards, proceed to the stage where they present flower bouquets to the volunteers on behalf of all the athletes participating in the Games to thank and recognise all the volunteers for their contribution.

Order	Action
7	Moment of remembrance A symbolic and emotional moment to remember those lost takes place at any time after the entry of the athletes but before the official speeches. This segment is dignified and appropriate for any member of the audience, whether in the stadium or through broadcast.
8	Playing of the Greek national anthem: To the sounds of the Greek national anthem, the Greek flag is hoisted on the pole that stands to the left of the Olympic flag's central pole.
9	Lowering the Olympic flag: While the Olympic anthem is being played, the Olympic flag is slowly lowered from the flagpole and carefully folded in a dignified manner at the base of the pole. The attention of the audience is shifted to the flag handover ceremony entrance at the end of the Olympic anthem.
10	Flag handover ceremony: The mayors of the Host City and next Host City join the IOC President on the rostrum for the flag handover ceremony. From the field access to the rostrum, the mayors will take the same path as the IOC President. The mayor of the Host City returns the Olympic flag to the IOC President who then passes and entrusts it to the mayor of the Host City of the following Olympic Games. This flag must be displayed in the latter city's main municipal building until the Closing Ceremony of the next Host City's Olympic Games. The flag of the Host Country of the next Olympic Games is hoisted on the pole to the right of the Olympic flag to the strains of its national anthem.
11	Next Host City artistic segment: Immediately after the flag handover ceremony, the next Host City presents a brief artistic segment introducing their Games. The artistic segment should focus on extending an invitation to the youth of the world to congregate in the Host City of the next edition of the Games, supported by a simple thematic or visual statement. Close cooperation and collaboration between the incumbent and future OCOG in presenting the next Host City's artistic segment is necessary. Requirements for and information on this segment are available in Chapter 2.2 Signature events from the OGG on Ceremonies.
12	OCOG President's speech: The President of the OCOG gives a speech of no more than three minutes wherein he/she thanks the athletes and volunteers and concludes with these words: "I have the honour of inviting ... (name), President of the International Olympic Committee, to speak."
13	IOC President's speech: Immediately after the address by the President of the OCOG, the IOC President gives the closing speech of the Olympic Games, which he ends with these words: "I declare the Games of the (number)... Olympiad (or the ... (number) Olympic Winter Games) closed and, in accordance with tradition, I call on the youth of the world to assemble four years from now at ... (if the city has not yet been chosen, the name of the city is replaced by the words: "the place to be chosen"), to celebrate with us the Games of the ... (number) Olympiad (or the ... (number) Olympic Winter Games)."
14	Extinguishing the Olympic flame: At the conclusion of the protocol element of the Closing Ceremony, a solemn fanfare or music is played as the Olympic flame is extinguished. The exact moment of extinguishing the Olympic flame should be highlighted.

Protocol elements description for Victory Ceremonies (including "Medals Plaza")

This section specifies the required protocol elements related to the Victory Ceremonies (including "Medals Plaza"). Additional elements related to protocol at the Victory Ceremonies can be found in the IOC Protocol Guide and the OGG on Ceremonies.

Language requirements for Victory Ceremonies (including "Medals Plaza")
The OCOG must present all matters of protocol in three languages, except when the Host Country's language is French or English. In such an instance, only the two languages, French and English, must be observed. Announcements must be presented in this order: first in French, second in English and third in the Host Country's language (if it is other than English or French). If the Host Country's language is French it should be read after English. All matters of protocol must be translated. It is not required for them all to be announced, but they must be translated and subtitled on video boards if they are not announced. The IOC must approve the approach for translations (e.g. which material is subtitled or announced).

Olympic protocol – medal and flower presenters
In preparation for the Victory Ceremonies, the IOC determines the list of IOC Members who will present the Olympic medals. This list is subject to change prior to the Victory Ceremony and any variation is at the exclusive discretion of the IOC. The Victory Ceremony is a traditional and dignified celebration, reserved for the Olympic Games.

Olympic protocol requirements/Olympic protocol order and elements
The IOC provides the scripts for announcements made during all Victory Ceremonies (individual and team). For further detail, refer to CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts. All announcements for the Victory Ceremonies are prescriptive and are not to be altered without the approval of the IOC.

The OCOG must ensure that the Victory Ceremonies are dignified and respectful of Olympic protocol and traditions. No one other than a victorious athlete should ever be awarded with an Olympic medal or step onto an Olympic podium. There are required elements of protocol in an Olympic Victory Ceremony, as referenced in the Olympic Charter and in the IOC Protocol Guide.

These protocol moments must take place in the specified order during the Ceremony:

Order	Action
1	Entrance of the medallists and presenters: Athlete escorts lead the medallists to the back of the podium where they stand with the gold medallist positioned between the silver and bronze medallist. (The silver medallist always stands on the right side of the gold medallist.) The presenter escorts lead the IOC (for medals) and IF (for flowers) presenters to their positions. Traybearers carrying the medals and flowers enter and take their positions. Ceremonial music is played to underscore the entrance of the medallists and presenters. Note: All music played during the Victory Ceremonies is subject to the requirements detailed in CER Annex 1 – Specifications on Intellectual Property Rights in relation to the Ceremonies and Other Events of the Olympic Games and is subject to the approval of the IOC at least three months before the Games.
2	Introduction of the Presenters: The medal and flower presenters are announced, as specified by the IOC. Their names and titles are also shown on the LED screens.
3	Introduction of the medallists: Medallists are announced, as specified by the IOC, and their names and country also appear on the LED screen in the order of bronze, silver and gold medallist. The names of the medallists are only spoken after the language announcement in order to delay the applause until the end of the entire announcement.

Order	Action
4	Medal and flower presentations: On hearing their name in the language of the Host Country the medallist(s) should step onto the podium to receive their medal(s). The medal presenter will present the medal(s). Then, the flower presenter will present the bouquets. For the specific order of announcements, refer to CER Annex 2 - Specifications on Victory Ceremony Staging and Announcement Scripts.
5	Raising of the national flags and playing of the gold medallist's anthem: The anthem of the Olympic champion is announced. The medallists remain on the podium as the anthem is played and three equal-sized flags are raised. The flagpoles should be positioned so that the medallists are able to face them when the anthem is played without turning their backs to the presenters or the Olympic family tribune. The flag for the Olympic champion is raised higher than those for the silver and bronze medallists, which are raised at the same level. The flag of the silver medallist is raised to the left of the gold medallist's flag while the flag for the bronze medallist is raised at the right. In the event that the venue does not allow for the installation of flagpoles (i.e., indoor venues), the flags will be raised on a trapeze rigged from the ceiling of the venue. Careful consideration must be given to the positioning of the trapeze so that the medallists are facing the flags as they are raised and that the flags are in their direct view. All other protocol regarding the placement of the flags mentioned above remains the same. When considering the location of the flagpoles/trapeze, attention should also be given to the backdrop offered to the spectators, broadcasting and still photography. It is highly recommended that people responsible for raising the flags have been properly trained to ensure a smooth and level hoist up the flagpole. A protocol expert should coordinate with the NOC Services area to verify that the flags and national anthems of each NOC are correct. For Olympic Winter Games: at competition events where only flowers are presented and the medals will be awarded later at an Olympic Medals Plaza, no national flags are raised and no anthems are played. These two acts of protocol happen only when a medal is awarded.
6	Conclusion of the Victory Ceremony: An announcement is made to present the Olympic medallists and provide a cue to the audience for final applause. The gold medallist customarily invites the other medallists to the top level of the podium for a victory photo opportunity. At the end of the Victory Ceremony, the presenter-escorts lead the presenters to their off-stage exit. The athlete-escorts invite the medallists to step off the podium and typically lead them in a procession allowing the opportunity to wave to the audience and to pause in front of still photographer positions. The medallists will then be escorted to the mixed zone where they will be interviewed by accredited press.

Protocol elements description for Team Welcome Ceremonies

Each Olympic team is welcomed to the Olympic Village by the Village Mayor with a flag-raising ceremony, the date of which should be agreed with the Chef de Mission of the respective country during the Delegation Registration Meeting (DRM), but which must occur before the Opening Ceremony of the Olympic Games. Many Ceremonies may be held each day.

Each NOC should have a number of team members parade at the Ceremony. Up to four countries may be welcomed in one Ceremony. NOCs may invite a limited number of officials, diplomats, national representatives and their national media to this Ceremony.

Language requirements for Team Welcome Ceremony
The Team Welcome Ceremonies must be delivered in French and English.

Playing of the anthem for Team Welcome Ceremony
The national anthem of the country is played (abbreviated, in a recorded version of no more than 90 seconds, no live performance by orchestra and/or singers) as the nation's flag is hoisted.

BRS Annex 1

Operational Specifications for Broadcasting Services and Facilities

In order to deliver broadcasting services in line with the HCC - Operational Requirements and in accordance with the HCC - Principles, the following shall be implemented by the OCOG within the milestones and other timelines set out in the Games Delivery Plan (GDP):

Planning Phase

01. Broadcast master plan timelines and milestones

- Ensure strict adherence and timely progress to the broadcast master plan timelines (refer to BRS Annex 2 - Broadcast Master Plan – Timelines). These timelines and milestones are also extracted from the GDP and will be reflected in the OBS/OCOG Agreement. Also ensure integration with OCOG-OBS Games-time timelines.

02. Venue planning process

- Manage the venue planning process related to broadcasting through the Broadcast Services Functional Area (FA), including procedures, meetings, workshops and surveys, in full consultation and coordination with OBS.
- Make all original source Computer-aided Design (CAD) files for the International Broadcast Centre (IBC) and venues (in English) available to OBS. These CAD files shall detail the various infrastructure requirements of OBS and Rights-Holding Broadcasters (RHB) for the Games broadcast. Develop and provide detailed CAD management procedures in agreement with OBS.
- Design all broadcast-related facilities and venue overlays based on information, specifications and guidance provided by OBS. These designs, both interim and final, shall be approved by OBS prior to implementation.
- Provide information on any health and safety regulations and requirements covering the IBC and the venues. Specifically this must cover the construction and interior layout of the IBC. For the venues, it should address the broadcast compounds, announcer positions, camera platforms, specialty equipment (cable cam towers, 4 point systems, etc.) and food and beverage facilities. The health and safety regime should be consistent across all venues. The requirements should also cover the OBS warehouse. The OCOG shall be responsible for providing this information to OBS and the Rights-Holding Broadcaster (RHB) in the Planning Phase to guarantee appropriate preparation (e.g. necessary partitions, mandatory dedicated toilets).

03. Operational planning of venues

- Implement a consistent approach across venues and sports to operational venue planning including policies and procedures, provided in a timely manner, in conjunction with various OCOG areas.
- Manage all broadcast-related venue operations processes, procedures and meetings in full consultation with OBS and submit any broadcast-related decisions to OBS for prior approval.

04. Development of the competition schedule with OBS

- Coordinate the details and development of the competition schedule with OBS and relevant areas.

05. Venue access for OBS and RHB

- Establish a standard procedure to provide OBS and RHB personnel and vehicles with access to venues during the Planning Phase.

06. Broadcaster meetings/briefings

- Participate in briefings/meetings with RHBs in which the OCOG and OBS update their plans for the Games and provide relevant information as required by OBS.

07. Delivery of technology information/services

- Deliver results, data and timing, Commentator Information System (CIS), remote CIS, Real-Time Data System (RTDS), Olympic Data Feed (ODF), graphical virtual enhancement elements and any other technology information/services, subject to OBS specifications. Results, data and timing processes shall be integrated with OBS, to ensure reliability of the television graphics interface.

08. Insurance policies

- Procure the insurance as specified in FIN Annex 1 – Specifications for OCOG Insurance.

Games Operations Phase facilities and services - International Broadcast Centre (IBC)/Mountain Broadcast Centre (MBC) or secondary facility

09. Building/venue capabilities

- Provide an existing exhibition centre-type facility, new construction or large building shell (e.g. warehouse) in finished conditions that can be easily retrofitted, in a convenient location close to the competition venues and with proper access to public services (transport, accommodation, restaurants, etc.). A minimum of 10m of circulation space should surround the building.
- Submit any proposal for such buildings (either to be constructed or existing) to OBS for prior approval and ensure that the building complies with OBS's IBC building specifications, including those for the surrounding area.
- For the Olympic Winter Games, ensure that the proposed MBC or secondary facility also complies with OBS's specifications, including the requirements for the surrounding area.

10. IBC/MBC requirements

- Ensure and provide:
  - general air conditioning/heating for broadcast operations use;
  - access to domestic/technical power;
  - existing floor space - levelled and graded (concrete and carpet);
  - cleaning/janitor services;
  - health and safety requirements;

- security services;
- waste containers and removal of waste;
- 24/7 user-pay food and beverage services for media;
- clear ceiling height from the floor to the lowest of any services to be a minimum of 9 metres, where services include Heating, Ventilation and Air Conditioning (HVAC) ducts, cable trays and any other protruding structural elements;
- Games of the Olympiad – gross area of approximately 75,000m², with a net space of at least 55,000m², fully clean and conveniently shaped for the internal fit-out of broadcast facilities;
- Olympic Winter Games – gross area of approximately 43,000m², with a net space of at least 35,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities; and
- for Olympic Winter Games, MBC/secondary facility – gross area of approximately 9,000m², with a minimum net space of at least 5,000m², clean and conveniently shaped for the internal fit-out of broadcast facilities; gross area to include the internal fit-out of broadcast facilities for both OBS and the RHBs, as well as the necessary common areas for people circulation, welfare etc; and

- Further details on these requirements are provided in the specifications that follow.

11. Possession, handover and services

- Take full possession of the facility and hand it over to OBS, allowing sufficient time for fit-out and overlay. Provide power, reasonable HVAC, health and safety and security services as per the fit-out plan approved by OBS. The timing of this handover will depend on the type of facility but should be a minimum of 12 months before the Games of the Olympiad and no less than nine months before the Olympic Winter Games.
- Ensure that the MBC is made available no less than three months before the Olympic Winter Games. Any later dates shall be approved in writing by the IOC. Both facilities should also be considered as the IBC/MBC for the Paralympic Games unless otherwise agreed with the IOC and IPC.
- Ensure that the following minimum periods are allowed for move-out and retrofitting from the date of the Closing Ceremony of the Paralympic Games:
  - a minimum period of two-and-a-half months for the Games of the Olympiad; and
  - a minimum period of one-and-a-half months for the Olympic Winter Games.
- Ensure that the building is returned in its pre-Games state following retrofit of IBC and MBC, after RHBs have removed their own equipment and facilities where necessary.

12. OCOG facilities and services

- Provide space that is dedicated to OCOG-provided facilities and services within the IBC and MBC, including common services and other areas such as telecommunications and power rooms. The OCOG shall define these areas and provide clear specifications to ensure that OBS can properly plan the entire facility.
- Provide OBS with all architectural and installation drawings of the building, for final approval of the space planning within the building.

13. Compound/satellite farm

- Provide space immediately adjacent to the main IBC and MBC buildings for compound operations/satellite farm, with unobstructed access to the satellite horizon and ensure the delivery of the following:
  - technical and domestic power supply, backup (twin packs and Uninterruptible Power Supply (UPS) and distribution;
  - cable paths from compound/satellite farm to the interior of IBC and MBC with geographical diversity and secure above-ground cable path implementations (e.g. cable bridges and cable trays);
  - similar specifications to the broadcast compound including double fencing, toilets and lighting for night-time operation; and
  - cabins and temporary facilities similar to the broadcast compound:
    - Games of the Olympiad – 6,000m² minimum;
    - Olympic Winter Games – 4,000m² minimum; and
    - MBC or secondary facility (for Olympic Winter Games only) – 1,000m² minimum.

14. Loading dock

- Provide space within or adjacent to the building to provide the necessary truck staging areas, as well as loading docks for deliveries (pre-Games) and services (pre-Games/Games time/tear-down).
- Guarantee OBS control over specific docks during pre-Games/Games time/tear-down in order to ensure expedited installations/deinstallations.

15. OBS motorpool

- Provide parking facilities within or adjacent to the IBC/MBC structure, with nearby office spaces (cabins if proper offices are not available).
- OBS motorpool specifications for the Games of the Olympiad:
  - total size: from 1500m² to 2000m²;
  - bus parking stalls: 3;
  - car parking stalls: 75/90;
  - front desk cabin: 20m²;
  - drivers cabin: 120m²;
  - dispatcher cabin: 80m²;
  - toilets cabin: min. 24m² or according to Host City regulation (separate men and women); and
  - fencing and lighting for night-time operations.
- OBS motorpool specifications for the Olympic Winter Games:
  - total size: From 1000m² to 1500m²;
  - bus parking stalls: 2;
  - bar parking stalls: 60/80;
  - front desk cabin: 20m²;
  - drivers cabin: 80m²;
  - dispatcher cabin: 60m²;

- toilets cabin: min. 24m² or according to Host City regulation (separate men and women); and
- fencing and lighting for night-time operations

16. Logistics services

- Provide complete logistics services to OBS and RHBs during the construction, load-in, Games time and load-out periods. These logistics services shall include management, personnel, Materials Handling Equipment (MHE)/service vehicles (forklifts, small delivery vehicles, pallet jacks, scissor lifts, golf buggies, etc.) and cartage.
- Ensure that on-site space (over and above the net space requirements for fit-out purposes) is available to store equipment boxes, crates, etc., located in an unfinished/secure area of the building, with adequate access for loading and unloading. This space shall be equipped with the necessary power and lighting.

17. Parking facilities and drop off areas

- Provide sufficient parking facilities for the exclusive use of OBS and RHBs (P5 parking code as specified in ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications) within or adjacent to the IBC and MBC structure (no more than 250m from the entrance). The specific minimum number of spaces shall be:
  - Games of the Olympiad – 800 spaces;
  - Olympic Winter Games – 600 spaces; and
  - MBC (for Olympic Winter Games only)– 150 spaces.
- Provide an Electronic News Gatherer (ENG) drop-off area, conveniently located near the IBC main entry (no more than 50m from the entrance), allowing easy access for equipment and personnel.
- Agree the dates of first availability and final capacity of the parking areas and ENG drop-off points with OBS.

18. IBC/MBC security and access control

- Ensure and provide:
  - 24-hour site security (including compound/satellite farm, Guest Pass Office(s), parking and any other areas considered part of the IBC);
  - fencing/perimeter control, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cable as a means of a cable path;
  - monitoring of all access points;
  - access control, along with necessary equipment and access control devices, to all IBC and MBC (for Olympic Winter Games only) entry points and any other areas considered part of the IBC/MBC;
  - asset protection; and
  - internal roaming/control points.
- Security services/access control shall be available from the day of handover to OBS, prior to the beginning of the OBS fit-out works, until after fit-out dismantling and the return of the building by OBS.

- Additional security requirements from RHBs for their individual space at the IBC and MBC shall be coordinated by OBS; they will be at the sole expense of RHBs.
- Additional access control requirements for their individual IBC and MBC space shall be coordinated separately from OBS; they will be at the sole expense of RHBs.

19. Cleaning operations

- Ensure and provide:
  - deep cleaning before delivery of each area and, after delivery, daily cleaning, trash collection and vacuuming in common areas (lobby, stairs, corridors, lifts, etc.) and private areas (OBS and RHB spaces);
  - all necessary waste and recycling containers (including food waste) and waste bins in all broadcast areas;
  - daily removal of all waste (packaging waste, plastic banding, wooden pallets, cables, etc.) from OBS and RHB installation throughout all phases to tear down;
  - regular cleaning of all toilets and all broadcast areas outside the building (satellite farm, motor pool, TV Tower/Studios, Guest Pass office, temporary toilets, staging area, etc.); and
  - for Olympic Winter Games, the OCOG shall provide snow removal services on vehicle and pedestrian areas and accesses, including cabin roofs and temporary buildings located outside the IBC.

20. HVAC

- Provide and operate an HVAC system that ensures a comfortable working environment throughout the building, from the construction/fit-out phase through to tear-down. The HVAC system shall include water chillers, air handling units, exhaust fans, sound attenuators, fire dampers, grills and registers in finished spaces, horizontal high-level thermally insulated ductwork covering all the RHB and OBS areas, piping and BMS control and monitoring systems.
- Provide redundancy of N+1 in Air Handling Units (AHUs), chillers and pumps.
- Provide humidity control between 40-50 per cent relative humidity.
- Provide secure access for modifications to the horizontal ducting system for the required vertical extensions, if needed.
- Provide and operate an HVAC system that is sufficient to service the common areas of the building and all of OBS and RHB areas with or without ceilings, keeping temperature levels between 19-23º C and operating at less than 35 dB(a). If required, OBS shall extend the HVAC ductwork vertically to reach certain parts of the fit-out areas. Such vertical extensions will be part of the fit-out works. The horizontal ductwork, delivered as part of the IBC building, shall have evenly and densely installed spigots 400mm in diameter, with balancing dampers and be apart 3-4m, in order to be used for the purpose of this vertical extension.
- Guarantee the following noise levels inside the building before the delivery of spaces to OBS for fit-out (regardless of noise origin and taking into account any backup generator noise):
  - concurrently meet all three of the following maximum noise level requirements: 35 dB(a), 50 dBC and NR-30, measured under the following conditions:
  - within the empty space available for the fit-out works, from measuring points spread across the entire empty area; and

- when the spaces are ready to be delivered for the fit-out phase and with the HVAC fully operational, as per the Games requirements;

21. Fire services and egress

- Ensure, provide and operate the fire prevention infrastructure as per the local code (fire/smoke detection, extinguishers, emergency announcement systems, etc.).
- Develop, in consultation with OBS, an integrated Fire and Major Emergencies Strategy compliant with local regulations. The strategy shall be made available before the design of the fit-out areas.
- Ensure that fire prevention services are provided, from the construction phase until tear-down, and are enhanced at Games time to include a 24-hour fire brigade on-site and central fire detection panel with amplifying panel. A sprinkler system, dry where required, shall be provided within the building. No low-level sprinkler system should be required for lower-level fit-out rooms.
- Coordinate with the fire authorities for any code variances for OBS constructed spaces due to the specialist nature of their intended use (broadcasting).

22. Accessible facilities

- Provide accessible facilities (toilets, access (ramp), lifts, etc.) that meet first-tier international standards and codes, and fully comply with all applicable laws and regulations.

23. Power distribution for broadcast applications and operations

- Provide and operate all power and power distribution for all requested loads for the broadcasting applications and operations for both OBS and the RHBs, including HVAC power. Such power shall be supplied from the grid with full redundancy (e.g. main and synchronised backup medium voltage power from geographically independent substations, with diverse cabling and automatic sub-second transfer switching).
- Ensure that IBC power usage requirements can be considered the vector of three discreet constituents:
  - the power required to support broadcasters´ operations (available for distribution to RHBs and OBS);
  - the power required for the HVAC of the broadcast areas (HVAC power); and
  - the power required to support the general IBC building services (house power.
- Ensure that, regardless of total building power load, a minimum of 10 MVA is available for distribution to RHBs and OBS as per their requests for the Games of the Olympiad and 6 MVA for Olympic Winter Games. The OCOG will also be responsible for calculating all other power required for HVAC and other general IBC building services as part of the house power load.
- Ensure that the full power for broadcast loads described above, including HVAC power, is locally backed up by standby twin pack generators. Generators and interconnection switchgear sets shall be able and configured for automatic and manual synchronised engagement and disengagement with the grid power. All medium to low voltage transformers shall be available with N+1 or N-1 redundancy. By-passable isolation transformers are required for all the technical power distribution.
- Deliver power for the use of OBS and the RHBs in a number of strategically placed power rooms

via a number of demarcation panels, provided by the OCOG and in accordance with the specifications provided by OBS. Specifications regarding the location of the power rooms and the configuration of the demarcation panels shall be provided by OBS.

- Provide UPS to the OBS technical area.
- Ensure that the backup generator operating procedures are implemented as determined by OBS.
- Ensure that a refuelling plan than can support continuous operations for the whole IBC in the case that the stand-by generators will operate for very long periods even covering the whole duration of the Games, should there be such a need.
- Ensure that power supply and delivery for the MBC (for the Olympic Winter Games only) is designed, implemented and operated following the same principles as the IBC, but scaled according to size.

24. Cable paths and infrastructure

- Provide all infrastructures to cable and cable paths (i.e. information technology, telecommunications, CATV, cable path to the main press conference room in the MPC).
- Ensure the provision of a secondary grid, fit for purpose, as specified by OBS.
- Deliver the necessary cable path designs, infrastructure and installations, under the overall coordination and approval of OBS.

25. General telecommunications specifications

- Provide the required general telecommunications services for RHBs through the Directory of Services (DOS), at users' cost.
- Ensure appropriate mobile phone and operational radio coverage throughout the IBC, via an appropriate in-building antennae system or equivalent.

26. Broadcast telecommunications fibres

- Provide all the optical fibre strands (the "Broadcast Telecommunications Fibres Network") required by OBS for the establishment of the broadcast telecommunications network to service the different competition and non-competition venues.
- Deliver the fibres as dedicated fibre cables to the demarcation points. The demarcation points for each venue will be identified by OBS and shall be provided by the OCOG.
- Install, terminate, test and make available the fibres in full accordance with the technical and operational specifications provided by OBS. Provide maintenance and repair in the event of fault after the handover to OBS.
- Ensure that each venue is accessed by at least two fully geographically diverse and fully redundant set of fibre optic cables installed in underground and geographically diverse conduits from origin to destination. The connections between each venue and the IBC/MBC and between the IBC and MBC are implemented by at least two geographically independent and redundant sets of cables that follow fully geographically diverse paths from origin to destination. The individual fibre strands that are used as part of the broadcast telecommunications network are only spliced and not patched and are installed in underground conduits, following international telecommunication practices.

27. Information Technology (IT) requirement

- Provide the following technology equipment
  - for all OBS areas (including Warehouse, IBC and competition & non-competition venues): OCOG must provide all technology (computers, printers, copiers, CIS, Info/printers, telephones, internet connections(wired and wireless), etc.) including installation, operation and maintenance [these services are for OBS users only]
  - for common areas in the IBC: OCOG provides Info kiosks (Info work stations + printer), CATV, Video wall and Free-Wi-Fi
  - for common areas in the venues: OCOG provides CATV in the mixed zones and Premium Free Wi-Fi in the commentary tribunes and the mixed zones

28. Look of the Games/signage

- Provide external and internal Look of the Games elements and wayfinding signage in accordance with Games Look, including maps of internal flow, room designations, etc.
- Ensure that the IBC is treated as an OCOG venue with a similar amount, size and quality of Look as other venues and incorporating specific OBS/RHB Look elements as specified by OBS.
- Ensure that Look includes any necessary painting of OBS office space, RHB studios, corridors, daily briefing room, IBC lobby, etc., based on OBS requirements.
- Ensure that installation of Look/wayfinding signage is fully complete prior to the IBC soft opening, or one month prior to the Opening Ceremony, whichever is first.
- Wayfinding signage toward the IBC, including and around the Olympic Park when applicable, and the Guest Pass Office(s), must be sufficient and define the different stakeholder flows and access points (pedestrian and vehicles).
- Should OBS choose to develop an OBS specific Look of the Games, the production will be at OBS cost. The OCOG will be responsible for producing and applying it.

29. Furniture, Fittings and Equipment (FFE)

- Provide all FFE for common circulation areas, break out areas, restaurants, OCOG-provided areas and all OBS offices and technical areas, in accordance with OBS specifications and detailed requirements for all its offices and technical areas.
- Make FFE available to RHBs through the DOS (at users' cost).

30. Guest Pass Office requirements

- Provide a tent or office space, located as close as possible to the IBC entrance, to serve as a Guest Pass Office. If multiple Guest Pass Offices are needed (i.e. if there are multiple entrances) additional facilities (tent, space, etc.) will be required. These areas shall be easily accessible for accredited and non-accredited personnel (including ramps for wheelchair access) as well as access for vehicles without Vehicle Access and/or Parking Permits (VAPP).
- Provide facilities, infrastructure and technology to suitably equip the office(s) including furniture and telecommunications equipment, power, lighting, air conditioning, heating, phones, fax, wayfinding signage, internet access, local networking, security, etc.

31. Food service facilities

- Provide all of the food service facilities required, including coffee points in the IBC building (broadcast), food courts (press and broadcast) and à la carte restaurants, during the Planning and Games Operations Phases:
  - Early food and beverage services should be available from the building hand-over date to OBS and shall increase progressively based on broadcaster presence.
  - Post-Games food and beverage services should decrease progressively, according to occupancy numbers, until the end of decommissioning.
- Ensure that RHBs have the right to bring food and beverages for daily consumption into the IBC and MBC. RHBs also have the right to choose their own caterer and provide/bring food into their own IBC space at their own expense.
- Submit a food service plan to OBS for approval.

32. OBS dedicated commissary at the IBC

- For the OBS dedicated commissary, provide all electro-mechanical infrastructure for the kitchen and dining area including main power panel, based build HVAC, kitchen ventilation and exhaust, water connection points and drainage points where required, construction lighting and construction power.

33. Integration of Building Management Systems (BMS)

- Provide all maintenance, facility and safety management of the building and its services, including the use of integrated BMS to monitor and control mechanical (including detailed environmental conditions in IBC areas), electrical (including grid power status and backup power status and operations), plumbing systems, safety systems etc.

34. Lighting

- Provide, from the beginning of the fit-out period, lighting to common areas and general overhead lighting for all areas reserved for the fit-out works, the building services areas and the IBC compound/satellite farm area and parking facilities. Areas without ceilings are covered by the OCOG's general lighting. General lighting should be a minimum of 400 lux.

35. Plumbing

- Provide water supply piping and soil/waste piping to locations such as restrooms, kitchens and other possible wet spaces including all IBC break areas, satellite farm and motorpool.

36. Portable facilities

- Provide cabins, trailers, structures and partitioning complete with power, heating and air conditioning (19-23º C), etc.
- Provide office facilities in the compound/satellite farm and areas around the IBC and MBC to manage compound/satellite farm, motor pool operation and provide any overflow closed space facilities for OBS and RHBs.

37. Facilities and services in IBC and MBC

- Provide common facilities and services, including in particular:
  - banking services, Automated Teller Machine (ATM);
  - business centre;
  - customs broker;
  - information desk, providing both Olympic Games-related and general information;
  - medical services (doctors and nurses), first aid, ambulance on stand-by;
  - news stand;
  - facsimile/photocopy equipment;
  - shipping and receiving services;
  - sundries and souvenir shop;
  - technology support;
  - telecommunications support;
  - transport information desk;
  - travel agency;
  - postal and courier services;
  - photo services;
  - pharmacy;
  - restaurants/bars;
  - language services;
  - laundry service;
  - OCOG rate card office;
  - coffee shops;
  - supermarket; and
  - others.
- Ensure that the support desk has dedicated phone numbers.
- Ensure that the start of operation for these facilities and services, and their rates, are approved by OBS. The minimum service levels shall be based on the expected RHB presence in the facility, with adjustments where necessary.
- Agree IBC (and MBC for the Olympic Winter Games) and MPC common service levels between OBS and the OCOG Press FA.

38. CATV

- Provide CATV distribution infrastructure, the required equipment, monitors and installation for all common and other required areas within IBC and MBC (the MBC is for Olympic Winter Games only).

39. Daily briefing

- Provide sufficient space, furniture, podium and Audio-visual (AV) equipment for OBS to host daily briefings with broadcasters and cable paths to the IBC suitable for broadcast cabling.
- Attend daily briefings and provide updates prior to and during the Games.

Games Operations Phase – venues (competition and non-competition)

40. Broadcast compound space

- Ensure that each venue contains a broadcast compound to host OBS technical facilities and, within reasonable limits, unilateral RHBs' production vehicles. Such a compound should include the services and facilities consistent with levels at previous Games and in particular should have the following features:
  - delivery of the necessary power supply, including backup equipment (twin-pack generators and UPS) and other facilities and services;
  - compound space located as close to the Field of Play (FOP) as possible, to be fenced and able to accommodate the broadcast mobile units, trailers, generators, food and beverage and other facilities required for the Games broadcast;
  - the compound should be established within the overall Back of House (BOH) area of the venue and in close proximity to the areas of camera deployment within the venue and with short and easy access to those same locations;
  - space inside the compound should be sufficiently graded (hard standing, level, paved with proper drainage) to ensure proper pedestrian pathways and vehicle pathways;
  - mobile units and other facilities shall have easy access into and out of the compound;
  - operational vehicles shall have access 24/7 to the compound area; and
  - dependent on the venue, the size range shall be 2,000m² to 10,000m² (note: size could increase if the compound areas are shared with multiple venues).
- Further OBS requirements regarding the compound space include the following:
  - OBS mobile technical and production vehicles and other technical facilities including the Technical Operations Centre (TOC) where all video and audio interface with unilateral production facilities at the venue;
  - RHB mobile technical, production vehicles and office trailers;
  - OBS office space;
  - food and beverage;
  - storage;
  - generators;
  - restrooms, some of which are wheelchair accessible:
  - Olympic Winter Games – heated facilities
  - number of toilets (ratio) as required by local legislation for both men and women;
  - proper fencing;
  - lighting;
  - anti-lightning protection;
  - security/24-hour access control;
  - sanitation (sewage, grey water and potable water connections for food and beverage and toilets);
  - trash containers and removal; and
  - snow removal when necessary.
- On OBS request based on specific needs, secondary compounds may also be required at selected venues (i.e. outside race venues - marathon, walks, cycling road, etc. for the Games of the Olympiad; and alpine and nordic venues for Olympic Winter Games).

41. Provision of containers/cabins/trailers/tents

- Provide containers/cabins/trailers/tents to serve as offices, technical facilities, food and beverage facilities (dining and kitchen) and storage. The minimum number of cabins required is eight per venue depending on the venue and its size.
- Provide weather protection covers for the Outside Broadcast (OB) vans for protection from the elements.
- Provide air conditioning and/or heating as per OBS requirements.

42. Furniture, Fixtures and Equipment (FFE)

- Provide FFE for all OBS offices, meeting rooms, dining and technical areas including printers, copiers and computers.
- Make available FFE to RHBs through the DOS (at users' cost).

43. Commentary Control Rooms (CCR)

- Provide a room, container or cabin in close proximity or adjacent to the commentary positions along with required FFE to serve as the CCR at each venue. These facilities shall all be secure, enclosed and acoustically insulated.
- Provide the CCR with the necessary power (from the same distribution for all broadcast loads - domestic with backup, technical and UPS), lighting, heating and air conditioning (19-23ºc), and telecom demarcation point. The size ranges of the CCRs shall be from 30-110m² depending on the venue.

44. Broadcast Information Office (BIO)

- Provide a room, container, cabin or tent in close proximity to the commentary positions (often adjacent to the CCR) to serve as the BIO. The BIO shall be secure and enclosed and shall require power, lighting, heating and air conditioning, FFE, CIS, wayfinding signage and INFO.
- The size ranges of the BIO shall be from 30-110 m^2 depending on the venue.

45. Technical and domestic power

- Supply and operate:
  - technical and domestic power with full-time back-up generators (twin-packs) for 100 per cent load, and UPS for critical equipment (OB vans, TOCs, CCRs), safety ground, technical power with filtering and common technical ground within the venue perimeter, or outside the venue perimeter, as long as this is used for the live TV coverage in that venue;
  - Integrated power distribution to all broadcast areas, disconnect panels, power distribution boards, outlets, etc. as required and specified by OBS;
  - provision of fuel, refuelling and usage costs for backup generators (twin-packs); and
  - anti-lightning protection for the full compound area and any other exposed broadcast equipment in the venue.

- Supply and operate:
  - technical power: provided to all broadcast operations that require the utmost reliability (i.e. production and technical facilities, equipment racks, flash units, robotic cameras, uplink equipment, CCR, etc.);
  - domestic power: used for container/trailer/cabin office air conditioning, utility lighting, heating, food and beverage (both kitchen and dining facilities), concessions and various ancillary services; and
  - food and beverage domestic power connectors, to be agreed with OBS and be consistently applied across all venues.

- Provide and operate power in particular for the following facilities:
  - compound;
  - camera platforms/positions;
  - CCR;
  - commentary positions;
  - BIO;
  - mixed zones;
  - occasional presentation positions;
  - announce positions;
  - data and timing hub;
  - Radio Frequency (RF) receive point;
  - specialty and robotic cameras; and
  - beauty camera locations.

46. Facilities and parking space requirements

- Provide sufficient parking space for OBS and RHBs, to be managed and allocated by OBS, to comply with the following:
  - The parking facilities shall be as close as possible to the venue/compound (no more than 250m from the media entry) with appropriate supplementary access devices (VAPPs) for vehicles provided.
  - Parking areas, ranging from 50 to 300 spaces, depending on the size and location of the venue. Parking can be located either outside or within the security perimeter, based on the distance to venue media entrance.

- Define and locate Electronic News Gatherer (ENG) drop-off points at each venue, according to the size or classification of the venue.

- Locate the ENG drop-off area conveniently close to the venue media entry (and no more than 50m from the media entry at the security perimeter border, allowing easy access for equipment and personnel drop off).

- If the distance between the security perimeter and the venue media entrance is extensive, a secondary ENG drop off point should be made available in front of the venue media entrance, inside the security perimeter. ENG vehicles will be allowed to reach and drop off, only after going through Vehicle Screening Areas (VSA) and security checks.

47. Heating and air conditioning

- Supply heating and air conditioning to all broadcast areas identified by OBS in order to heat and cool these areas to 22-24º C.
- Provide heating for commentary positions for the Olympic Winter Games.

48. Cleaning

- Ensure and provide:
  - daily cleaning of all broadcast offices, cabins, temporary tents, technical rooms, waste containers and restroom facilities inside the compound;
  - all necessary waste and recycling containers (including food waste) and waste bins at an agreed point inside the broadcast compound;
  - daily removal of all waste (including packaging waste, cables, etc.) from OBS and RHB installation through all phases to tear-down;
  - regular cleaning of all toilets and all broadcast areas outside the broadcast compound: BIO, CCR, commentary positions, mixed zones, camera platforms, secondary compounds, etc. and
  - for Olympic Winter Games, the OCOG will provide snow-removal services on vehicle and pedestrian areas and accesses, including container/trailer roofs, camera positions/platforms and mixed zone.

49. Venues security and access control

- Ensure and provide:
  - 24-hour site security for the broadcast compound;
  - fencing/perimeter controls, including agreed numbers of gates and doors for vehicles and pedestrians. Fences should also be capable of supporting cables as a means of a cable path;
  - monitoring of all access points;
  - access control to all broadcast areas within the venue (i.e. compound, commentary positions, CCR, BIO, mixed zones, interview areas, camera positions/platforms), including proper access control for the venue during high-demand events:
  - asset protection; and
  - internal roaming/control points including all broadcast facilities throughout the venue and along courses (e.g. marathon, race walks, etc.).

- Ensure that service begins with venue occupancy and through load-out in all OBS areas, as per the OCOG security plans.

50. Lighting

- Provide lighting of the highest quality at each competition venue for television and photographic coverage, to comply with the detailed specifications set out in the BRS Annex 3 - Specifications on Broadcast Lighting (applicable to both the Games of the Olympiad and the Olympic Winter Games).

51. Cable infrastructure

- Provide all broadcast cable infrastructure including poles, bridges, ducts, conduits, hooks, fences, messenger wire, trays, underground diverse conduits connecting TOC to metropolitan fibre networks, troughs, piping, culverts, core drilling, protection, maintenance, etc., as per OBS's specifications and approval, and delivered to all broadcast areas (compounds, offices, camera platforms/positions, microphone areas, etc.).
- Ensure that cable infrastructure is in place by the date specified by OBS´s Games-time timelines for venue pre-cabling, i.e. six months prior to Games.
- For some mountain venues, cable paths may be required to be installed during summer.

52. Cabling operations

- Provide the necessary cabling for CIS, Info, graphics, data/timing, telephony, CATV, etc.

53. Beverage services

- Supply beverage services (soft drinks, water and coffee) to the broadcast compound, commentary positions, CCR and BIO.

54. Information technology operations

- Provide CIS and Info with individual printers for OBS broadcast areas, including production/technical facilities, offices, commentary positions, CCR and BIO.
- Provide the number of terminals depending on the size of venue, ranging from 10 – 30 CIS and Info terminals each – not including CIS for commentary positions.

55. Olympic Data Feed (ODF) delivery to OBS areas

- Deliver the ODFs to OBS areas, as per OBS's specifications. In order to provide television graphic interface, the feed shall be delivered to mobile units or other areas, as specified by OBS. The services shall be delivered with appropriate redundancy including diverse cabling etc.

56. Telecommunications devices and services

- Provide the necessary telecommunications devices and services, including long-distance if required (landlines, mobile, two-way radios) for communication during Games time. Provide land-lines for venue operational offices and mobile phones for key venue management personnel, two-way radios, digital and analogue, for OBS staff to communicate between the OBS crews and with the OCOG staff.

57. Public address feed delivery to OBS areas

- Deliver the public address feed to OBS areas to provide for the integration of the public address system into television audio. The system shall be balanced and adequately zoned so as not to interfere with the commentary positions, broadcast coverage (including announce positions) or mixed zones.

58. Media interview room

- Provide a formal interview area, to be managed by the OCOG Press Operations area, to hold post-competition interviews/media conferences, equipped with television lighting, audio facilities (translation/microphone feeds) and a broadcast platform.

59. Commentary positions

- Provide commentary positions, built in accordance with BRS Annex 2 - Broadcast Master Plan – Timelines, to allow for appropriate setup and testing before the Games.
- Ensure that the commentary positions located at each venue have the best sightline to the FOP, with easy access to the CCR. Outdoor positions for the Games of the Olympiad shall be protected from sun and rain; for the Olympic Winter Games, they shall be enclosed.
- Provide protection devices as necessary to avoid glare etc.
- Ensure that commentary positions are equipped, constructed and serviced with:
  - a table and three chairs;
  - CIS terminal, where applicable with UPS;
  - desk lamp, when applicable;
  - power outlets for CIS, lamps, TV monitors, etc;
  - printed results distribution;
  - beverage service;
  - waste removal and general cleaning;
  - telephones (by request); and
  - cabling for all OCOG provided services.
- Ensure that commentary positions are sized and arranged as follows:
  - 2.0m x 2.0m (for all positions unless otherwise specified by OBS, except for at Olympic Winter Games outdoor venues);
  - 2.0m x 2.5m (for Olympic Winter Games outdoor venues);
  - the positions must be in cabins, to provide enclosed, acoustically isolated booths. Cabins may also be required for the sailing and golf venues for the Games of the Olympiad;
  - positions separated from each other by clear Plexiglas or plastic screen;
  - selected positions may also be equipped with a camera and require additional space;
  - adjacent positions may be combined to create customised shapes/sizes; and
  - account for a division of the commentary position for one or two persons.

60. Broadcaster seats

- Provide broadcaster seats located adjacent to the commentary positions, providing RHBs with the opportunity to work with or assist the commentators during the competition.

61. Camera positions/platforms

- Provide locations and infrastructure/construction for OBS/RHB cameras that provide clear sightlines and are reserved exclusively for the broadcasters, for which construction and seat removal may be required. The size normally required is 1.8m x 1.8m per position. Dedicated unilateral camera positions should be provided with power.

- Positions may be within venues, along courses or located outside venues (beauty cameras, RF receive points, etc.).
- Provide infrastructure for specialty camera (rail, cable, vertical) installation, including support structures, anchor points and rigging.
- Provide towers, scissor lifts, cherry pickers, cranes, etc. for certain positions that require maximum height. Ensure that geo-tech studies and all necessary permits and authorisations shall be provided by the OCOG.
- Ensure that the required platforms are stable, constructed in accordance with OBS specifications, without vibration and separate from the temporary stands, with the necessary safety rails. OBS camera platforms shall be freestanding and physically separate from RHB camera platforms.

62. Mixed zone

- Provide an interview area at venues where athletes “mix” with the media to conduct interviews. These areas shall be located immediately adjacent to the FOP and have a venue backdrop. Television lighting power and Look of the Games barriers are required.
- Provide barriers/dividers to separate individual broadcasters; broadcast and press; and broadcast/press from the athletes. Mixed zone barriers/dividers should be modular, with suggested dimensions of 1.1m high x 1.0m long. These barriers should be dressed in Look of the Games. At some locations where there is a roll-out mixed zone, e.g. football venues, the barriers/dividers should be retractable belt type barriers.
- Ensure lighting for all booked positions and for mixed zones located in the FOP. For complete detail, refer to BRS Annex 3 – Specifications on Broadcast Lighting .
- Supply a sufficient number of television monitors with the CATV feed, as defined by OBS for broadcasters unable to view competition at selected venues.

  Television monitors require sun protection so that they can be viewed in sunny weather and rain protection for wet weather.
- For the Olympic Winter Games, provide rubber matting on all flooring to stop RHBs slipping on snow/ice while carrying heavy equipment.

63. Announce/presentation positions/studios

- Provide an area for bookable stand-up presentation/interview positions immediately adjacent to the commentary area and with a view of the FOP at each venue. Referred to as the Occasional Presentation Position (OPP), the OPP shall require lighting and power and is typically 2.0m x 4.0m.
- Provide areas to be used by RHBs to conduct presentations by their commentators. These announce positions usually require the construction of a camera platform type that is larger than normal or an existing suite which can be converted to a studio.
- Ensure that positions have sufficient lighting and power, are located at the back of the grandstands, on top of the commentary position cabins (for Winter outdoor), use existing suites when applicable and are free-standing. These positions are typically 4.0m x 4.0m per position.

64. Distribution of information

- Deliver printed results and other informational material to broadcast areas in the venue (compound, area near commentary positions, BIO, etc.) as defined by OBS.

65. Water, sewage, drainage

- Provide drinkable water delivery and connections, appropriate waste water, sewage removal and drainage to agreed locations (normally to the external wall of the kitchen tent/s) in the broadcast compound.
- Provide connections, with agreed and consistent types across all venues connectors, to all toilets, OBS and RHBs food and beverage facilities within the compound.

66. Logistics service/support vehicles

- Provide dedicated service vehicles (4-wheel drive pickup trucks, cargo vans, snow cats, snowmobiles, 4-wheel gators, golf carts, quads of varying types which OBS shall define, All Terrain Vehicles [ATV] etc.) for equipment load-in/load-out, movement and television coverage. Additional scissor lifts, cherry pickers, etc. shall be required for installations and cabling. The OCOG shall also provide MHE, a limited amount of which shall be dedicated to OBS, and logistics support for broadcast deliveries to the venues.
- Provide access and relevant logistical support for refuelling across all venues and sites, in and around the host cities.

67. Signage

- Provide wayfinding, identification and transport signage in all broadcast areas including compounds, offices, commentary positions, observer seats, mixed zones, platforms, announce positions, commentary control rooms, broadcast information offices, occasional presentation positions, etc.

68. Heliports

- For the Games of the Olympiad, provide one helipad near the sailing venue, two helipads within close proximity to the outside race courses (marathon, race walk, cycling road, etc.) and a heliport at the Olympic Park. Additionally, OBS may require airport parking space for OBS´ fixed-wing aircraft.
- For Olympic Winter Games, provide one helipad at the mountain cluster and one helipad in the proximity of the IBC/warehouse.
- These facilities are required for equipment movement during set-up and competition with 24-hour access. Additionally, the OCOG shall ensure the availability of areas for helicopter landing at the IBC/MBC.

69. Look of the Games

- Design the Look of each venue with broadcast considerations taken into account (in particular, the announce positions and ComCam positions should be considered when placing Look, as they will require Look elements).
- Provide the Look of the Games in close coordination with OBS.

- Submit the venue designs for review and validation by OBS.

70. Sports presentation requirements

- Ensure that the use of theatrical lighting is integrated with venue planning and coordinated with OBS and RHBs, taking into consideration the requirements for broadcast.
- Submit the lighting plans to OBS as per BRS Annex 2 – Broadcast Master Plan – Timelines and refer to BRS Annex 3 – Specifications on Broadcast Lighting for complete details on lighting specifications.

Games Operations Phase – other facilities and services

71. Warehouse/field shop

- Provide warehouse/field shop facilities for OBS, close to most of the Olympic venues and/or IBC, to store, assemble, test and stage equipment, as well as ship and receive goods. The facilities should include both internal and external space and respect the following specifications:
  - maintenance provisions shall be in place for all aspects of services that are contained in the facility for the entire period to support electrical issues, plumbing, building maintenance, IT, MHE, etc.;
  - space to be located within a shared OCOG facility with direct and separate access, complete with loading docks and an external yard according to OBS requirements (loading, parking space) and centrally located to the venues and IBC;
  - design as a warehouse with a high roof and a single large open space that can be designed and fitted out to function as a warehouse and a field shop (including storage areas, offices, workshop areas, break areas dining facilities, changing rooms and sufficient toilets);
  - equip with normal utilities and services including HVAC at normal working levels (18-23º C) and with humidity control to properly store various sensitive broadcast equipment;
  - minimum size for Games of the Olympiad: 15,000–20,000m²/Olympic Winter Games: 7,500 – 12,000m²; and
  - security (access control and asset protection) must be provided at least to the level required by the OCOG to comply with any "clean site" conditions, including Closed Circuit Television (CCTV) surveillance cameras for the entire area and 24/7 guard patrolling, with enhancements as may be requested by OBS for the protection of OBS assets.

- Additional requirements for this facility include:
  - technical and domestic power and distribution (with backup generator and UPS);
  - warehouse shelving and racking;
  - lighting;
  - perimeter fencing;
  - internal movable fencing that separates various areas inside the warehouse;
  - gypsum walls for all offices and technical areas where required;
  - service vehicles (forklifts, scissor lifts, trucks, golf carts, etc.);
  - all FFE required;
  - required telecommunications (service, usage and equipment for telephony, internet and broadcast telecommunications, i.e. video fibres, Wi-Fi, cabling), etc.;
  - cleaning services, waste management and recycling provided at various levels from the time

of occupation of the building; and
- parking and outdoor available space for storage containers.

- Conduct a full risk assessment of the facility based on the final construction drawings and following the completion of construction, and ensure that all permits are provided in accordance with applicable regulations and local law.
- Ensure that the fit-out of the building includes all health and safety elements necessary under applicable regulations and in compliance with the requirements communicated by OBS (wayfinding signage, emergency exits, fire suppression - extinguishers only etc.).
- Deliver the facility according to OBS timelines and based on detailed requirements provided by OBS.

72. Accreditation

- Provide pre-Games, Games time and post-Games (including transition) accreditation, supplementary devices (including those for high-demand events etc.) and any other access passes and devices necessary for personnel and vehicles to access the controlled venues (based on the supplementary device numbers, types and specification needs provided by OBS) as defined in ACR Annex 1 - Accreditation at the Olympic Games – Detailed Specifications). The following elements shall be respected:
  - For RHBs accredited under the code RT, all accreditations, numbers and categories for RHBs shall be coordinated by OBS with the totals based on previous Games and RHB contracts.
  - For planning purposes, the OCOG shall account for a minimum of 13,000 RHB accreditations for the Games of the Olympiad and 8,000 for the Olympic Winter Games not including the requirements of OBS.
  - Accreditations for personnel of RHBs, including contractors, suppliers, drivers, etc. shall be included in the RT allocation.
  - Host broadcaster: OBS staff shall be accredited under the code of “HB”. For planning purposes, a sufficient number of accreditations including those for support staff, shall be set aside.

73. Transport

- Provide media transport according to BRS Annex 4 – Transport Media Table and the transport-related requirements included in this document.

74. OBS transport services

- Provide Direct and Dedicated Services (DDS), to be used exclusively by OBS, to transport OBS personnel from their accommodation to venues and the IBC. The service level should be no less than for previous Games (or consistent with) and in any case, sufficient to meet OBS’s production requirements. The DDS system cannot be considered as a replacement for the Transport Media System. The system shall be developed based on OBS’ requirements. The OCOG Transport FA shall coordinate and agree with OBS regarding specific policies for the provision of these services, that may include:

- Service scheduling for competition days: two services at the start of each shift (from accommodation to venues and the IBC) and also at the end of each shift (from venues or the IBC to accommodation).
- Service scheduling for non-competition days: one service from accommodation to venues and the IBC and one service from venues and the IBC to the accommodation provided each day according to the OBS crew daily working schedule.
- On all days, schedules may change and require longer service hours. In these instances, the OCOG shall be flexible and work with OBS to ensure the required service parameters are met.

- Provide an agreed number of contingency buses for the DDS services. These may also, by request, be used for Ceremonies or arrivals and departures services. The dates of DDS operations shall follow the transport media system dates (-14 days/+3 days).
- A separate DDS Service Level Agreements (SLA) shall be produced by the OCOG for OBS final approval, following the same deadlines of the media transport Principle Service Level Agreements (PSLA) and Detailed Service Level Agreements (DSLA).

75. OBS allocated vehicles

- Provide OBS with a number of vehicles for its exclusive use to enable smooth operations. The vehicle types and numbers are to be agreed between the OCOG and OBS, and should be consistent with previous Games provision.
- The estimated/planned vehicle numbers are listed in the table below:

Games of the Olympiad	275 – 325 vehicles
Olympic Winter Games	150 – 200 vehicles
Paralympic Games (Summer)	Approximately 70 - 80 vehicles
Paralympic Winter Games	Approximately 30 - 40 vehicles

- Produce VAPPS and provide to OBS for distribution to OBS and RHBs, based on previous Games provision, allocated in the following three primary categories: IBC, ENG and ACT (All Competition and Training Venues). There may be additional and specific VAPPs required for Ceremonies, deliveries, compound access, etc.

76. Permits/licences

- Provide all working, construction, installation (including temporary) and occupancy permits at venues and the IBC (including health related and all the associated necessary permits required for food services).

77. Work permits/visas

- Assist with the approvals for RHBs' and OBS's planning and Games-time personnel work permits and visas, to be issued in an expedited and simplified manner, for a period beginning no later than one year before the Games and continuing until at least one year after the Games (in accordance with the HCC - Principles).
- Coordinate with the relevant authorities and obtain their guarantee that the application of labour laws and regulations of the Host Country for accredited persons will not prevent or hinder the

performance by such accredited persons while performing their Olympic functions, in accordance with the specific needs and requirements of such functions.

- Provide assurances that foreign broadcasting companies may employ local personnel, outside the Olympic Identity and Accreditation Card (OIAC) validity period, without constituting a permanent establishment in the country within the meaning of the Host Country tax legislation.

78. Games ticket plans

- Provide to OBS access to Games ticket plans and grant OBS the right to order tickets.

79. Rooms for broadcasters' production teams and OBS

- Ensure the availability of 18,500 rooms for the Games of the Olympiad and 12,500 rooms for the Olympic Winter Games, for media including broadcasters' production teams.
- Within this allocation, provide the following rooms to accommodate OBS staff:
  - Games of the Olympiad – 4,000 to 4,500 single rooms with private (en suite) full bathroom; and
  - Olympic Winter Games – 2,500 to 3,000 single rooms with private (en suite) full bathroom.

80. TV studio building

- Provide a fully constructed and operational facility to house a number of RHB mid-sized studios (e.g. 50 to 100 m^2 each) and ensure that the following parameters are respected:
  - The design of such facility shall be based on specifications provided by OBS, with the final design and location approved by OBS before construction.
  - The number of RHB studios should not exceed 20. A multi-story construction shall be acceptable as long as the view provided is adequate for all studios and that elevators and vertical material lifting devices are provided.
  - The TV studio building shall have a back-of-house fenced area (compound, including cabins and tents) and be provided with a similar level of security and access as any internal venue location.
  - Power and HVAC shall be provided, in line with the venue/compound OBS standards. The OCOG shall also provide standard compound operational services (cleaning, janitor, etc.), as well as telephone, data circuits and CIS.
  - The TV studio building shall be accompanied by a number of stand-up positions with a similar view to the individual studios, either in close proximity to the TV studio building or as an integral part of the building; the back-of-house compound shall be shared. Stand-up positions shall be open but with a canopy, as well as lighting and power. An RF platform shall be provided as part of the roof of the building.
  - The TV studio building should be erected in a location that allows for an unobstructed view towards an area of Olympic or Host City interest. A location close or adjacent to the IBC, inside the Olympic Park, or facing an iconic area of the Host City is preferred.

81. Commemorative medals and certificates

- Provide commemorative medals and certificates, traditionally given to all members of the media and OBS staff as a souvenir of the Games, in the following amounts:

- Games of the Olympiad – approximately 20,000; and
- Olympic Winter Games – approximately 12,000.

82. Frequency coordination

- Organise and coordinate with the relevant authorities regarding the Games-time frequency allocations and coordination for cameras, microphones, air-to-ground communications, microwaves, satellites and general two-way communications.
- Provide assurances that adequate frequency spectrum is available, with the required number of frequencies, to ensure a state-of-the art broadcast of the Games.
- Accommodate OBS radio frequency requests, ensuring that OBS and RHB requests are satisfied and appropriately managed.

83. Music rights clearance

- Provide clearance of musical rights for music to be used as part of International Television and Radio (ITVR) signals, such clearance to be provided in a timely manner so that RHBs can manage clearance in their own territories.

84. Graphics standards manuals and elements

- Provide manuals containing the various OCOG graphic specifications and requirements, in quantities defined by OBS.

85. Vendor Certification Programme (VCP)

- Ensure the availability of a VCP for OBS, RHBs and RHB vendors if required.

86. Venue rehearsals

- Conduct a full test of all systems during the rehearsal of the venue.
- Agree with OBS and all other stakeholders, during the Planning Phase, on the dates for the full dress rehearsals for all venues.

87. Opening and Closing Ceremony media guides

- Supply a sufficient number of Opening and Closing Ceremony media guides for the IBC daily briefing held in the days prior to the Opening Ceremony and Closing Ceremony.

88. Filming policies and procedures in Host City and Co-Host Cities

- Submit generic filming policies and any required generic licences, or procedures to obtain licences, for OBS and RHB filming in the Host City and Co-Host Cities, to OBS for review and approval. This shall include assistance with licences and parking agreements for any state, local authority and selected private premises.

89. Filming access

- Provide access to OBS cameras for filming of key phases and elements related to the staging of the Games, for example, but not limited to, Ceremonies rehearsals, the making of medals, select planning meetings.

BRS Annex 2

Broadcast Master Plan – Timelines

Planning Phase timelines: key deliverables/milestones

	Responsibilities		
	IOC	OCOG	OBS
Seven years out: HCC signed by IOC and OCOG	X	X	
Six years out: Initial OBS/OCOG Agreement		X	X
• OBS reviews OCOG's general Games plan: confirming IBC, optimisation of venues and resources G –72 months		X	X
• Initial brief on IBC (MMC) conducted G –72 months			

Five years out	Responsibilities		
	IOC	OCOG	OBS
• OBS begins negotiations for major elements required for the Directory of Services (DOS) (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. G–60 months		X	X
• OCOG preliminary IBC plans (to incorporate basic broadcast requirements) G–54 months		X	
• OCOG and OBS agree contract G–54 months		X	X
• OCOG and OBS agree formal coordination structure/procedure with OBS. G–54 months		X	X

Planning Phase timelines: key deliverables/milestones (continued)

Four years out	Responsibilities		
	IOC	OCOG	OBS
• OCOG Preliminary Venue Plans (to incorporate basic broadcast requirements) G–48 months. Update of IBC preliminary plan, v2.0		X	
• Health and safety guidelines need to be provided with the beginning of the venues planning phase (G-48 months) concerning construction, fit-out, bump in, operations, transitions and dismantling.		X	
• OBS continues negotiations for major elements required for the DOS (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. G–48 months		X	X
• OCOG/OBS CAD revisions procedures agreed and in place G–48 months		X	X
• OBS conducts initial venue surveys and reviews G–46 months		X	X
• OBS prepares first budget G-45 months			X
• First Venue Survey Report produced by OBS and confirmed by the OCOG G–44 months		X	X
• OBS Preliminary Production Plan in place G–44 months			X
• Establish accredited seating working group and distribute block plans of accredited seating G-42 months	X	X	X
• Preparations for first World Broadcaster Briefing (WBB). The following items must be developed and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBB; G–38 months:		X	X
– initial detailed venue plans; compound locations/sizes, commentary positions, mixed zones, multilateral camera positions G–38 months		X	X
– master IBC plan in detail to allow for RHBs space allocation and first version of IBC fit-out and operations plan G-38 months		X	X
– an introduction to logistics, accommodation, accreditation, transport G–38 months		X	
– technology - IT (CIS, Info, RF) and telecommunications G–38 months		X	
– initial power, lighting plans G–38 months		X	X
– other general information G–38 months		X	X

Planning Phase timelines: key deliverables/milestones (continued)

Three years out	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts first World Broadcaster Briefing (3 years out) G–36 months			X
• OBS starts unilateral meetings and surveys with RHBs G–36 months		X	X
• OCOG gathering source/pricing information in order to prepare/develop their respective parts of the DOS (elements of Part A, all of Part B). OCOG to supply necessary information for the DOS G–36 months		X	
• Broadcast telecommunications contribution fibres master plan compiled and presented by the OCOG to be approved by OBS G-36 months		X	X
• First draft of competition schedule (daily competition schedule w. medals.) G–33 months	X	X	X
• OBS/RHBs initial accommodations requirements finalised G–30 months		X	X
• Session competition schedule drafted and submitted to IOC administration, OBS and IFs for review G–30 months	X	X	X
• Obtain IOC in principle agreement to proposed numbers and layouts G-27 months	X		
• OBS finalises negotiations for major elements required for the DOS (Part A – OBS) including broadcast telecommunications, furniture and for other key contracts required for production such as mobile units and production teams/crews and technical equipment, etc. G–28 months			X
• Preparations for first World Broadcaster Meeting (WBM). The following items must be developed and/or updated and included as OBS and OCOG deliverables a minimum of eight weeks in advance of the WBM; G–26 months:		X	X
– Venue Plan (including detailed CADs/overlays) for compounds, commentary positions, mixed zones, camera positions, cable paths G–30 months		X	X
– Rate Card, Part A (OBS+OCOG) G–28; Part B (OCOG) G–26 months		X	X
– IBC master plan (Winter: MBC) G–26 months		X	X
– detailed logistics plans (accommodation, accreditation, transport) G–26 months		X	
– IT (CIS, Info), telecommunications, RF spectrum allocation and management plan. G–26 months		X	
– power system design (IBC and venues) G–26 months		X	X
– broadcast lighting plan for all venues G–26 months		X	X
– specifications for FFE G-26 months		X	
– specifications for Material Handling Equipment (MHE) G-26 months		X	
– other general information G–26 months		X	X

Planning Phase timelines: key deliverables/milestones (continued)

2 years out - kick off for RHBs planning	Responsibilities		
	IOC	OCOG	OBS
• OBS conducts first WBM. G–24 months			X
• High Level Design (HLD) of the cable containment solution for the contribution network. Cable containment proposed specifications and layout from the venue perimeter to TOCs and CCRs. Dependency on OBS broadcast compound design and CCR location. OCOG shall align with OBS telecommunications partner for the meeting point of the telecommunications backbone network at the venue perimeter. HLD approved by OBS G-24 months		X	X
• Opening Ceremony, Initial concept G–24 months		X	
• First draft of broadcast brand guidelines for RHBs provided; these guidelines include final design of pictograms, pantones, draft of Look of the Games(G–24) months		X	
• Service Level Agreement (SLA) (for both TM and DDS): OCOG submits PSLA draft to IOC/OBS for discussion/review (to OBS only for DDS PSLA) (G-24) months		X	
• Competition event schedule finalised and shared with IOC and relevant OCOG areas G–20 months	X	X	X
• SLA (for both TM and DDS): OCOG submits Preliminary SLA final to IOC (to OBS only for DDS PSLA) (G-18 months)		X	
• Final design of Look of the Games including Field of Play (FOP) G–18 months		X	X
• Air space rules and regulations for helicopter coverage G–18 months		X	
• IF/sport presentation/Omega camera splits plus additional cameras (video adjudication and sport presentation) G-18 months		X	X
• Final Broadcast Brand Guidelines for RHBs delivered (G-14 months)	X	X	
• Warehouse to be delivered to OBS for the Games of the Olympiad G-16 and for Olympic Winter Games G-9 months		X	
• OBS and RHBs confirm and secure their accommodation requirements G–16 months		X	X
• First draft of Detailed Competition Activity Schedule (DCAS) developed G–16 months	X	X	
• Broadcaster final unilateral requirements submitted to OBS G–15 months			X
• Final venue operations policies and procedures G–15 months		X	X
• Final broadcast Games-time timelines G–14 months		X	X

Planning Phase timelines: key deliverables/milestones (continued)

1 Year Out	Responsibilities		
	IOC	OCOG	OBS
• Detailed Design (DD) of cable containment solution for the contribution network. Cable containment proposed specifications and layout from the venue perimeter to TOCs and CCRs. OCOG shall align with OBS telecommunications partner for the meeting point of the telecommunications backbone network at the venue perimeter. Detailed design approved by OBS. G-12 months		X	
• SLA (for both TM and DDS): OCOG submits DSLA draft to IOC/OBS for discussion review (to OBS for DDS DSLA) (G-12 months)		X	
• OBS submits final unilateral broadcast requirements to OCOG G–12 months		X	X
• OCOG to provide OBS with preliminary script for Ceremonies G–12 months		X	
• Final WBM G-12 months			X
• OBS IBC fit-out construction starts; OCOG to provide fit-out related services G–12 months			X
• OCOG accreditation, zoning plans finished G–12 months		X	
• OCOG supplemental device access control plans finished G–10 months	X	X	X
• Final sports presentation scripts and running order G-12 months		X	

G– 9 months (minimum)	Responsibilities		
	IOC	OCOG	OBS
• OCOG to provide certain services at the IBC (HVAC, power, IT, telecommunications, etc) related to the OBS move to their offices at the IBC at G–9 months		X	X
• Telecommunications video transmission – solution implemented G-9 months		X	X
• SLA (for both TM and DDS): OCOG submits final Detailed SLA to IOC (to OBS for DDS DSLA) (G-8 months)		X	
• Creation of a monitoring taskforce for Games time engineering, facilities and service deliverables. Taskforce to include all relevant stakeholders (OBS, Atos Origin, Omega, OCOG Technology and Venue Development areas)	X	X	X

Broadcast Games-time timelines

As per agreed timelines, all items shall be delivered, installed and functional at venue level throughout the venue operational phase.

Games-time timelines: OCOG key deliverables	Responsibilities		
	IOC	OCOG	OBS
• Final accredited seating sign off by the IOC G-6 months	X		
• Final DCAS completed G–6 months	X	X	
• Delivery of the cable containment solution for the contribution network from the venue perimeter to TOCs and CCRs G-5 months		X	
• Venues exclusive use with all permits and licenses available (including RF)		X	
• Compound and venue security, access control and fencing installed.		X	
• Pre-cable paths and other cable paths available and accessible		X	
• Domestic and technical power available		X	
• Venue temporary buildings installed/operational (TOCs, offices, CCRs, BIOs, commentary positions), including shades, kitchens, dining tents, toilets, etc.		X	
• Venue IT (Voice + Data, CIS, INFO) installed/available including terminals/other equipment.		X	
• Venue trash removal/janitor services (Winter: snow removal)		X	
• Venues camera platforms built, powered and available.		X	
• Venues Public Address (PA), results/timing feeds, FOP lighting, mixed zone lighting + Look of the Games installed/ready.		X	
• Media transport and broadcast parking available.		X	

From a minimum of eight weeks out until the start of the Games of the Olympiad, and from a minimum of twelve to eight weeks until the start of the Olympic Winter Games) and continuing through the Games, all items must be delivered, installed and functional at venue level through the venue operations phase.

Games-time timelines: OBS key deliverables	Responsibilities		
	IOC	OCOG	OBS
• IBC operations start (Winter – MBC)		X	
• Games-time food and beverage services operational in the IBC (G-50 days)		X	
• All IBC common facilities and services to be provided and operational (G-1 month)		X	
• Venue cabling (OBS and RHBs)		X	X
• TOC installation and test at venues		X	X
• Technical equipment installation at venues			X
• RHB installations			X
• OBS mobile units arrival at venues			X
• OBS crew deployment			X
• Rehearsals		X	X

BRS Annex 3

Specifications on Broadcast Lighting

General

The requirements listed below will be further specified by OBS to the OCOG based on the concrete environment of the OCOG and further information supplied by the OCOG, or on the basis of other factors such as result of test events, or outcome of detailed lighting surveys.

The broadcast lighting at each competition venue must be of the highest quality for television and photographic coverage.

The following information outlines only certain generic broadcast lighting requirements. There are ongoing advancements in the art and science behind high-end broadcasting (of the nature required for the Olympic Games) and also the implementation of lighting for high-end sports competition. Thus it is almost impossible to fully project all of the exact requirements in terms of proper lighting for the best possible television coverage several years before the actual events take place. This does not, however, alter the significant importance that high-quality lighting has in ensuring the best possible live broadcast of the Olympic Games. The OCOG, in close cooperation with Olympic Broadcasting Services (OBS), should take all necessary measures to ensure that the lighting at each competition venue is of the highest quality for television and photographic coverage. Thus, the provided specifications should be used as guidelines and guaranteed minimums whereas the final aim should always remain the best possible television coverage of the Olympic Games.

OBS reserves the right to instruct and approve final changes to installed lighting during live camera rehearsals or other suitable times required by the OBS.

Technical specifications and placement for lighting will also depend on the specific sports competition and venue itself and are to be established in consultation with the IF, OBS and Press Operations (photographers).

Additional theatrical lighting that may be required for some sports, events and Ceremonies will need to be fully agreed with OBS.

The lighting design must take into consideration the sport/discipline to be covered and the desired effect on the television production and photographic coverage without disturbing the sport/discipline activity.

Special care must be taken to match colour temperature in the case of venues where there is a mix of artificial light and daylight.

All indoor venues will need to be blacked out and no natural light shall be allowed to enter the venues.

These requirements and specifications cover the FOP, all areas in general where competition takes place or is initiated, temporarily adjourned or completed such as the athletes' entrance and exit routes (start houses, kiss-and-cry, etc.), the run-off area around the FOP, the spectators' area, the mixed zone, the occasional presentation positions, Victory Ceremonies area, venue dress and media conference rooms/areas.

Venue lighting designs that meet the OBS specifications provide a starting point for the proper creation of appropriate broadcast lighting plans. It is important that these designs are provided to OBS and subsequently reviewed before approval by OBS. After installation and commissioning, live Games-

time OBS camera tests will then serve as the final and conclusive confirmation of the broadcast lighting.

FOP lighting

- The FOP broadcast lighting should approximate a television studio environment.
- FOP includes all the areas where the competition takes place. For television lighting purposes the FOP may extend beyond the area defined by the OCOG. Generally the 'lighting' FOP extends to either 1.0m or 2.0m outside the official marked competition area.
- The specification incorporates the production requirements of OBS and the RHBs. These are informed by extensive experience of delivering television coverage for past Olympic Games, the lighting requirements and specifications of IF and also other organisations with expertise in Lighting and Lighting for Television Coverage (e.g. Illumination Engineering Society of North America [IESNA], CIE [*Commission internationale de l'éclairage*/International Commission on Illumination], the European Broadcasting Union [EBU] etc.)
- All lighting performance criteria are the minimum required during the Olympic Games.
- The lighting shall remain unchanged throughout the Olympic Games competition schedule. No adjustments of any nature by the OCOG or the lighting designers or any other party are permitted.
- Light source: all lamps (bulbs) and/or LED light sources shall have a [correlated] colour temperature (Tk) of 5600 K and have a CIE Colour Rendering Index (CRI) Ra of ≥90; low wattage lamps are preferred. With the rapid development of television technologies, other metrics of colour quality for television (e.g. TLCI – Television Lighting Consistency Index) should also be considered as an alternative to CRI which was originally developed for the human eye.
- Design calculation and measurements: Light levels (vertical illuminance) calculated to the cameras at 1.5m above the FOP; light levels (horizontal illuminance) on the FOP surface; all calculated/measured on a 2.0m grid.
- Minimum illuminance (light level): The minimum light level (vertical illuminance) at any point of the FOP is to be not less than 1,600 lux towards the main cameras and ≥1,200 lux towards the four directions facing the sides of the FOP. In the special case of high speed cameras (High Speed Slow Motion - HSSM), the vertical illuminance should be approximately 2,000 lux.
- High-definition television demands highly uniform light over the FOP surface and across the virtual vertical planes to the cameras.
- A maximum to minimum ratio not to exceed 1.5:1.
- A ratio of average horizontal to average vertical not to exceed 2:1.
- A minimum ratio of 4:1 vertical between the FOP and audience areas.
- A uniform colour temperature (example 5600 K) from all sources.
- A colour rendering index greater than 90 from all sources.
- Coefficient of Variation (CV) should be between 0.13 and 0.15.
- Uniform Gradient (UG) should be between 1.5 and 2.

- Good modelling with a suitable contrast between the subject and the background. In the case of flying athletes, the FOP and all the requirements that pertain, its lighting design should be considered as inclusive of the body of the flying athlete.
- Lens Flare and Glare: lighting equipment is to be positioned to ensure that the direct glare and reflected glare ("skip light") off the ice or a polished floor towards the cameras is eliminated; and the reflected glare off the snow towards the cameras is minimised. The designed Glare Rating (GR) to be ≤40 for the cameras.
- Reflections of polished or icy FOPs: the luminaires (FOP and other lights within camera shot) are to be located such that their reflected image is not within the ice sheet or the polished floor with respect to the main cameras. Non-FOP lights should be suitably screened.
- If a stationary camera is within a zone made by horizontal lines 25° either side of the horizontal aiming angle of the luminaire and either:
  - the vertical angle between a horizontal plane through the luminaire and the camera lens is <25°; or
  - the luminaire is aimed >40°, then the luminaire shall be constructed, or fitted, with a glare-controlling device, such that the light-emitting area of the lamp is shielded from the camera's field of view or fitted with barndoors, louvres or similarly acceptable devices.
- Flicker-free or 'tungsten-type' technology for super slow motion of at least 600 frames-per-second along with Colour Rating Index (CRI) > 90 is mandatory for lighting of the FOPs in all venues, both indoor and outdoor. This should normally be achieved by the use of electronic ballasts or other high speed power supply systems for all sport fixtures, LED lighting or an equivalent alternative solution.
- Back-up of lighting: in the event of a power failure, primarily for athlete safety reasons, the IOC requires that the OCOG provide at least 50 per cent of the lighting backed up by an alternative source of power. OBS, in addition, requires the 50 per cent to be uniformly distributed across the FOP.
- Lighting operation: full live competition lighting available from two-and-a-half hours (2½ hours) before the start of competition, to be fully operational until 2 hours after competition.

Luminaries and aiming logic

- The luminaire (floodlight) elevation aiming angle (away from downward vertical) shall be ≤65°.
- Light should reach any point of the FOP from at least three directions.
- There is to be a clear path between any luminaire and any point of the total FOP – no structure or material (flags, banners, video boards etc.) to obstruct the light path.

Lighting for TV coverage areas outside the FOP

- There should be at least two lighting control settings (corresponding to different zones) at each venue as a minimum requirement that will allow for significant flexibility during final adjustments. The FOP would be the first zone and the first 20 rows would normally be the second of these separate control zones.

- Spectator area: the average illuminance level, towards the cameras, over the first 12 rows shall be ≥25 per cent and ≤30 per cent of the FOP; and reduce uniformly beyond the 12th row to a minimum of 10 per cent at the last row.
- Run-off area (just around the FOP): the light levels outside the FOP or corral or FOP-surround shall reduce uniformly.
- Flags of nations, protocol and medallists' flags: the flags are to be illuminated.
- Start house; finish area; athlete FOP entrance/exit; warm-up area; kiss and cry; heat box; leader box; coaches' area; gun check; ski check; mixed zone; occasional presentation positions; studios, stand-ups and announcement positions; presentation platforms; medals dais; medallists' processional route and media interview/press conference room:
  - In general the requirement is for a minimum vertical illuminance ≥1,000 lux towards the camera(s) but not less than the background. If cameras have to be placed a long distance from the covered objects/people (e.g. Press Conference Rooms) higher illumination will be required (≥1,400 lux). Details to be further defined by OBS for each specific venue.
  - The lighting to be operational at the same times as the FOP lighting.
- The lighting requirements for these areas may be adequately (and preferably) met by the venue FOP lighting (except back-of-house areas). Where this cannot be achieved the following are the requirements for additional lighting:
  - Luminaires shall be constructed or fitted with purpose-made glare controlling devices – snoot, louvre, barn-door etc., and located/aimed such that the flashed area cannot be seen from anywhere on the competition area of the FOP; and such that to the main cameras, the luminaires shall appear to be "off".
  - Luminaires should be fixed to the ceiling or building or to a truss suspended from the building in some way. Lights should not be mounted on floor-mounted 'light-stands'.
  - The lamps shall have the same colour temperature (Tk) and shall match, or be colour-corrected to, the Tk of the FOP and be within the International Engineering Consortium (IEC) and manufacturer's tolerances. They have a CRI (Ra8) of ≥ 90 and be from the same manufacturer and from the same production batch.
  - Low wattage lamps should be preferred
  - Incandescent lamps (tungsten halogen), if used, shall not be dimmed – run only at 100 per cent.
  - The lighting of these areas shall be pre-planned and fixed before the first day of competition. Additional portable or temporary lighting (stands, etc.) shall not be brought in and used during the duration of competition days.

Sports presentation lighting

Sports presentation lighting should not affect television coverage lighting, as specified herein. If transitions are required between television coverage lighting and some special sports presentation lighting, then these transitions should be undertaken out of the live coverage schedule and should not affect it.

Other lighting-related issues

Indoor venues

- Look of the Games elements should be suitably illuminated.
- Decorative lighting shall, as a general rule, not be the primary colours of light (Red/Green/Blue - RGB) when used over large areas (wash) or when used as a dominant saturated source.

Outdoor venues

- Shadows on the FOP should be avoided, day or night – in particular at or near the finish line.
- To alleviate shadow issues, lights may be required to be operational during outdoor daytime competition.
- Late afternoon finish or bad weather may require lighting of the finish line area at some daytime venues.
- Spill and obtrusive light – the choice of equipment, glare control and aiming logic shall meet the following:
- Spill light control – light should be contained within the venue
- Luminaire beam distribution at 10 per cent of maximum intensity in the vertical plane above the aiming angle (top of the 'field angle') shall be:
  - 10° below the horizontal; and
  - 100,000 cd
- Luminaires should be fitted with louvres or other intensity limiting devices to restrict spill and obtrusive light.
- Apart from aerial sports, in principle the luminaires should be designed and installed such that there is no light projected above the horizontal.

Broadcast work reas

Additionally, safety/security/work lighting in all broadcast compounds and the Satellite Farms is required.

BRS Annex 4 - Transport Media Table

Airport(s) - Accommodation Airport(s) - MPC/IBC (MBC)	Start from 14 days before the Opening Ceremony and for 3 days after the Closing Ceremony. Some crews will arrive earlier than this. The OCOG should ensure that public transport options are available and information on these services communicated to the Media arriving early.	According to operational hours of the Airport(s) (at scheduled frequency) and reinforced according to information provided by RHBs through the Arrivals and Departures System (ADS). To increase efficency, the OCOG will give the possibility to groups (min 20 people) arriving/departing together and staying in close proximity accommodation, to book a bus to cover their airport transfers
Accommodation - MPC / IBC (MBC)	Starts 14 days before Opening Ceremony. Ceases 3 days after Closing Ceremony.	24 hours, with variations in frequency. Reduced frequency when lower client demand expected; overnight, during non- competition days and during daytime hours (media expected to travel to/from IBC/MPC at beginning and end of day). Transport services from accommodation to the MPC / IBC during morning peak periods should have enough passenger capacity to ensure that all media personnel are able to make their journey quickly, comfortably and on time. The transport schedules need to consider working shifts for world time-zones and transmission schedules and not only local times.
MPC / IBC (MBC) – Olympic Village	Starts 14 days before Opening Ceremony, or the day of the Olympic Village Opening. Ceases the day after the Closing Ceremony.	Operates daily 08h30 to 21h30. Frequency can be lower during pre-competition days.
MPC / IBC (MBC) – Executive Board and IOC Session	Operates for the period of the Executive Board and IOC Session.	Operates according to the Executive Board and IOC Session hours.This may/may not be required- OCOG should discuss with Press Operations and OBS
MPC / IBC (MBC) – training venues	Operates according to the 'open to media' training schedule.	Operates according to the training schedule. Services operate –1/+1 hours from the start and finish of training with reduced frequency during the actual training session. As required
MPC / IBC (MBC) – Competition Venues	Must be 100% operational for the 4 days before the start of competition at each respective venue in line with the opening of the venue media centre. Services cease to each competition venue on the last day of competition at each venue. Some venues may require a limited service prior to this (up to 7 days pre-competition) based on demand provided by Press Operations and OBS	Operates according to the competition schedule and the venue media centre operating hours. The Venue Media Centre generally operates –3/+3 hours from the start and finish of competition. This timeframe could be increased or decreased by the IOC according to need. Transport services need to operate to allow media to reach the venue 3 hours before competition. Should the Venue Media Centre remain open longer than 3 hours from the finish of competition, transport services must be provided until the Venue Media Centre closes and all media have left the venue. Reduced hours and frequency on non-competition days Some routes (e.g. Olympic Park shuttle if existing or route to Ceremony Stadium) may be requested to start earlier.
Between Competition Venues, where appropriate	Operates according to the competitions in the venues being connected.	Same service hours as the MPC / IBC - Competition Venue Services (above).
Accommodation direct to Venues, where appropriate	Operates according to the competitions in the venues being connected.	Same service hours as the MPC / IBC – Competition Venue Services (above).

VIL Annex 1

Specifications on NOC Office Space

Team office (team size 1 – 24)

To ensure NOCs can operate correctly, the OCOG must provide NOCs with the minimum requirements of FFE including:

- desk and chair;
- table and four chairs;
- recycling bins;
- one computer;
- one printer;
- Telephone Olympic Network (free of charge)*;
- internet connection;
- climate control;
- fax machine;
- electronic kettle;
- office consumables; and
- television with Olympic feed.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).

Team office (team size 25+)

The minimum requirements of FFE for team offices (team size 25+) include:

- desk and chair;
- four-drawer filing cabinet;
- climate control;
- coat rack;
- internet connection;
- television with Olympic feed;
- recycling bins.;
- Telephone Olympic network (free of charge)*;
- info system;
- lockable cabinet;
- fax machine;
- copier machine;
- one computer;
- one printer;
- office consumables; and
- electronic kettle.

* The Olympic network telephone must have the capability for international, local and Internet connections (usage will be at cost to the NOC).

Meeting room

Meeting rooms should be equipped with:

- one conference table;
- eight folding chairs;
- blackboard or whiteboard with markers and eraser set;
- coat rack;
- recycling bins; and
- climate control.

Medical space

Each doctor's room and massage room should be equipped as follows:

Doctor's room	Massage room
– disposable paper cups	– disposable paper cups
– small refrigerator/freezer	– storage unit for ice
– climate control	– climate control
– at least 6 electrical power sockets	– at least 4 electrical power sockets
– enough direct light (ceiling)	– enough direct light (ceiling)
– wash basin (nearby)	– wash basin (nearby)
– pillows, blankets and towels	– pillows, blankets and towels
– disposable covers	– disposable covers
– trolley	– trolley
– examination table	– massage table
– movable partition	– movable partition
– chairs	– chairs
– locking drug cabinet	– large lockable cupboard to store tapes, bandages, dressings, etc.
– waste bins - standard and for recyclables	– waste bins – standard and for recyclables
– waste receptacle – hazardous	
– sharps disposable container	
– desk with drawers – lockable	

Medical spaces must be lockable and private. Theeyshould be provided with laundry services for towels, linens and blankets as well as with housekeeping and waste removal and the safe handling of medical waste and sharps. Ice machines must be readily available, usually at the Resident Centre and Polyclinic.

MED Annex 1

Specifications on Office Space for the IOC Medical and Scientific Commission

Offices and meetings rooms

The OCOG should provide offices for the IOC Medical and Scientific Commission base of operations in the Olympic Family Hotel (OFH) at the IOC expense, as well as in the Olympic Village Polyclinic, at the OCOG expense. The OCOG shall liaise with the IOC Medical and Scientific Director for full details of these office facilities

The proposed facilities in the OFH, including prices and locations, shall be submitted to the IOC for approval before entering into any contractual agreement.

- Requirements for IOC Medical and Scientific Commission offices in the OFH are as follows:
  - closed office for the cChairman of the IOC Medical and Scientific Commission, secure with Audio-visual (AV) privacy;
  - closed office for the IOC Medical and Scientific Director, secure with AV privacy;
  - office for the IOC Therapeutic Use Exemption TUE applications reviewer;
  - closed office for the doping control forms reviewer, secure with AV privacy;
  - office for the OCOG Chief Medical Officer;
  - working area for the IOC Medical and Scientific Commission secretariat; and
  - meeting room large enough to accommodate 20 persons.

- Requirements for IOC Medical and Scientific Commission offices in the Olympic Village Polyclinic are as follows:
  - office for the injury and illness surveillance Ttam to be located in quiet area; the room must include office desks to accommodate six persons of whom three will need workstations/computers with full access to both the electronic medical record system and the internet. Equipment to include WiFi, a printer/scanner, and a TV connected to the OBS stream;
  - meeting foom nearby the entrance of the Polyclinic, easily visible to team doctors, large enough to accommodate 6 persons, with Wi-Fi and fax;;
  - two rooms near the entrance to the Polyclinic, easily visible to team doctors;
  - one office/reception with telephone and Wi-Fi and three work stations equipped with computers with full access to internet and printer; and
  - nearby secure meeting room large enough to accommodate six people with Wi-Fi and fax.

Meeting rooms for NOC team doctors, physiotherapists and IF Medical Commission chairpersons

A meeting room should be scheduled for the NOC team doctors' and physiotherapists' meeting, to be held in the afternoon on the day before the Opening Ceremony. This is a one-time need, and requires meeting space for approximately 400 individuals for the Games of the Olympiad, 200 for the Olympic Winter Games and 50 for the Paralympic Games, with appropriate language services and AV equipment required. This meeting room should be located in the Olympic Village, for the convenience of the NOC team doctors and physiotherapists.

The IF Medical Commission chairpersons need to be provided with the necessary accreditation to access the Olympic Village for this meeting.

Educational programme workshops

A meeting room, located in the Olympic Village Polyclinic, should be scheduled on a daily basis for workshops within the IOC Medical and Scientific Commission educational programme for NOC medical staff. Workshops require seating space for 30-40 individuals with an area for practical demonstration (sufficient space to allow for a minimum of three treatment plinths and adequate circulation space).

Ideally this room should be in a quiet area of the Polyclinic (an open area or corridor are not sufficient to provide a suitable learning environment.

Powerpoint projector and screen are required. Adjacent office facilities are required (for printing attendance certificates, etc.). For further detail, refer to the Olympic Games Guide on Olympic Family and Dignitary Services.

FIN Annex 1

Specifications for OCOG Insurance

Introduction

In accordance with the HCC – Principles, the OCOG is responsible for procuring and maintaining, at its expense, all the necessary insurance policies required to comply with the laws of the Host Country applicable to its activities (e.g. Employer's Liability and Employment Practices Liability) and with the requirements set forth below in respect of all risks associated with the planning, organising, financing, staging and host broadcasting of the Olympic Games and Paralympic Games (including Test Events).

I. Key insurance policies to be procured by the OCOG

The OCOG shall procure and maintain the insurance policies described in this section in accordance with the compulsory insurance terms and conditions (refer to section II. Terms and Conditions Applicable to OCOG's Insurance Policies and Risks). The list below is not exhaustive and the IOC reserves the right to require the OCOG to procure and maintain other types of insurance policies depending on the outcome of the OCOG's risk assessment (as further described in the HCC - Operational Requirements - Games Management).

1. <u>Third party liability insurances</u>

a) Public or general liability

- This policy shall be written on an "occurrence" basis, or on a "claims-made" basis and for a duration of a minimum of two years after the dissolution of the OCOG or more if it is required by the law. This policy must at least cover the following risks: bodily injury, property damage (to any property that is leased, rented, and/or in the care, custody, or control of the OCOG), personal injury, pure financial loss, advertising liability, premises and operations liability, products and completed operations, loss adjustment expenses, pollution liability, contractual liability and independent contractor operations. This insurance must also include cover for acts of terrorism.
- Inception date: from the creation of the OCOG.
- Limit: USD 10 million when the OCOG is formed and increasing to (i) at least USD 250 million, if it is on a "claims-made" basis, or (ii) at least USD 100 million, if it is on an "occurrence" basis. The latter limits should be in force by the date of the first Test Event.

b) Product and completed operations liability

- To cover claims arising in connection with the sale of products specifically bearing the OCOG's emblem or other OCOG's trademarks or products otherwise licensed or authorised by the OCOG.
- Inception date: from the date the OCOG's products are for sale or otherwise distributed.
- Limit: is part of the limit of the public or general liability (refer to point 1. Public or general liability above).

c) Professional liability

- To cover costs related to the defense and indemnification of claims in connection with actual or alleged negligent acts/omissions of the OCOG in the planning, organising and staging of the Olympic Games and Paralympic Games. This policy shall include cyber liability.

- Inception date: within 6 months of the creation of the OCOG.
- Limit per claim and in the annual aggregate: at least USD 10 million for the first two years, increasing to (i) at least USD 100 million, if it is written on a "claims-made" basis, or (ii) at least USD 30 million if it is written on an "occurrence" basis. The latter limits should be in force at least four years before the Opening Ceremony.

  Depending on the local market, each of the three covers indicated above can be procured on a stand-alone basis or written globally within the same insurance policy.

  In addition, they should be written with a worldwide territorial definition.

d) Directors and Officers liability (D&O) insurance

- To cover claims arising from the actions of the directors and officers of the OCOG. It is payable to the directors and officers of a company, or to the organisation itself, as indemnification (reimbursement) for losses or advancement of defense costs arising out of criminal and regulatory investigations/trials as well.
- Inception date: within six months of the creation of the OCOG.
- Limit per claim: no less than USD 5 million.

e) Medical malpractice insurance

- To cover claims arising from the medical activities of all of the OCOG's medical workforce (including the staff at Olympic and Paralympic competition and non-competition venues and at the OCOG Polyclinic(s)) to the extent that such workforce is not already covered by other means (hospital insurance cover and/or by the Host Country's health system or provider).
- The OCOG, in cooperation with the local health authorities, must ensure that all medical staff working in designated hospitals are covered by medical malpractice insurance (hospital's insurance cover and/or by the Host Country's health system or provider).
- Inception date: three months before the first Test Event.
- Limit: according to local laws and regulations but, in no event, less than USD 25 million, per occurrence and on aggregate, during the Olympic Games and Paralympic Games.

2. <u>Medical treatment and repatriation insurance</u>

- To cover the medical expenses relating to all injuries and illnesses that require treatment before the accredited person is able to return home, and to include repatriation. However, if medical treatment is delivered at no cost by the government health service and this level of service is agreed as suitable by the IOC, medical insurance is not required. In such cases, repatriation has to be covered on a stand-alone basis.
- Inception date: three months prior the first Test Event.
- Limits: (i) medical treatment, gradually increasing with the number of people to cover. No limit per person, annual limit of no less than USD 7.5 million; (ii) repatriation has to be covered at real cost.

3. Property insurance

- To cover damages to all property owned, leased or in the care, custody and control of the OCOG, or for which the OCOG is contractually responsible, including subsequent financial loss of income. Subject to local market conditions, a mutual waiver of subrogation between the IOC and its affiliates on one side and the OCOG on the other side has to be mentioned in the policy(ies).
- Inception date: immediately after the OCOG leases, rents, buys buildings or property.
- Limit: the value of the relevant property.

4. Construction all risk insurance

- To cover risks related to the OCOG's responsibility for specific construction projects (including equipment and overlay).
- Inception date: one month prior the beginning of construction projects.
- Limit: value of the construction(s) including taxes and fees.

5. Motor liability

a) Automobile/motor liability

- To provide defence and indemnification against claims for bodily injury and property damage for all registered and non-registered vehicles used on-road or off-road (e.g. golf carts, snow mobiles, motorcycles, All Terrain Vehicles [ATV]s, forklifts) by the OCOG, during its entire lifecycle. Non registered vehicles can also be included in the public or general liability policy.
- Inception date: when the OCOG assumes the responsibility of vehicles.
- Limits: (i) USD 5 million per occurrence for liability towards third parties, including the driver and the persons being transported; (ii) an excess limit of USD 10 million per occurrence as an underlying schedule of the public/general liability policy or as a stand-alone insurance contract.

b) Watercraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any watercraft vehicle owned, rented, borrowed, chartered or leased by the OCOG.
- Inception date: one month prior to the first Test Event where watercrafts will be utilised for the Games of the Olympiad.
- Limit: USD 5 million combined single limits for bodily injury and property damage per occurrence and in the annual aggregate minimum limits. This insurance cover may be included within the public or general liability policy where permitted by law.

c) Aircraft liability insurance

- To cover claims for bodily injury and property damage arising from the use of any aircraft owned, rented, borrowed, chartered or leased by the OCOG. Policy includes use of drones if provided and/or regulated exclusively by local/government supplier.
- Inception date: at the latest on the first day prior to the use of the aircraft.
- In case the policy is placed by the owner of the aircraft, the OCOG must ensure that the relevant contract with the owner includes a waiver of recourse/subrogation against the OCOG, the IOC

and IOC Controlled Entities.

- Limit: limit will depend on the size of the aircraft but no less than USD 25 million combined single limits for bodily injury and property damage in the annual aggregate.

6. <u>Personal accident including permanent disability</u>

- To provide compensation in the event of death or disability of accredited persons following an accident occurring in connection with their activities at the Olympic Games and Paralympic Games (including terrorism).
- Limit: subject to laws and practice in the Host Country but at least USD 80,000 in case of death or if the percentage of disability is higher than 59 per cent, otherwise pro rata of that amount if the disability percentage is comprised between 1 - 59 per cent.

7. <u>Crime, fidelity and fraud</u>

- To cover the loss arising from theft and robbery of assets or fraud (crime).
- Limit: dependent on the risk exposure.

II. Terms and conditions applicable to OCOG's insurance policies and risks

The following terms and conditions shall apply to all insurance and risks described in the present annex. The OCOG is responsible to take any necessary measures so that these terms and conditions are respected at all times.

1. <u>Notification to the IOC</u>

- The insurance policies mentioned in section I. Key insurance policies to be procured by the OCOG above, including the extent and level of coverage, shall be submitted to the IOC for its prior written approval, prior to any contract being entered into between the OCOG and the relevant insurer. The approval of the IOC shall not relieve the Host City, the Host NOC or the OCOG of their responsibilities under the HCC or this annex.

2. <u>Insurance certificates</u>

- The OCOG must provide to the IOC written proof in English of each insurance policy in place (copy of the insurance policy or certificates of insurance) when the relevant insurance policy is placed.

3. <u>Alternative risk coverage mechanisms</u>

- Certain OCOG insurance policy requirements listed in section I. Key insurance policies to be procured by the OCOG above may be waived in whole or in part, with the prior written consent of the IOC, if the OCOG demonstrates to the IOC's satisfaction that the concerned requirements are already provided and/or that the relevant risks are already covered by private or public third parties, in particular in case of any medical/health public system in force in the Host Country.
- The OCOG may, with the prior written consent of the IOC, decide to cover the risks described in section I. Key insurance policies to be procured by the OCOG, paragraphs f) and g) above, through other means than insurance policies (e.g. self-financing). In such case, the OCOG must inform the IOC of all measures and arrangements to be implemented by, or on behalf of the OCOG, to cover these risks and, on request of the IOC, take all necessary measures to further address these risks to the satisfaction of the IOC.

4. Deductibles

- Any policy with a deductible or self-insured retention, along with the amount and descriptive condition, is subject to the approval of the IOC. In addition, the IOC reserves the right to require a security deposit to be posted in cash, letter of credit, or guarantee of a third party, acceptable to the IOC, equal to the amount of any deductible or self-insured retention on a per policy basis. Should any guarantee be used, the OCOG is required to immediately restore the guarantee to the original amount.

5. Non-cancellation provision

- Insurance coverage must contain a non-cancellation provision. The OCOG's insurance arrangements should be in full force and effect from the date the OCOG is formed to execute the Olympic Games and Paralympic Games operations through to its dissolution. Should, for any reason, a policy be cancelled or the cover be restricted, the IOC shall be informed as soon as practically possible.

6. Insurers

- All insurance policies must be underwritten by insurers who are licensed, admitted, authorised and/or approved to underwrite the specific line of insurance in the Host Country and have a minimum A.M. Best's Rating of A- VII. The approval of any policy or underwriting insurer shall be obtained from the IOC.

7. Additional insureds

- The OCOG shall designate and maintain, at a minimum, the following entities as additional named insureds in all liability insurance policies listed in section I. Key insurance policies to be procured by the OCOG a) above:
  - the IOC, as well as Olympic Broadcasting Services (OBS), Olympic Channel Services SA (OCS) and all other IOC Controlled Entities, including their respective subsidiaries (as defined in the HCC); and
  - the Host NOC.
- All such additional insureds must be considered as third parties one towards the other (cross liability).

8. Failure to procure

- Should the OCOG fail to procure or maintain the policies of insurance required herein, then the OCOG grants to the IOC the right to procure, or to have any IOC Controlled Entity or any third party procure on its behalf, any insurance policies at the OCOG's sole cost and expense. It is agreed and understood between the parties that the right granted to the IOC to procure said coverages on behalf of the OCOG or if the OCOG fails to comply with the procurement and/or maintenance of the policies of insurance required herein, does not impose any obligation (legal, financial or otherwise) on the IOC to do so. The failure or refusal of the IOC to procure or maintain said policies on behalf of the OCOG does not waive, diminish or reduce the indemnification requirements of the OCOG to the IOC. If the IOC does procure and effect (bind) coverage for the OCOG, the latter shall be responsible for reimbursing the IOC any premium, all fees and expenses invoiced to the IOC (or any third party acting on the IOC's behalf) by the IOC's insurance broker or the insurance company underwriting the insurance policies related to the placement of the OCOG's insurance contracts.

PRT Annex 2

Specifications on Protocol

1. Flags and national emblems

All flags need to be produced according to IOC, NOC and IF specifications regarding colour, design and orientation. The quality of the material of the flag has to be appropriate for its use.

At Olympic venues, the OCOG Protocol area ensures that the flags displayed are accurate and reflect the specifications in the IOC Protocol Guide. The protocol area also manages issues such as damaged flags.

There are three flag sets for each venue:

- protocol set;
- participating NOC set; and
- Victory Ceremony set.

The details related to the use of sets and the display of flags are described in the IOC Protocol Guide.

All flags shall be displayed from the official opening of the Olympic Village until the end of the Olympic Games. At the Olympic Family Hotel (OFH), flags shall be displayed from the official opening of the IOC offices.

Flag proportions

A standard 2:3 ratio (2 height x 3 length, e.g. 1.5m x 2.25m) is applied as the standard ratio for flags during the Olympic Games. All NOCs have consented to this proportion to comply with the Olympic Protocol. Any variation to this rule needs to be submitted to the IOC for approval.

Olympic flag

The Olympic Charter states that “the Olympic flag has a white background, with no border. The Olympic symbol in its five colours is located in its centre”.

At the Opening Ceremony of the Olympic Games, the Olympic flag is presented and raised in the stadium. At the Closing Ceremony, it is lowered in the stadium.

The Olympic flag is “handed over” during the Closing Ceremony from the current Host City Mayor to the Mayor of the next Host City. The flag remains the property of the IOC in trust to the city of the Olympic Games.

Protocol set of flags

The Protocol set of flags is composed of the following flags in order of precedence:

- Olympic flag;
- flag of the host nation; and
- flag of the OCOG/LOC or city (depending on circumstances).

Opening and Closing Ceremonies

During the athletes' parade at the Olympic Games Opening Ceremony:

- Greek flag;
- flag of each country in alphabetical order according to the language of the Host City with the IOC protocol order exceptions; and
- flag of the host nation.

The OCOG shall submit the order of flags to the IOC for its approval.

At the Olympic Stadium and Olympic Village(s)

- Olympic flag;
- United Nations (UN) flag;
- flag of the host nation
- OCOG flag;
- Greek flag; and
- national flags in alphabetical order according to the language of the Host City, with the IOC protocol order exceptions, followed by the flag of the host nation.

The OCOG shall submit the order of flags to the IOC for its approval.

Competition and training venues

During sports competitions, the flags are displayed as follows:

- Olympic flag;
- IF flag;
- flag of the host nation; and
- OCOG flag.

At the competition venues, only the flags of NOCs qualified to compete at that venue shall be displayed, in line with the protocol set. They shall be displayed from left to right in alphabetical order according to the language of the Host City, with the IOC protocol order exceptions. As host the flag of the host nation shall fly last in the set of participating NOC flags.

The OCOG shall submit the order of flags to the IOC for its approval.

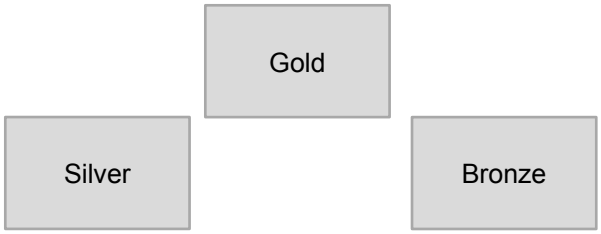
NOCs flags are not displayed at training venues.

Olympic Family Hotels (OFH), Olympic Medals Plaza (Winter Games), MPC, IBC and airport

- Olympic flag;
- flag of the host nation; and
- OCOG flag.

Victory Ceremonies

For the Victory Ceremonies, all national flags, at both indoor and outdoor locations, are raised in their horizontal format. Flags shall be raised in the following formation when viewed from the athletes' position on the Victory Ceremonies podium.



If a tie occurs in an Olympic medal event, at the Victory Ceremony two flags may be flown from the same pole during Victory Ceremonies. The flags will be hung in the order provided by the sports results team. Two flags shall not be flown from the same pole under any other circumstances. Hunging details are specified in CER Annex 2 – Specifications on Victory Ceremony Staging and Announcement Scripts.

Opening Ceremony of the IOC Session

A protocol set of flags shall be placed on the stage, if possible behind or next to the podium where the official speeches are held.

Other IOC events

The OCOG shall provide the Olympic flag at IOC events, which includes the Executive Board (EB) meeting and the IOC Session.

2. Medals, diplomas, pins and floral bouquets

The medals and diplomas distributed to athletes shall adhere to specific guidelines relating to their production, approval and distribution.

Individual sports

For the individual events, the first prize shall be a silver gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a diploma. Competitors placed fourth, fifth, sixth, seventh and eighth shall also receive a diploma, but no medal. In the case of a tie for a first, second or third place, each competitor is entitled to a medal and a diploma.

Team sports

For team sports, and for team events in other sports, each athlete member of the winning team is entitled to a silver gilt medal and a diploma, each such member of the second team to a silver medal and a diploma, and each such member of the third team to a bronze medal and a diploma. Prior to the Olympic Games and after consultation with the IFs concerned, the IOC EB shall decide the extent to which such athlete members shall include those athletes who have not taken part in at least one match or competition during such Olympic Games. The members of a team placed fourth, fifth, sixth, seventh and eighth shall receive a diploma.

If an Olympic athlete is disqualified (individual or team sport), his/her medal(s) and diploma(s) shall be returned to the IOC.

IOC copyright for medals

The OCOG shall ensure that a valid assignment of all rights, including intellectual property rights on the medals, designs, molds and other related elements, is made in favour of the IOC, which shall automatically be the recognised owner of such rights, including copyright. If the law of the country requires that an assignment shall be made in writing, the OCOG is obliged to draw up the necessary document and to submit it for signature to the IOC, who shall thereon be the sole holder of such rights as the OCOG will cease to exist soon after the Games.

Requirements for producing medals

Size
The medals shall be at least minimum 70 mm - maximum 120 mm in diameter and minimum 3 mm - maximum 10 mm thick.

Weight
The weight of each medal shall be 500-800 grams.

Material
The medals for first and second places shall be of silver of at least 925-1000 grade; the medal for first place shall be gilded with at least 6 g of pure gold. The medals shall be easily recognisable as gold, silver and bronze. The medals shall be of the same “finish”, whether matte or highly polished.

Mould
In principle, the medals shall be round in shape.

Ribbon
Each medal shall be provided with a ribbon to give the athletes the possibility to wear the medal around the neck. The ribbon could be decorated with the emblem and OCOG Look of the Games elements.

Special attention shall be made in the production of the ribbon to ensure high quality and that the closing mechanism, holding the medal in place, is re-enforced and secure.

Design
The same design applies for all medals. The design of the medals shall be in line with the vision and Look elements of the OCOG, reflecting its cultural and aesthetic elements but at the same time respecting and expressing the values of the Olympic Movement. The lines shall be simple and clean, and the text (engraved or in relief) shall be appropriate for the dimension.

Themes
Each medal shall include the following elements:

<u>For the Games of the Olympiad:</u>

- Front side (obverse):
  - Nike standing in the Panathinaiko Stadium; and
  - full name of the Games edition (Games of the (number) Olympiad).
- Back side:
  - name of the sport (or discipline as appropriate) and event; and
  - OCOG emblem.

<u>For the Olympic Winter Games:</u>

- Front side:
  - Olympic emblem; and
  - full name of the Games edition (number) Olympic Winter Games.
- Back side:
  - name of the sport (or discipline as appropriate) and event; and
  - OCOG emblem.

Before going into production, the text to be engraved on medals needs to be approved by the IOC.

Requirements for producing victory diplomas

Material/shape
The diploma shall be printed on a card of at least 4-ply quality. The format shall be “landscape”.

Design
The look of the diploma shall be in-line with Look elements of the OCOG, simple and clear to read.

Text
The text shall include the following elements:

- Olympic symbol and edition of the Games;
- emblem of the Olympic Games;
- French, English and host nation official language (if neither French nor English);
- athlete’s family name, followed by given name;
- name of the NOC that the athlete represents;
- sport, discipline and event name;
- signature and title of:
- IOC President - lower left-hand side;
- OCOG President - lower right-hand side;
- for 1st place - Olympic Champion and Gold medallist;
- for 2nd place - Silver medallist;
- for 3rd place - Bronze medallist; and
- positions from 4th to 8th place shall be indicated by - 4th place, 5th place, 6th place, 7th place and 8th place respectively.

Requirements for floral bouquets

Floral bouquets are presented to athletes during Victory Ceremonies. The specifications of the floral bouquets are defined in collaboration with the IOC.

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